

## **Cabinet**

**Date: Wednesday, 13 September 2017**

**Time: 17:30**

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

### **Committee members:**

#### **Councillors:**

Waters (chair)  
Harris (vice chair)  
Davis  
Herries  
Kendrick  
Maguire  
Ryan  
Stonard

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

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

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



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## Agenda

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#### 1 Apologies

To receive apologies for absence

#### 2 Public questions/petitions

To receive questions / petitions from the public

Please note that all questions must be received by the committee officer detailed on the front of the agenda by **10am on Friday 8 September 2017**.

Petitions must be received must be received by the committee officer detailed on the front of the agenda by **10am on Tuesday 12 September 2017**

For guidance on submitting public questions or petitions please see appendix 1 of the council's constitution.

#### 3 Declarations of interest

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

#### 4 Minutes

5 - 8

To approve the accuracy of the minutes of the meetings held on 12 July 2017 and 21 July 2017

#### 5 Quarter 1 2017 - 18 performance report

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**Purpose** - To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 1 of 2017 - 18

#### 6 Food poverty scrutiny recommendations and Reducing Inequalities Action Plan

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**Purpose** - Food poverty scrutiny recommendations and Reducing Inequalities Action Plan

#### 7 Social Value in Procurement Framework

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**Purpose** - To seek approval for the Social Value in Procurement Framework

#### 8 Non Domestic Rates discretionary rate relief

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**Purpose** - To seek approval for a Non-Domestic Rates discretionary rate relief scheme to help those businesses most affected by the recent

rates revaluation.

- |           |                                                                                                                                                                                                                                                                                        |           |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>9</b>  | <b>Revenue Budget Monitoring 2017-18 P3</b><br><b>Purpose</b> - To update cabinet on the provisional financial position as at 30 June 2017, the forecast outturn for the year 2017/18, and the consequent forecast of the General Fund and Housing Revenue Account balances.           | 67 - 86   |
| <b>10</b> | <b>Revenue Budget Monitoring 2017-18 P4</b><br><b>Purpose</b> - To update cabinet on the provisional financial position as at 31 July 2017, the forecast outturn for the year 2017/18, and the consequent forecast of the General Fund and Housing Revenue Account balances.           | 87 - 106  |
| <b>11</b> | <b>Capital budget monitoring 2017-18 – Quarter 1</b><br><b>Purpose</b> - To update cabinet on the financial position of the capital programmes as at 30 June 2017, seek approval to carry-forward an underspent 2016/17 budget into 2017/18, and note the recovery of a historic debt. | 107 - 122 |
| <b>12</b> | <b>External audit appointment</b><br><b>Purpose</b> - To consider the appointment of external auditors.                                                                                                                                                                                | 123 - 132 |
| <b>13</b> | <b>Award of contract for green waste disposal</b><br><b>Purpose</b> - To seek approval to award a contract for green waste disposal services.                                                                                                                                          | 133 - 140 |
| <b>14</b> | <b>Norwich City Council response to Norwich Airport draft masterplan</b><br><b>Purpose</b> - To consider Norwich Airport's proposals for the expansion of the airport to 2045, set out in the draft masterplan.                                                                        | 141 - 158 |
| <b>15</b> | <b>Award of a contract to replace staircases at Alderson Place and Finklegate</b><br><b>Purpose</b> - To consider the result of the recent procurement process for a contract to replace staircases and to place the orders.                                                           | 159 - 168 |
| <b>16</b> | <b>Award of contract for kitchens bathrooms re-pointing</b><br><b>Purpose</b> - To seek delegated authority to award a contract for replacement kitchens, bathrooms and repointing in housing properties.                                                                              | 169 - 180 |
| <b>17</b> | <b>Establishment of Three Score Open Space Management Company</b><br><b>Purpose</b> - To ensure that the appropriate governance arrangements are in place for management and maintenance of open space and other communal areas at Three Score, Bowthorpe.                             | 181 - 216 |
| <b>18</b> | <b>Affordable housing at Three Score phase 2</b><br><b>Purpose</b> - To consider the development agreement for the provision of affordable housing at Three Score phase 2, sections 2, 3 and 4.                                                                                        | 217 - 228 |

## **19 Exclusion of the public**

**Purpose** - Consideration of exclusion of the public.

### **EXEMPT ITEMS:**

(During consideration of these items the meeting is not likely to be open to the press and the public.)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part 1 of Schedule 12 A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, members are asked to decide whether, in all circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

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## **\*20 Affordable housing at Three Score phase 2 – Financial Appendices**

- This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information) as in para 3 of Schedule 12A to the Local Government Act 1972.

## **\*21 Managing assets (housing)**

- This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information) as in para 3 of Schedule 12A to the Local Government Act 1972.

Date of publication: **Tuesday, 05 September 2017**

**CABINET****17:30 to 18:50****12 July 2017**

Present: Councillors Waters (chair), Harris (vice chair), Davis, Herries, Kendrick, Maguire and Stonard

Also present: Councillor Schmierer

Apologies: Councillor Ryan

**1. Declarations of interest**

There were no declarations of interest.

**2. Public questions/petitions**

There were no public questions or petitions at this meeting.

**3. Minutes**

(The chair referred to the supplementary agenda which had been circulated to members and published on the website, containing the minutes of the last meeting and an urgent item).

Subject to amending the reference 'Anglia water' in the resolution of item 9 to read 'Anglian water', it was:-

**RESOLVED** to agree the accuracy of the minutes of the meeting held on 21 June 2017.

**4. Vehicle fleet leasing contract – Key decision**

Councillor Kendrick, cabinet member for resources, presented the report.

In response to a question from Councillor Schmierer, the director of business resources explained the reduction from four to two electric cars was offset by an overall increase in hybrids cars and that the fleet had been configured to achieve maximum usage.

**RESOLVED** to award a contract for vehicle leasing to LeasePlan UK Limited, trading as Automotive leasing.

**5. Revenue budget monitoring 2017/ 18 – Period 2**

Councillor Kendrick, cabinet member for resources, presented the report.

**RESOLVED to:**

- 1) note the financial position as at 31 May 2017 and the forecast outturn 2017/18;
- 2) approve the transfer of £0.077m of unbudgeted S31 grant into the invest-to-save earmarked reserve to support the delivery of savings and efficiencies through the transformation programme; and
- 3) note additional unbudgeted grants awarded for 2017/18.

**6. Procurement of replacement waterproof membrane to City Hall roof – Key decision**

Councillor Kendrick, cabinet member for resources, presented the report.

In response to a question from Councillor Schmierer, the director of business resources explained that the council's clear procurement processes mitigated the risk of challenge.

**RESOLVED** to delegate approval to the director of regeneration and development in consultation with the portfolio holder for resources to award the contract to replace the waterproof membrane to City Hall roof.

**7. Loft and cavity wall insulation for council owned properties – Key decision**

Councillor Harris, cabinet member for social housing, presented the report.

In response to a question from Councillor Schmierer, Gary Atkins, director of property services, NPS explained that 410 houses as yet have not been surveyed. However, it was highlighted that considerable progress had been made in the last year on this.

**RESOLVED** to award a contract for the installation of loft and cavity insulation to council owned homes to 1<sup>st</sup> Choice Insulations Ltd.

**8. Procurement of contract for housing electrical rewires, upgrades and periodic inspections – Key decision**

Councillor Harris, cabinet member for social housing, presented the report.

**RESOLVED** to delegate authority to the director of neighbourhoods, in consultation with the deputy leader and social housing portfolio holder, to award a contract to the best value supplier for electrical rewires, upgrades and periodic inspections after a mini tendering exercise is complete.

**9. Procurement of structural consultancy services for housing repairs – Key decision**

Councillor Harris, cabinet member for social housing, presented the report.

**RESOLVED** to delegate authority to the director of neighbourhoods, in consultation with the deputy leader and social housing portfolio holder, to award a contract to the best value supplier for structural consultancy services once a detailed evaluation is completed.

**10. Exclusion of the public.**

**RESOLVED** to exclude the public from the meeting during consideration items \*11 to \*13 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

**\*11. Managing assets (general fund) – Key decision (Paragraph 3)**

(An amended appendix 1 to this report had been circulated prior to the meeting).

Councillor Stonard, cabinet member for sustainable and inclusive growth, presented the report. Discussion ensued on the value of the assets in appendix 1.

**RESOLVED** to approve the disposal of assets listed in appendix 1 of the report.

**\*12. Managing assets (housing) – Key decision (Paragraph 3)**

Councillor Harris, cabinet member for social housing, presented the report.

**RESOLVED** to approve the disposal of land from the Housing Revenue Account as described in this report subject to detailed agreement of terms.

**\*13. Financial agreement in relation to an asset – (Paragraph 3)**

Councillor Waters, the leader presented the report. The chief finance officer said that she was working closely with colleagues at Norfolk County Council and nplaw. Members considered that they did not have enough information to make an informed decision at the meeting.

**RESOLVED** to ask the chief finance officer to prepare a more detailed report to be considered at a future meeting.

CHAIR



**CABINET**

**14:30 to 16:25**

**21 July 2017**

Present: Councillors Waters (chair), Harris (vice chair), Davis, Herries, Kendrick, Maguire, Ryan and Stonard

Also present: Councillors Raby and Wright

**1. Declarations of interest**

Councillor Waters declared an interest as the council's representative on the outside body referred to in item \*3 below.

**2. Exclusion of the public.**

**RESOLVED** to exclude the public from the meeting during consideration item \*3 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

**\*3. Financial agreement in relation to an asset – (Paragraph 3)**

(Councillor Waters had declared an 'other' interest in this item)

The chief finance officer and section 151 officer presented the report which had been circulated to all members of the council in advance of the meeting and answered questions from members and discussion ensued.

A representative of the asset answered members' questions via telephone.

**RESOLVED** to agree proposals as outlined in this report.

CHAIR



**Report to** Cabinet  
13 Sept 2017  
**Report of** Strategy Manager  
**Subject** Quarter 1 2017 - 18 performance report

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**Item**

**5**

### **Purpose**

To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 1 of 2017 - 18.

### **Recommendations**

To:

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

### **Corporate and service priorities**

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

### **Financial implications**

The direct financial consequences of this report are none.

**Ward/s** All wards

**Cabinet member** Councillor Waters - Leader

### **Contact officers**

Adam Clark, strategy manager

01603 212273

### **Background documents**

None

## Report

### Introduction

1. This report sets out progress against the key performance measures that are designed to track delivery of the corporate plan priorities. This is the ninth quarterly performance report for the corporate plan 2015-2020.
2. The corporate plan 2015-20 established five priorities. Progress with achieving these is tracked by forty three key performance measures. It is these performance measures which form the basis of this report. Most of the performance measures are available quarterly while some are reported six monthly or annually to show general outcomes for residents.
3. This is the first report since the Corporate Plan refresh that has come into effect for the financial year 2017/18. Therefore, several new measures have been included, and several old measures removed as agreed by cabinet meeting on 18 January 2017.
4. Methodological changes for some survey derived measures have been included to improve the robustness of the results. These include the weighting of measures that are derived from the Local Area Survey and a new text based methodology for overall satisfaction with council services.
5. Performance status for each of the performance measures is then combined for each priority to show at a glance high level performance. This should enable members to see where performance is improving or falling.
6. Performance is based around a traffic light concept where green is on target, red is at a point where intervention may be necessary and amber a point in between these two.
7. A copy of the full performance report can be found at appendix A.

### Headlines

8. Overall performance this quarter shows an improved picture to last quarter with all five council priorities green. There are some areas where the council is performing well and exceeding its targets. For example, all but one 'Prosperous and Vibrant City' indicators are green. Each of the performance measures are provided within the relevant section of the performance report at appendix A.
9. The following areas of performance are brought to your attention:
  - a) At the end of quarter 4, the timely processing of benefits measure is at 96.6%, falling below our target of 100%.
  - b) There remains a high level of tenant satisfaction with the housing service, standing at 86% against a target of 83%.

- c) Both air quality indicators continue to show strong performance, with the CO2 emissions for the local area falling 4.2% year on year and emissions from local authority operations 14.6% year on year.
- d) There has also been a strong performance regarding culture and events. 91.8% of residents are satisfied with Norwich's parks and open spaces, 95.4% satisfied with leisure and cultural services and over 100,000 people attended council ran events over the previous 12 months.
- e) Reported overall satisfaction with council services appears to have fallen from 99.8% to 80.3% but this coincides with a change in methodology which provides us with more detailed data in order to drive through changes.
- f) Cycling use in the city has increased 2.8% over the last 12 months which is below our target of 5%.
- g) In quarter 1, the average number of days taken to re-let council homes was 19 days, exceeding our target of 16 days.
- h) 446 accident casualties on Norwich roads were recorded in the year to the end of December, a decrease from last quarter but still above our anticipated level of 400.
- i) The number of affordable homes remains below target but has seen increases this quarter and is on track to meet its long term 5 year target.
- j) Preventing homelessness continues to perform well despite increasing pressures, with 61.6% of people contacting the council as threatened with becoming homeless actively prevented from becoming so.





### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 September 2017
<b>Head of service:</b>	Adam Clark
<b>Report subject:</b>	Quarter 1 performance report 2017/18
<b>Date assessed:</b>	August 2017
<b>Description:</b>	This report sets out progress against the key performance measures that are designed to track delivery of the Corporate Plan priorities for quarter 1 of 2017/18.

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

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

Recommendations from impact assessment	
<b>Positive</b>	
<b>Negative</b>	
<b>Neutral</b>	
<b>Issues</b>	
The range of council activity represented by this report means that it is not possible to identify the aggregate impact; this is covered by the individual impact assessments that are conducted as part of routine council business	





Safe, clean and low carbon city

Prosperous and vibrant city

Fair city

Healthy city with good housing

Value for money services

Corporate plan

Safe, clean and  
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services

## Comments

This is the city council's performance report for the first quarter of the 2017-18 financial year. The five corporate priorities are green overall, which shows a continued high level of performance across our services despite the challenges we're facing.

Our continued strong performance in reducing carbon emissions continues, as does the attendance and satisfaction with our parks, cultural and leisure offers. We have actively changed the methodology we use to measure resident satisfaction and levels have fallen as a result. This will give us greater insight into our customer experience which will help us to improve our services.

Cycling use in the city is increasing, though not as quickly as we'd like, and we continue to have concerns about the numbers of casualties on Norwich roads.

Our housing developments are going well, but we are still below our affordable homes target. Our housing service still shows high levels of satisfaction and we prevent large amounts of homelessness, despite the huge pressures that are leading to the visible increase in rough sleeping.

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

For more information please contact the Strategy & Transformation team on ext 2535 or email [strategy@norwich.gov.uk](mailto:strategy@norwich.gov.uk)

Key to tables (following pages) :

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



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Value for money services

Corporate plan

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
<b>SCL13 % change in the number of cyclists counted at automatic count sites</b>	2.8	5.0	▲	»	2.8	5.0	▲	06/17

Comments: Automatic Cycle Counters (ACCs) are being used in Norwich to monitor the number of cycle journeys along key cycle routes.

The level of increase at the nine existing ACCs is up 2.8% between 2015 and 2016. On these routes alone this represents 23,593 additional counts. Although significant increase was seen on some specific routes (Marriotts Way during this same period up 12.8%); some routes showed a decrease with Cow Drive down 7.8%. Development along Cow Drive during this time is thought to have been a factor that will have deterred cyclists. The overall level of increase is below the target of 5%.

This is a new measure and there are now two further ACCs on Pottergate and Magdalen Street contraflow lane which have not formed part of the above figure.

<b>SCL07 Number of accident casualties on Norwich roads</b>	446	400	▲	»	446	400	▲	06/17
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Comments: Following recent rises in the number of accidents occurring in the city, the number has remained steady in Q1. Accidents are being closely monitoring to detect trends in an attempt to reduce the numbers.

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
<b>SCL03 % of people feeling safe</b>	73.5%	78.0%	●	»	73.5%	78.0%	●	06/17

Comments: The % of people feeling safe remains under target this quarter. This is one of three measures which are now weighted to better reflect the residents of the city, which has made small changes to the overall scores and for SCL3 has resulted in a slightly improved score. Activity to address criminality in relation to Operation Gravity remains visible and recent positive coverage, for example an article in TLC (the Tenant and Leaseholders news) may have contributed reassurance that issues of drug dealing will not be tolerated in Norwich. The council has also received fewer reports of anti-social behaviour this period, which may indicate a reduction in impact on residents.

<b>SCL04 Residual household waste per household (Kg)</b>	101.4	99.0	●	»	101.4	99.0	●	06/17
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Comments:

N.B the figures reported are for Q4

Compared to the same quarter in the previous year we have reduced residual household waste per household by 3.6kg. This will be in part due to our introduction of small WEEE and textile collections. We are hopeful this trend will continue.

<b>SCL06 % of residential homes on a 20mph street</b>	39.2%	39.8%	●	»	39.2%	39.8%	●	06/17
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Comments: While no additional homes were included in a 20mph area in Q1, significant numbers will be included in Q2 and we are on course to exceed the yearly target.

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
SCL02 % of people satisfied with waste collection	92.9%	85.0%	★	➡	92.9%	85.0%	★	06/17
Comments: The number of responses has increased, but is still too low (14) for the results to have any significance. We are waiting for a link to the survey to be added on to the new online reporting tool (Jadu).								
SCL05 % of food businesses achieving safety compliance	95.5%	90.0%	★	➡	95.5%	90.0%	★	06/17
Comments: The hygiene standard of food premises in the City is slightly down on the 96% recorded at the last quarter but still higher than the same time last year. The dip can be accounted for by 6 food businesses failing to maintain their hygiene standards at an adequate level								
SCL09 CO2 emissions for the local area	4.2%	2.4%	★	➡	4.2%	2.4%	★	04/17
Comments: The council will continue to use any energy efficiency funding from central government to continue our work on reducing emissions from residential and commercial sectors. E.g. ECO2 (a scheme where energy companies subsidise installation of insulation and modernising heating systems). The council will also continue to promote sustainability via its wider remit as a conduit of behavioural change and pro-environmental behaviours. (E.g. push the Pedalways / One Planet Norwich)								
The council has reduced per capita emissions by 13.5% since 2013/14								
Norwich has the lowest per capita emissions (4.50t/capita) of any Norfolk LA. In 2005 the per capita emissions were 6.9 t per person. This has fallen to 4.5 per person.								
SCL10 CO2 emissions from local authority operations	14.6%	2.2%	★	➡	14.6%	2.2%	★	04/17
Comments: The figure of 1,031,718 Global kg of CO2e is a 14.6% reduction on the previous year and represents a 54.1% reduction compared to the 06/07 baseline.								
This takes into account the 6 months of electricity provided under the OFGEM certified Green Tariff which the council has purchased from TOTAL. The Green Tariff contributes significantly to this year's carbon reduction.								
SCL11 % of people satisfied with parks & open spaces (Q)	91.8%	85.0%	★	➡	91.8%	85.0%	★	06/17
Comments: It is excellent to see that we have met this year's higher target for satisfaction with parks and open spaces.								
SCL12 Percentage of people satisfied with their local environment	80.6%	80.0%	★	➡	80.6%	80.0%	★	06/17
Comments: Performance for people being satisfied with their local environment remains above target. This is one of three measures which are now weighted to better reflect the residents of the city, which has made small changes to the overall scores. a slightly higher safety score but slightly lower engagement score.								

#### Performance measures not contributing to the performance score for the Objective this quarter

Measure
SCL01 % of streets found clean on inspection
Comments: Due to the organisational change in the department we have not been able to process the results in time for this report. We will be moving to a more intensive surveying schedule with quarterly surveys rather than 4 monthly to align better with the corporate plan.
SCL08 % of adults cycling at least 3x per week for utility purposes
Comments: Data for this indicator is taken from a national dataset currently scheduled to be released in November. The figure will be included in future reports as and when it becomes available.





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Value for money services

Corporate plan

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
PVC2 Delivery of the council's capital programme	70%	80%	●	↓	70%	80%	●	03/17
Comments: 18 green, 8 amber. In 6 cases this is due to overspend, in one case this is due to delayed completion of project, and in the other case due to on-going contractual dispute with a supplier over the final cost of works.								

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
PVC03 Amount of funding secured by the council for regeneration activity (4 year rolling average)	£2,742	£2,000	★	?	£2,742	£2,000	★	06/17
Comments: The funding in this year is from the Department for Transport for the Cycle City Ambition Grant. The money has already been claimed for 2017/8. This is the first time we are basing this performance measure on a 4 year rolling average which provides a "smoothed" figure to take account of fluctuating amounts of funding that may be secured from year to year. We are also exploring further funding this year via One Public Estate.								
PVC09 Amount of visitors at council ran events	101,826	85,200	★	>>	101,826	85,200	★	06/17
Comments: This is a new indicator that measures the rolling 12 month sum of visitors at council ran events. Over the previous 12 months, over 100,000 people have visited events ran by the council, well above the target of 85,000 - the trends also show that attendance is increasing year on year. In particular, the Christmas 'Switch-on' attracted a significant increase in attendees due to the 'Tunnel of light' and the attendance of a celebrity.								
PVC1 Number of new jobs created/ supported by council funded activity	325	300	★	↓	325	300	★	03/17
Comments: The two teams in the council which, in the main, contributed to this target are Economic Development and Planning through advice and/or, relationship management. The target is 300 so this has been achieved. The local economy has performed well in the past year unemployment has fallen and employment has increased.								
PVC6 Planning service quality measure	87%	83%	★	↓	87%	83%	★	06/17
Comments: We aim to be able to report on the planning service quality measure during 2017-18 once the system to monitor planning service quality developed by PAS (Planning Advisory Service) has been confirmed as still supported and is configured for our use. The result reported here is a proxy using the planning performance measures reported to central government i.e. speed of processing of Major, Minor and Other applications. It is hoped that outputs later in 2017-18 will appear in a different format and will include measurements of speed, as part of a broader measure. However, this will be dependent on the receipt of information which is outside the council's full control as information will be processed via PAS and the successful operation of the new quality measures.								
PVC8 % of people satisfied with leisure and cultural facilities	95.4%	90.0%	★	↑	95.4%	90.0%	★	03/17
Comments: Riverside Leisure Centre has maintained "Quest Excellent", the UK quality scheme award for sport and leisure and the Norman Centre was awarded UK Active Code of practice accreditation.								

## New performance measures not contributing to council performance until Q4

Measure
PVC07 No. of priority buildings on the 'at risk register' saved from decay by council interventions
Comments:



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Corporate plan

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
FAC4 Timely processing of benefits	96.6%	100.0%	●	↓	96.6%	100.0%	●	06/17
Comments: Overall performance is good albeit slightly below target. This is because the average time for processing discretionary housing payments (DHP) was slightly outside of target at 15 days against a target of 14 days for Q1 but this is now back within target for the first month in Q2. The average time for processing new claims was slightly outside of target at 22 days against a target of 21 days for Q1 and the average time is reducing in Q2. Change of circumstances and appeals are being processed within target.								

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
FAC1 Delivery of the reducing inequalities action plan	25%	25%	★	↕	25%	25%	★	06/17
Comments: Our reducing inequalities work continues to build on the work undertaken in specific localities and across the city over the last couple of years. We are also evolving internal policies around this agenda, such as developing a social value in procurement framework for the council.								
FAC3 Delivery of the digital inclusion action plan	72%	70%	★	↓	72%	70%	★	06/17
Comments: Performance remains ahead of target. We have overachieved on numbers of volunteers and learners engaged in 2016/17 and are looking to replicate this in 2017/18. We are working with new partners to support their service users, and we are offering new sessions at Digital Hubs in the city. We have supported another sheltered housing scheme to become connected, with more schemes looking to come online later this year. The process of rolling out our Digital Coaching skills and knowledge to all staff at Norwich City Council is underway, and will continue until the end of 2017.								
FAC5 No of private sector homes where council activity improved energy efficiency (YTD)	204	41	★	↕	204	41	★	06/17
Comments: In quarter 1, 204 private households were helped with energy efficiency measures for their homes. This constituted of completed boiler replacements, heating upgrades, cavity wall insulation, loft insulation, energy performance certificates and boiler repairs. In addition to this, 192 small insulation measures were handed out at the One Planet Festival.								

## New performance measures that are not contributing to performance in Q1.

Measure
CPlan15-20 Fair city : FAC02 % of people who felt their wellbeing had been improved following receiving advice
Comments:
CPlan15-20 Fair city : FAC06 % of comm. org. who pay the living wage for services delivered on behalf of NCC
Comments:





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Measure	Actual	Target	Δ RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
<b>HCH04 Affordable Homes measure</b>	<b>80</b>	185	▲	>>	80	185	▲	06/17
Comments: We're on our way to meeting the 5 year target but delivery is not linear. Work has begun on 105 new dwellings at Goldsmith Street and a further 18 at Threescore. 39 further units will be delivered at Threescore following the decision by Norwich regeneration Ltd to complete phase 2. 10 new units have been accepted at Hansard Close and a further 11 units are being purchased on a site in Northumberland Street. In addition, cabinet has approved the grant of 1-4-1 receipts to registered providers to facilitate the delivery of 78 units to be completed in 2018/19.								
<b>% of upgrades complete</b>	<b>13%</b>	17%	▲	➡	13%	17%	▲	06/17

Comments:

This is a proxy reported in quarters 1-3 for % council homes meeting the Norwich standard which is reported annually at year-end. The proxy monitors the number of upgrades completed year-to-date as a proportion of annual programme numbers set at start of the year for the following work streams: kitchens, bathrooms, heating, electrical, and composite doors. Contracts are output based and contractors are responsible for delivering programmes by end of the financial year, quarterly targets are therefore intended to provide an indication of progress towards this.

A delay in the approval of budgets caused a delay to all work streams, meaning that work was not started until later in the quarter. Work is still not on schedule; contractors are endeavouring to catch up and it is hoped that an improvement will be seen by the end of quarter 2.

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
<b>HCH2 Relet times for council housing</b>	<b>19</b>	16	●	➡	19	16	●	06/17

Comments:

221 homes were let in the first quarter of 2017-18. The average relet time for the quarter was 19 days, against a target of 16 days. The most challenging month of the quarter was May, with performance recovering slightly in June. Factors impacting upon performance included the bank holidays (which caused some sign-ups to be delayed until the following Mondays) and issues with delays in Norse notifying completion of some properties, as well as some properties requiring significant additional works to be completed before they could be re-let.

<b>HCH9 No of private sector homes made safe</b>	<b>23</b>	25	●	➡	23	25	●	06/17
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Comments: This figure is slightly below the quarterly target but this can be explained by the increasing numbers of prosecutions that have been taken by the council in the past three months. Court cases take up a disproportionate amount of officer time but the council has now adopted a policy to use newly introduced powers to impose financial penalties as an alternative to prosecution. It is anticipated that this will make enforcement more efficient in the medium-term although it may have an impact on output in the short-term as the new procedures are 'bedded-in'.

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
HCH03 No of empty homes brought back into use	27	20	★	🔴	27	20	★	06/17
Comments: This is on target to reach 20 homes brought back in to use by the end of the year								
HCH1 Delivery of the Healthy Norwich action plan	25%	25%	★	🟢	25%	25%	★	06/17
Comments: Our partnership work with Norwich Clinical Commissioning Group and public health is on track. Notable current projects are the launch of a 'Sugarsmart' campaign and the ongoing roll-out of social prescribing approaches in Norwich.								
HCH5 Preventing homelessness	61.6%	60.0%	★	🔴	61.6%	60.0%	★	06/17
Comments: While external factors such as cuts to other services are undoubtedly creating pressure on our housing options team, our prevention-focused approach continues to meet and, in this instance, exceed target. Future challenges such as the introduction of Universal Credit, the Homelessness Reduction Bill and cuts to support services will cause further pressure on our limited resources in the near future and in this environment, such high performance may be difficult to maintain.								
HCH6 % of people who feel that the work of the HIA has enabled them to maintain independent living	100	90	★	🟢	100	90	★	06/17
Comments: The target has been exceeded and indicates that all our clients have experienced a significant improvement in their quality of life. This work includes the provision of disabled adaptations, home repair and improvements and increased household income following benefits checks. Maintaining independent living also plays a major part in reducing the numbers of people who go into residential care or who need to access other health care services, making a significant contribution to the reduction of health and social care costs.								
HCH8 % of tenants satisfied with the housing service	86%	83%	★	🔴	86%	83%	★	06/17
Comments: 943 housing tenants have responded in the last 12 months to this quarterly local area survey, which is run by customer contact. Following two quarters of performance in excess of 87%, performance has decreased slightly, to 86%, which is still well above the target of 83%.  The new STAR survey has recently commenced and is being conducted on a rolling basis to provide results more frequently. Once sufficient responses have been collected these results will be used instead of those from the local area survey.								

#### Performance measures not contributing to the performance score for the Objective this quarter

Measure
HCH7 % of council properties meeting Norwich standard
Comments: The Norwich Standard is measured annually. For in-year measurement please refer to the proxy indicator '% upgrades complete'.



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Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
VFM1 % of residents satisfied with the service they received from the council	80.3%	93.0%	▲	➡	80.3%	93.0%	▲	06/17
Comments: This is the first outturn using the new methodology which is using a 'text' to measure satisfaction. It has reduced the level of satisfaction but has provided us with a wealth of data to drive forward improvements and identify areas for transformation and savings across the authority.								

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
VFM02 Council achieves savings target	£150,000	£0	●	?	£150,000	£0	●	06/17
Comments: The quarter 1 general fund forecast outturn for the 2017/18 financial year is an overspend against budget of £150k. This reflects a number of transformation items where there is a risk that they will not be fully delivered in the current financial year. All transformation items are closely tracked and actions are taken by managers to address shortfalls with the aim of delivering within budget by the end of the financial year.								
VFM8 % of customers satisfied with the opportunities to engage with the council	51%	54%	●	➡	51%	54%	●	06/17
Comments: People's satisfaction with the opportunities to engage with the council has decreased this period which is against recent trends. This is one of three measures which are now weighted to better reflect the residents of the city, which for VFM8 has resulted in a slightly reduced score. It is unclear if the reduction is due to that change or a change in performance. The indicator will be monitored closely to understand if there is a different reason for this change given that there have been increasing number of opportunities for engagement with new resident groups establishing.								

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
VFM4 Avoidable contact levels	27.0%	35.0%	★	➡	27.0%	35.0%	★	06/17
Comments: Performance in this first quarter against this new target is encouraging. New and improved contact channels together with improvements in customer access are starting to drive down levels of avoidable contact. The data we are capturing will further help identify areas for transformation.								
VFM5 Channel shift measure	14.60%	13.75%	★	➡	14.60%	13.75%	★	06/17
Comments: Performance is increasing alongside the development of new and improved online and self-serve forms. New processes were launched in June 2017. The impact of those changes should be reflected in Q2.								
VFM6 % of income owed to the council collected	95.3%	95.0%	★	➡	95.3%	95.0%	★	06/17
Comments: Ensuring timely collection of income due to the council is vital to support the financial pressure the council faces. Performance in this area has started well this year with income collection just above target.								
VFM7 % of income generated by the council compared to expenditure	49.1%	45.2%	★	➡	49.1%	45.2%	★	06/17
Comments: The quarter 1 outturn general fund income for 2017/18 financial year is forecast to equate to 49.1% of expenditure which is above the target of 45.2%.								
VFM9 Delivery of local democracy engagement plan	2	2	★	➡	2	2	★	03/17
Comments: Local democracy is vital to the democratic process. Local democracy week is a key feature in this indicator and giving local people the opportunity to find out more about the democratic process, councillors and the council. The plan for this was successfully delivered.								



**Report to** Cabinet  
13 September 2017  
**Report of** Strategy manager  
**Subject** Food poverty scrutiny recommendations and Reducing Inequalities Action Plan

**Item**

6

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**Purpose**

To consider the work on food poverty within the wider reducing inequalities action plan.

**Recommendation**

To:

1. review the recommendations from the meeting of scrutiny committee on 6 April 2017, following their scrutiny of food poverty in Norwich, and consider how work on food poverty might be taken forward.
2. note the Reducing Inequalities Action Plan for 2017-18 incorporating proposed food poverty actions.

**Corporate and service priorities**

The report helps to meet the corporate priority a fair city.

**Financial implications**

None the activity is met from within existing budgets.

**Ward/s:** All Wards

**Cabinet member:** Councillor Davis – social inclusion

**Contact officers**

Ruth Newton, senior strategy officer

01603 212368

**Background documents**

None

# Report

## Food poverty scrutiny process

1. Scrutiny committee undertook an in-depth piece of work at its meetings in February and March to consider the causes and possible solutions to food poverty in Norwich. Meetings included presentations from guest speakers representing Feeding Britain, Joy of Food, Norwich Food Bank and the Open University.
2. The committee considered evidence on the structural, organisational and individual drivers of food poverty and concluded that there is a distinction between 'food crises in which people are left without any means of feeding themselves in the short-term, and...longer-term lack of access to nutritious food.' Copies of the reports can be found in Appendices 1 and 2.
3. In response to this evidence the committee made the following recommendations to be reported to cabinet on this theme:
  - a) to access charitable trust funding to resource projects such as social supermarkets
  - b) develop a food poverty strategy to act as an umbrella document for existing actions
  - c) increase awareness and availability of financial advice and early intervention
  - d) develop community led food literacy projects
  - e) increasing awareness of the Go4less cards which entitle residents to reduced allotment fees; and
  - f) linking older and socially isolated people with good food literacy skills with younger generations in need of such skills

## What is the council already doing to reduce food poverty?

4. There is a wide range of projects and programmes already in place in Norwich that contribute to tackling the causes of food poverty and supporting people in crisis, many of which are supported or led by the council. The table below sets out these initiatives categorised according to Feeding Britain's food poverty recommendations; a fuller mapping exercise is also taking place to support work going forward.

Recommended Feeding Britain action	Council delivery	Partner projects
<b>1. Building food security</b>		
Community food growing for low income families	Go for Less allotment discount offered to residents on a low income; some allotments let to voluntary and community groups working with local residents (e.g.	Voluntary and Community Sector, (VCS), food growing projects, including Farmshare (using council allotments) and Sustainable Living Initiative

	<p>YMCA, Stepping Stones, Assist Trust; opportunity for part plots available for residents to try out food growing</p> <p>S106/Healthy Norwich funded food growing project in Tuckswood being delivered by The Conservation Volunteers (TCV)</p>	
Cooking skills	Council supported food waste reduction project funded by Sainsbury's will include provision of cooking workshops and household information aimed at reducing food waste within pilot communities	Joy of Food cookery courses being delivered via Norfolk Community Learning Service
Infrastructure to support food (landlord regulations, planning permission system)	<p>Environmental health inspections, food safety scores, food merit schemes (including healthy options, Healthy Norwich), food safety courses</p> <p>Planning policies around hot food takeaways and food stores</p>	
Skills, employability and income	<p>Provision of benefits and debt advice services directly through the council's money service and home improvement teams; via commissioning of advice services to maximise income and through social prescribing pilots</p> <p>Support for job seekers via the jobs fair and digital inclusion programmes</p>	Range of advice services, skills programmes and employability support offered across the city
<b>2. Preventing people falling into crisis</b>		
Auto registration for free school meals	As the current system requires families to register for free school meals, focus is on increasing uptake of the benefit. Free school meals take up pilot in Lakenham using council data to target those who may be eligible was successful; there are now plans for a city-wide campaign supported by children's services	
Boosting uptake of Healthy Start	Joint working with Norfolk public health to promote Healthy Start	Promoted by public health via children's centres and health

vouchers	vouchers as part of the council's reducing inequalities action plan 2016-17; further related actions are being explored within the 17-18 plan	visitors
Council tax debt collection	The council tax reduction scheme for 2017-18 operates at 100% with no contribution from passported benefit recipients	
Information on support available	<p>Provision of information and support for tenants and residents via frontline services</p> <p>Development of <i>Get Involved</i> sharing website which will provide a one stop shop for information about available services, support, resources and activities for VCS led provision; also Better Off website</p> <p>Piloting of 'social prescribing' advice in GP surgeries and community locations to increase awareness of and take up of available support</p>	Wide range of voluntary and community organisations providing information and support for residents
Holiday food and school breakfast clubs	Council supported setting up of a new 'holiday hunger' project providing free activities session with lunch for pupils over the summer holidays in Lakenham as part of the reducing inequalities programme	FISH programme run by food bank delivering holiday hunger clubs across Norwich

### **3. Low cost food for vulnerable groups**

Social supermarkets, community cafes, low cost home delivery models, mobile shops	<p>The council has explored options for community supermarkets that may also provide a venue for advice, personal development and skills for those requiring support into work or out of a crisis</p> <p>Council supported food waste reducing project funded by Sainsbury's will trial a 'community fridge' for sharing surplus food and is promoting an app which allows people to share surplus food</p>	<p>Provision of meals for elderly, e.g. Wiltshire Farm Food and other community-run enterprises</p> <p>Community-based projects supporting people with access to food and advice, e.g. Sunday Social</p>
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### **5. Supporting people in crisis**

Food Bank Plus support		Food bank network operates 9 collection centres across
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(including other food aid projects), drop in kitchens		<p>Norwich</p> <p>Norwich Food Hub collects and redistributes surplus food to groups across the city who are supporting residents in need (using NCC premises); Fare Share also expanding within area</p> <p>Norwich Food Cycle provides weekly cooked meals at Friends Meeting House for people in poverty or suffering social isolation</p> <p>A number of churches and other community groups in Norwich are offering drop in or pay as you can meals</p>
Emergency cash payments or vouchers	Discretionary housing payments; food distribution to street homeless (homelessness team); accredited distributor of food bank vouchers	Local assistance scheme (Norfolk County Council)
Fuel banks	Emergency heating provision and other energy efficiency improvements (environmental strategy and home improvement teams)	Age UK scheme; grant funds for people in fuel debt

### **What is the recommended option for taking food poverty work forward?**

6. As the table above demonstrates, there are a large number of activities aiming to tackle the underlying causes of food poverty, as well as provide crisis support, which are already being delivered in the city. Given this existing landscape, the council might most usefully play a role in working to support the joining up of projects and services both outside of and inside of the council, and to raise awareness about available support with residents. This is the approach which has been taken with the wider reducing inequalities strategy where we have had successes in facilitating the linking up of existing services, brokering and testing of new approaches and projects and engaging council services, partners and residents around the agenda.
7. There is a close relationship between the council's wider reducing inequalities agenda and the food poverty scrutiny recommendations, both in terms of related issues and a likely shared approach. Therefore it is recommended that food poverty be incorporated as a theme within the wider reducing inequalities action plan for 2017-18, rather than being developed as a stand-alone strategy and strand of activity, which risks duplication or operating in a silo. This would ensure that the food poverty actions are part of a wider approach to addressing deprivation, the plan for

which contains related actions around preventative health approaches, provision of advice and uptake of benefits (including Free School Meals and Healthy Start). The reducing inequalities action plan also has a small amount of existing resource dedicated to supporting it and a network of officers from across the council and partners supporting its delivery, whereas there is no additional resource dedicated to the food poverty agenda.

8. It is recommended that the suggested actions from the scrutiny are included within the reducing inequalities action plan as set out within Appendix 1. They broadly fall within five key areas under the objective 'work with partners to reduce food poverty':
  - a) *Provide facilitative support to food poverty related projects, including by providing networking opportunities and linking them into council services and partners* – this could range from the provision of networking opportunities for food poverty projects and the brokering of new relationships between projects and our own services or partners. An initial networking event is currently being planned for Autumn.
  - b) *Work with the community and partners to trial approaches to promoting food literacy, including via an intergenerational approach* – this action would build on an existing idea developed in the reducing inequalities action plan for 2016-17 whereby partners (e.g. Joy of Food, Age UK and children's centres) could be brought together to develop community-based food literacy projects, such as community cooking sessions or courses, principally using existing resources available within the city. However this has progressed slowly due to limited resources within the council to take forward the idea; further work may require additional resources to support it.
  - c) *Raise awareness about food poverty related projects, including available options for growing food affordably* – council communication channels and councillor networks could be used to increase awareness amongst residents (as well as with staff and partners) around food poverty related initiatives, including Go4less allotment rates and other food growing projects within the city. The Get Involved web platform could also be used to support food poverty related work by sharing best practice, skills and resources.
  - d) *Raise awareness of available financial advice and support* – this action relates to wider objectives within the reducing inequalities action plan which includes specific actions on increasing uptake of the pupil premium (based on a pilot project in Lakenham) as well as promoting wider financial advice and support.
  - e) *Explore possible funding sources for food poverty related projects, for example social supermarkets* – funding sources to support food poverty related projects could be investigated and pursued by the council or promoted to partners.

### **Reducing Inequalities Action Plan 2017-18**

9. Cabinet agreed an approach to reducing inequalities in March 2015 which included a focus on the following areas:
  - a) Coordinating and maximising advice and support for residents hardest hit by welfare changes

- b) Maximising opportunities for residents to access apprenticeships and jobs
  - c) Ensuring the council's services, procurement and assets have maximum impact in reducing inequality
  - d) Trialling locality-based solutions to improving wellbeing amongst disadvantaged groups.
10. Subsequent reducing inequalities action plans for 2015-16 and 2016-17 aimed to join up and build on existing council activity and work with partners across these priorities, including around key areas such as fuel poverty and digital inclusion. They also developed a reducing inequalities locality pilot in the Lakenham ward, which has attracted funding and expanded into a wider partnership-based programme of work.
11. The action plan for 2017-18 aims to consolidate work which has taken place in previous years, drawing on learning from this, and continuing to develop networks within and outside of the council to support reducing inequalities. It also incorporates work on health inequalities which has been developed in conjunction with the Healthy Norwich partnership, including public health and Norwich Clinical Commissioning Group (identified as Healthy Norwich actions in the action plan).
12. Key focusses of the action plan for 2017-18 are:
- a) Embedding reducing inequalities across the council's operation - bringing together ongoing work within the council around transformation, planning and social value in procurement
  - b) Developing preventative approaches to support healthy, resilient communities – incorporating community focussed work on social prescribing, health and community enabling
  - c) Inclusive growth – a new strategic area of focus
  - d) Ongoing work around financial inclusion – including by building on learning from pilot work in Lakenham
  - e) Food poverty

A summary of the action plan is included in Appendix 3.

## **Appendix 1**

Scrutiny Committee report – item 6, 23 March 2017

## **Appendix 2**

Scrutiny Committee report – item 6, 6 April 2017



## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 <sup>th</sup> September 2017
<b>Director / Head of service</b>	Helen Chamberlin
<b>Report subject:</b>	Food Poverty and Reducing Inequalities
<b>Date assessed:</b>	15/08/17
<b>Description:</b>	

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The food poverty and Reducing Inequalities Action Plan (RIAP) aim to join up and create additional value from existing resource.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The RIAP aims to support local residents to access employment opportunities as well as developing a strategic approach to inclusive growth.
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The RIAP incorporates work to promote financial inclusion.
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Reducing food poverty should have a positive impact on health. The RIAP also incorporates wider work within the Healthy Norwich partnership, with a focus on reducing health inequalities in the city.

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The RIAP incorporates actions which aim to develop resilient communities where all residents can access opportunities.
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The RIAP incorporates actions which aim to develop resilient communities where all residents can access opportunities
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The RIAP includes a focus on improving the council's approach to social value through procurement, which incorporates sustainable procurement.
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The RIAP and related work within Healthy Norwich include actions aiming to reduce fuel poverty, including by raising incomes and improving access to services.

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment

Positive

Aim to maximise the positive impacts resulting from the RIAP including food poverty work, including by working closely with external partners.

Negative

Neutral

Issues

**Report to** Cabinet  
13 September 2017  
**Report of** Business relationship and procurement manager  
**Subject** Social value in procurement framework

**Item**  
**7**

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**Purpose**

To seek approval for the Social Value in Procurement Framework

**Recommendation**

To approve the Social Value in Procurement Framework

**Corporate and service priorities**

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

**Financial implications**

None

**Ward/s:** All Wards

**Cabinet member:** Councillor Kendrick - resources

**Contact officers**

Tracy Woods - business relationship and procurement manager 01603 212140

Adam Clark - strategy manager 01603 212273

Ruth Newton - senior strategy officer 01603 212368

**Background documents**

None



# Report

## Background

1. In September 2016 Cabinet approved the Procurement Strategy 2016-2020. This included a key objective of 'Work ethically and incorporate sustainability priorities including, local economic development, environmental, equality and diversity and other social value objectives throughout procurement activities.'
2. This builds on existing work across the council to promote social value, including the Environmental Statement, Living Wage commitment and Building Futures project. The council's Reducing Inequalities Action Plan for 2016-17 also includes an objective around maximising the social value delivered through the council's contracts and assets, as a key tool in delivering the council's corporate priority around fairness.
3. Leading on from this the strategy team and procurement team have been developing the Social Value in Procurement Framework, which looks to consolidate this work across the council, to share and promote best practice around social value and to meet our legal obligations under the Public Services (Social Value Act) 2013.
4. The full framework is found in **Appendix A**

## Currently in place in procurement on social value

### 5. Contract tender – selection and award criteria

When awarding contracts a winning supplier must have met selection and award criteria, identified at the point of going out to tender, there are currently some standard social value criteria included e.g.

- the council requires that employees of the selected suppliers, engaged on delivery of services to Norwich City Council, are paid the Living Wage Foundation's living wage; and
- Building Futures in Norwich.

### 6. Contract management

Contract managers are required to complete a Contract Performance Review Checklist which already contains questions that lead them to have a social value dialogue with their suppliers. In 2016 supplementary questions were asked to increase our understanding of social value delivered by existing suppliers, even though it may not have been incorporated into the selection and award criteria. This highlighted existing areas of good practice.

## Implementing the Social Value in Procurement Framework

### 7. Intended purpose of document

- To provide clarity and transparency to all contractors on social value priorities in respect of procurement and how these relate to our corporate objectives
- To be a tool for contract managers to use when developing new contracts and building into existing contract monitoring
- To encourage tender submissions from a wider and more diverse base of organisations

#### 8. Future embedding of social value into contracts

When identifying the award criteria the procurement team will encourage and assist service areas to incorporate social value questions, which should be

- linked to the subject matter of the contract; it is not about assessing the suppliers general corporate policy on social value; and
- proportionate.

### Next Steps

9. It is important that this framework is publicised, both internally and externally with our partners, suppliers and the wider business community. Both the procurement and strategy teams will be reviewing ways that contract managers and contractors can be supported to use the framework.
  - Internally raise awareness and ensure understanding
    - Prepare and hold a workshop for contract managers, including nps Norwich, on incorporating 'working ethically and incorporate sustainability' into contracts – October 2017
    - To share and learn from the good practice currently being demonstrated in services and elsewhere - see **Appendix B** (includes Norwich Norse Environment case study)
    - Service areas to work with the procurement team to jointly identify ways in which social value selection and award criteria can be built into future tenders.
    - Service areas to consider building feedback mechanisms to ensure social value criteria in contracts are both measurable and delivered.
    - Procurement team shall consider further building social value into the Contract Performance Review Checklist to capture outcomes
  - Externally raise awareness and ensure understanding
    - Publish on website
    - Strategy team to attend and promote at a local 'Social Saturday' event organised by Social Enterprise UK in October 2017
    - Procurement team to present and promote at a local Federation of Small Businesses meeting in November 2017
  - Review and brief cabinet one year post implementation of the framework



## Integrated impact assessment



**NORWICH**  
City Council

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

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

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 September 2017
<b>Director / Head of service</b>	Anton Bull
<b>Report subject:</b>	Social value in procurement framework
<b>Date assessed:</b>	16 August 2017
<b>Description:</b>	Approval of social value in procurement framework

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Value for money services by considering wider benefits from contracts
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Encourages businesses to consider their terms and conditions of employment such as paying the living wage, training opportunities, apprentices etc. Potential to impacting residents with increased employment opportunities
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Encourages businesses to consider their terms and conditions such as health and wellbeing support programmes

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Encourages businesses to consider how they can target inequalities
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Encourages businesses to look at biodiversity
Waste minimisation & resource use	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Encourages businesses to reduce waste and energy usage, increase levels of reuse
Pollution	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Encourages businesses to reduce waste and energy usage, increase levels of reuse
Sustainable procurement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Encourages businesses to reduce waste and energy usage, increase levels of reuse
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Encourages businesses to reduce waste and energy usage, increase levels of reuse

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Recommendations from impact assessment</b>
<b>Positive</b>
The very nature of the framework is to bring about more value for money by thinking about using scarce resources more effectively, by looking at the wider benefits that can be achieved across all the corporate priorities
<b>Negative</b>
<b>Neutral</b>
<b>Issues</b>

## **Social Value in Procurement Framework**

### **Introduction**

#### **What is social value?**

Social value is about getting more value out of the money we spend. It provides a framework for thinking about how increasingly scarce resources are used, by looking at the wider benefits that can be achieved when a contract is awarded.

It asks the question: 'If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the community?' It is not necessarily about spending more money, but making the same money 'work harder'.

Social value allows us to maximise value for money by influencing contractors to tailor the way they deliver a contract to maximise their positive impact on wider corporate priorities, such as supporting the local economy or reducing inequality.

#### **Why do we need a framework?**

A social value framework provides a clear but flexible approach to valuing delivery of wider social, economic and environmental benefits through our procurement and ongoing contract management. It:

- Provides clarity for contractors (potential and existing) on the council's social value approach and priorities and how these relate to our corporate objectives
- Promotes increased competition and innovation in our supply chain as contractors are encouraged to redesign service delivery models to maximise additional benefits
- Provides a flexible framework for contract managers to build social value into their contracts, focussing on the area's most relevant to them, and choosing whether to select specific targets or objectives or to leave the market to innovate
- Has the potential to encourage tenders from a wider range of organisations, including small businesses and social enterprises (particularly where it is combined with revisions to the procurement process and structure to enable these organisations to tender, e.g. allowing local small or specialist providers the opportunity to bid for elements of contracts by using lotting strategies)

Increasing the social value of a contract is about achieving better value for money through changing the ways contractors work, and would not by default add a cost to the contract (although this is possible in some cases, particularly where specific clauses are added to contracts, such as the requirement for contractors to pay the Living Wage).

### **How would the framework be implemented?**

The framework would provide a flexible approach to social value whereby contract managers could select an appropriate social value weighting and priority outcomes most relevant to the size and scope of their contract. Specific outcomes could be specified within the contract or innovation encouraged as part of the bidding process, as well as on an ongoing basis through the duration of the contract.

## Draft social value framework

Corporate Priority	Specific social value outcomes we want to see	Possible indicators
A prosperous and vibrant city	Increased employment opportunities for residents	Numbers of new jobs/ apprenticeships/ traineeships created for Norwich residents Number of local residents provided with support to apply for these jobs (potentially via local partner organisations)
	Support for local businesses, through supply chain and wider opportunities	Proportion of supply chain expenditure to go to Norfolk businesses Number of new business start-ups supported, e.g. by running practical workshops with enterprise clubs Prompt payment commitments built into T&C
	Support for community and voluntary sectors, through supply chain opportunities, partnership working or in kind support	Proportion of total supply chain expenditure to be spent with community and voluntary sector providers based in Norfolk Number of hours of advice or support provided to community and voluntary organisations through an Employer-Supported Volunteering scheme Number of hours per year facilities provided for use by community/voluntary organisations
A fair city	Increased income levels for local people	Proportion of staff on or above the Real Living Wage Proportion of existing staff who are offered training opportunities (e.g. to Level 2/3/4)
	Increased employment levels amongst long-term unemployed and other target groups	Number of residents interviewed or given the opportunity to be employed on the contract from the following priority groups: long-term unemployed, young people not in employment, education or training, ex-offenders 10% or more of the workforce (measured in person hours as a percentage of total contact person hours) to be sourced and trained through Building Futures in Norwich Number of unemployed people to be provided with employability support, e.g. career mentoring, mock interviews, CV advice, careers guidance or work experience opportunities
	Improved employment prospects for young people, particularly	Number of young people provided with employability support, e.g. CV advice, mock interviews, careers guidance or work experience opportunities

	those in deprived areas	Number of sessions to be delivered in local schools in deprived areas to support learning (e.g. contractors sharing knowledge and expertise about their discipline) or to raise aspirations and understanding of employment options
	Increased support for reducing inequalities priorities, e.g. by providing ancillary services or securing investment or in kind contributions	Number of residents to benefit from provision of targeted ancillary services delivered alongside core services, e.g. school meal contractors delivering holiday hunger programmes Level of investment in, or in-kind contributions to local reducing inequalities priorities, e.g. fuel poverty
A safe, clean and low carbon city	Reduction in energy and water use	Proposed reduction in energy consumption / carbon emissions per year of the contract Proportion of staff who walk, cycle or use public transport to get to work Proportion of contract covered by ISO 14001 or equivalent standards
	Reduction in levels of waste generated	Proposed reduction in the amount of waste generated/sent to landfill compared to previous contract Increased levels of reuse and recycling by employees or residents
	Increased biodiversity by in our open spaces and housing estates	Proposed reduction in the use of pesticides Increased area of open spaces managed for wildlife Number of community biodiversity projects delivered
A healthy city, with good housing	Improved health and wellbeing of employees	Proportion of employees offered health and wellbeing support programmes
	Increased community engagement to inform service delivery and promote positive campaigns	Number of residents engaged with as part of a community involvement or communication campaign



### Social Value Case Studies

#### Manchester Social Value Framework

Manchester City Council has put in place a range of measures to maximise the social value delivered by their procurement spend. This has resulted in a significant local impact:

- 74% of procurement spend being spent locally in Manchester (and 91% in Greater Manchester), an increase from 52% in 08/09
- Of this local spend, 43p in every pound is now being re-spent in the local economy by suppliers, generating additional benefits
- An increased proportion of spend contracted to SMEs – this was up to 53% of all spend in 15/16
- 1,481 jobs and 262 apprenticeships created in Manchester in 2015/16, including 334 employment opportunities for hard to reach individuals
- 20,638 hours of volunteering and community activities in 2015/16
- 47,875 hours of support to the voluntary and community sector in 2015/16

In order to achieve this, Manchester implemented a range of measures:

- Streamlined procurement processes, encouraging local suppliers to tender
- Incorporated corporate priorities within the tendering process through a social value framework
- Gave social value a weighting in the tender process (initially 10%, now 20%)
- Engaged existing suppliers around social value, promoting local supply chains and recruitment
- Supported businesses in sectors where procurement spend was leaving the local economy, to encourage them to tender for work

#### Nottingham Jobs

Nottingham City Council require all contractors to source a proportion of their labour for any contract via Nottingham Jobs, an employment support agency set up by the Council with the DWP, working with a range of support agencies. Nottingham Jobs provides a one stop shop for unemployed residents to access support and training to get back into work. Feedback from their contractors has been positive with many returning to the agency to source additional employees.

### Basildon Housing Improvement

In April 2016, Basildon Council awarded a £300m contract to Morgan Sindall to maintain and repair the council's housing stock and corporate buildings. As a result of the weighting on social value within the tendering process, the contract includes the creation of a social enterprise, which will deliver external redecorations and estate improvement works. They will work in conjunction with a local college and the Job Centre Plus to target long-term unemployed residents, who will be trained and mentored by Morgan Sindall staff. The not-for-profit social enterprise will also provide up to 30 apprenticeship opportunities, deliver employability workshops for residents and re-invest any profit back into the business or the local community.

### Bulky Bob's waste collection

Liverpool City Council was looking to make savings in its bulky waste collection service which was an increasing cost for the council. It commissioned a local social enterprise to provide waste removal and recycling for bulky items, while providing training and employment opportunities for the long-term unemployed. The cost per removal was about half that of the original contract, landfill costs were reduced as repaired items were sold on cheaply to local residents and the local supply chain and training elements provided wider benefits.

### Devon Maintenance Panel – supporting local SMEs

The Devon Maintenance Panel Arrangement (DMPA) was set up in 2008 by Devon County Council to deliver responsive maintenance and building works of up to £5,000 for its own estate; it is now also used by a range of other public bodies in Devon. By allowing contractors to bid for smaller scale works in specific categories and locations, SMEs have been encouraged to tender; the majority of the 100 contractors on the panel are SMEs.

### City of London – cleaner taxi contract

The City of London worked with their corporate taxi provider, whilst in contract with them, to negotiate replacement of the taxi fleet with cleaner cars, to support improved air quality across the borough. The authority is also working with the taxi contractor to explore the feasibility of hybrid taxis using GPS-linked technology to switch to electric power in air quality hotspots.

### Norwich Norse Environmental

Norse are delivering social value within the joint venture arrangement through a range of initiatives, including:

- Offering work experience opportunities for young people, including via a supported programme for people with learning difficulties
- Offering employment opportunities for long-term unemployed residents/ex-offenders – two placements were offered in September 2016
- Creating apprenticeships – Norse have recruited to these posts via City College MINT scheme supporting young people not in employment
- Supporting local community activity – for example volunteer work days or planting



**Report to** Cabinet  
13 September 2017  
**Report of** Director of business services  
**Subject** Non-Domestic Rates Discretionary Relief

**Item**

**8**

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### **Purpose**

To seek approval for a Non-Domestic Rates discretionary rate relief scheme to help those businesses most affected by the recent rates revaluation.

### **Recommendation**

Approve the Discretionary Revaluation Relief scheme for Year 1 (2017/2018) which is based on a banded scheme, excluding businesses which operate nationally, where a fixed amount of relief is awarded for occupied properties based on the amount the ratepayer's bill has increased as at 1 April 2017;

### **Corporate and service priorities**

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

### **Financial implications**

None. Funding is available from central Government. This scheme will ensure that spending is within the funding limit.

**Ward/s:** All Wards

**Cabinet member:** Councillor Kendrick - resources

### **Contact officers**

Jo Andrews - strategic revenues manager - Anglia  
Revenues Partnership, ARP

01842 756490

### **Background documents**

None

### **Appendices**

A – technical and administrative scheme rules

## B – examples of relief calculations

# Report

## Background

- 1) At the Budget on 8 March, the Chancellor announced that the Government would make available a discretionary fund of £300 million over four years from 2017-18 to support those businesses that face the steepest increases in their business rates bills as a result of the revaluation. The Government believes that local government is best placed to determine how this fund should be targeted and administered to support those businesses and locations within their area that are in the greatest need.
- 2) Every billing authority in England has been provided with a share of the £300 million to support their local businesses. This will be administered through billing authorities' discretionary relief powers under section 47 of the Local Government Act 1988.
- 3) The government has allocated the £300m of available funding to each billing authority, based on certain assumptions. The Government stated that Local authorities may wish to apply the same rules in our allocations. Funding was allocated on the basis of how many properties in the Local Authority area with a rateable value under £200,000 were subject to increases of more than 12.5% before other reliefs.
- 4) The appendix to the government consultation document shows our allocations of the discretionary pot for the MTFS period as follows:

	2017/18 (£000s)	2018/19 (£000s)	2019/20 (£000s)	2020/21 (£000s)
Norwich	484	235	97	14

- 5) This is the maximum amount of discretionary relief that billing authorities can award for which they and major precepting authorities will be compensated through section 31 grant. (So, for example, if Norwich awards £100k in total to its ratepayers, it will get £40k back in section 31 grant, NCC will get £10k and the Government will bear the other £50k)
- 6) The Government have stated that Authorities will not have the power to carry forward unused funds to the next financial year.
- 7) Norfolk Authorities have met to discuss the design of the scheme, including Norfolk County Council. The Governments consultation paper required consultation with major preceptors.
- 8) Once the 100% rates retention system is introduced everywhere, authorities will see their income reduced by the entire value of the relief given. For any year, the funding arrangements will ensure that all authorities are compensated for the loss of income they incur capped to their allocation by means of grant payments under section 31 of the Local Government Act 2003, or transfer payments between Authorities

- 9) Those businesses which have been identified as potential recipients of this relief will be contacted directly and invited to complete a state aid declaration and confirm any other appropriate details. The scheme will also be published on-line to ensure that the business community is aware of the relief available.

## **Options**

- 10) As a condition of receiving funding, Government has specified that Billing Authorities must consult with the County Council when deciding their relief schemes. Norfolk County Council has indicated that they would like to see a consistent relief scheme across the County.
- 11) To try and achieve this, officers from six of the seven Norfolk Billing Authorities, including Norwich City Council, met on 7 April 2017 to discuss the new scheme and possible options for the scheme criteria. The options were:
- a) A scheme to cap increases in business rates bills for occupied properties as a result of the 2017 Revaluation to 12.5% in 2017/2018
  - b) A scheme to award a fixed amount of relief to occupied properties depending on the percentage increase in the 2017/2018 business rates bill due to the 2017 Revaluation, or
  - c) A scheme to award a fixed amount of relief to occupied properties depending on the monetary increase in the 2017/2018 business rates bill due to the 2017 Revaluation
- 12) The group met again on 26 May 2017 and a representative from Norfolk County Council attended. Unfortunately we had to send apologies to this meeting.
- 13) There was agreement from all present that the option 3 was the most favoured for the following reasons:
- It helps the most ratepayers within the funding available,
  - It directly links the relief given with the actual amount a ratepayer's bill has increased by, regardless of the size of their property,
  - It is straightforward to explain to ratepayers, and
  - It should be simple to administer (subject to the constraints of software systems)
- 14) It should be noted that whilst the principle of the scheme will be common across most of the Norfolk Authorities, the bands and the amount of relief awarded for each band will differ depending on the funding awarded, local circumstances and need.

## **Full details of the proposed scheme – option 3**

- 15) The proposed scheme will compare the ratepayer's charge on 31 March 2017 to their new charge on 1 April 2017, after all other reliefs have been awarded. The amount of this increase will then decide how much relief is awarded. This will apply for all years of the scheme. The relief will apply to occupied properties only. The relief is not dependent on the size of the property, but solely on the increase in the



rates bill. This means that a small business that has seen a large increase in their rates bill will receive the same help as a large ratepayer also facing the same increase.

- 16) The cost of awarding relief has been modelled to include all business properties irrespective of the occupier with the following results:-

Increase £	Relief Awarded £	Number Qualifying	Cost £
250 to < 500	125	281	35,125
500 to < 1,000	250	141	35,250
1,000 to < 2,000	500	205	102,500
2,000 to < 3,000	1,000	69	69,000
3,000 to < 4,000	1,500	50	75,000
4,000 to < 5,000	2,000	28	56,000
➤ 5,000	2,500	122	305,000
<b>Total</b>		<b>896</b>	<b>£677,875</b>

- 17) The cost is clearly above the available funding provided by Government, however discretionary rate relief is considered State Aid which means that business ratepayers would only be able to accept relief up to the de-minimus level (currently £59,000 per annum). This means that where the ratepayer is a national company they may not be able to accept any relief.
- 18) To provide certainty over the cost of the scheme and bring the cost under the funding limit, the cost of awarding relief has been modelled excluding businesses who operate on a national basis. Excluding the national businesses from the proposed scheme will reduce the cost below the funding limit and will also allow more relief to be granted to those experiencing the highest increases by increasing the amount of relief awarded to those where increases have been over £5,000:-

Increase £	Relief Awarded £	Number Qualifying	Cost £
250 to < 500	125	201	25,125
500 to < 1,000	250	117	29,250
1,000 to < 2,000	500	163	81,500
2,000 to < 3,000	1,000	34	34,000
3,000 to < 4,000	1,500	30	45,000
4,000 to < 5,000	2,000	21	42,000
➤ 5,000	<b>3,000</b>	47	141,000
<b>Total</b>		<b>613</b>	<b>£397,875</b>

- 19) Key points from the proposed scheme are:

- The principle of the scheme is common across the majority of Norfolk authorities.
- The amount of relief awarded is set at 50% of the lower value of the band, or in the case of the highest band 60%. This means ratepayers receive relief of between 25% and 60% of the increase in their rates bill.
- Ratepayers must have an increase of at least £250 to qualify for Discretionary

#### Revaluation Relief.

- There is no upper limit and increases of £5,000 and above will receive £3,000 relief.
- The amount of the increase is calculated after all other reliefs are awarded. This means ratepayers may qualify for multiple reliefs, for example Transitional Relief, Charitable Relief, or Small Business Rate Relief, before the new Discretionary Revaluation Relief.
- It applies to occupied properties only so does not benefit owners of empty properties, helping to encourage these back in to use.

20) There are also a number of technical and administrative scheme rules and these are included at Appendix A. Examples of how the scheme will affect different ratepayers are shown at Appendix B.

#### **Future Years**

- 21) The principle of the scheme is to award a lesser amount of relief each year so increases in rates bills are gradually phased in. The funding for future years reduces as detailed above.
- 22) The Banded scheme allows the same scheme principles to apply for future years, with a reduced amount of relief awarded for each band reflecting the reductions above. The actual amount of relief that could be awarded in future years depends on the take up of relief in Year 1.

#### **Other Discretionary Reliefs**

- 23) Central Government has also announced a number of other Non-Domestic Rates Relief schemes, including Public House Relief and Local Newspaper Relief. Unlike the scheme detailed above, the eligibility criteria are specified by Central Government and the cost of awarding relief is met in full via a grant. These schemes will be implemented by the director of business services under the delegations in Appendix 8 of the constitution.

## Integrated impact assessment



**NORWICH**  
City Council

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

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

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 September 2017
<b>Director / Head of service</b>	Anton Bull
<b>Report subject:</b>	Non-Domestic rates discretionary rates relief
<b>Date assessed:</b>	23/8/17
<b>Description:</b>	To approve a discretionary rate relief scheme to provide relief to those businesses facing the largest increases as a result of the recent rates revaluation.

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

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The scheme ensures that expenditure will not exceed funding

Recommendations from impact assessment
<b>Positive</b>
The overall impact is positive as additional support will be provided for business at no cost to the Council
<b>Negative</b>
<b>Neutral</b>
<b>Issues</b>

## **Discretionary Revaluation Relief scheme rules**

The applicant must be the ratepayer on both 31 March 2017 and 1 April 2017

The hereditament must be occupied on 31 March 2017 and 1 April 2017, and must continue to be occupied in order for the relief to apply

There must have been an increase in the net rates payable, after all other reliefs, due to the 2017 Revaluation, either directly (e.g. RV increase) or indirectly (loss of a relief).

The increase will be ascertained by comparing the net rates payable on 31 March 2017 to the net rates payable on 1 April 2017. The increase is measured on the net rates payable after all other reliefs have been deducted, including transitional, mandatory and discretionary reliefs.

The award for Year 1 will only be for the period 1 April 2017 to 31 March 2018, however:

- The award will be apportioned on a daily basis for the dates the property was occupied if the ratepayer vacates the property,
- The award will be apportioned on a daily basis for the dates the property was occupied if the property becomes unoccupied for any other reason,
- The award will be recalculated if the net rates payable, and therefore the amount of the increase, changes (either up or down),
- The award will reflect any changes backdated to 1 April 2017, but not any taking effect on or after 2 April 2017, and
- Any overpaid relief will be repayable and will be recovered through the rates bill

Awards of relief for a future year will only apply for that year and will be subject to the same rules as above.

The award is subject to State Aid rules and ratepayers are responsible for checking they do not breach these rules if they are awarded relief. Ratepayers will be asked to complete an application form declaring they do not breach the State Aid de-minimus level and confirming any other information required.

The relief will not apply to Excepted Hereditaments – these are those where a precepting authority is the ratepayer. These include accounts for the Borough Council, County Council, Police Authority and Fire Authority.

The relief will not apply to those businesses who operate on a national basis.

Applications for relief will be valid for the four years of the scheme (subject to the above rules).





## **Examples of how Revaluation Relief will assist ratepayers**

### **Example 1**

Mr G is the ratepayer for a City Centre shop. He is the ratepayer on 31 March 2017 and 1 April 2017 and occupies the property on both dates.

Mr G's rateable value (RV) has increased from £8,500 to £13,000 as a result of the 2017 Revaluation. He used to have no business rates to pay as he received Small Business Rate Relief, but his RV increase means he now only receives partial Small Business Rates Relief and has a rates bill of £2,024.

As Mr G meets the criteria he is eligible for Revaluation Relief. His increase means Mr G receives a reduction of £1,000 in 2017/2018. This is equivalent to 49% of the increase in his rates bill.

### **Example 2**

Mrs D is the ratepayer for a small industrial unit on a trading estate. She is the ratepayer on 31 March 2017 and 1 April 2017 and occupies the property on both dates.

Mrs D's RV has increased from £6,000 to £10,000 as a result of the 2017 Revaluation. She does not qualify for any other reliefs so her rates bill has increased from £2,904 on 31 March 2017 to £4,660 on 1 April 2017, an increase of £1,756.

As Mrs D meets the criteria she is eligible for Revaluation Relief. Her increase means she receives £500 Revaluation Relief for 2017/2018. This is equivalent to 28.5% of the increase in her rates bill.

On 1 May 2017 Mrs D sold the property and is no longer the ratepayer. She will still receive the relief for 1 April 2017 to 30 April 2017, apportioned on a daily basis. The new ratepayer will not receive any relief as they do not meet the criteria for having been the ratepayer on 31 March 2017 and 1 April 2017.



**Report to** Cabinet

**Item**

**Report of** Chief finance officer

**9**

**Subject** Revenue budget monitoring 2017/18 – Period 3

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### **Purpose**

To update Cabinet on the provisional financial position as at 30 June 2017, the forecast outturn for the year 2017/18, and the consequent forecast of the General Fund and Housing Revenue Account balances.

### **Recommendations**

- 1) To note the financial position as at 30 June 2017 and the forecast outturn 2017/18;
- 2) To note additional unbudgeted grants awarded for 2017/18.

### **Corporate and service priorities**

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

### **Financial implications**

The General Fund budget is forecast to overspend by £0.150m. The Housing Revenue Account budget is forecast to underspend by £0.478m.

**Ward/s:** All wards

**Cabinet member:** Councillor Kendrick – resources

### **Contact officers**

Karen Watling, chief finance officer  
Hannah Simpson, group accountant

01603 212440  
01603 212561

### **Background documents**

None



## Report

1. Council approved budgets for the 2017/18 financial year on 21 February 2017.
2. The attached appendices show the forecast outturn and year-to-date positions for the General Fund and the Housing Revenue Account:
  - [Appendix 1](#) shows the General Fund by Corporate Leadership Team responsibilities, and by Subjective Group
  - [Appendix 2](#) shows the Housing Revenue Account in (near) statutory format, and by Subjective Group
  - [Appendix 3](#) shows budget and expenditure for the year to date in graphical format

## General Fund

3. Budgets reported include the resources financing the Council's net budget requirement (which includes a contribution of £0.688m from reserve balances as allowed for in the Medium Term Financial Strategy) so that the net budget totals zero:

Item	Approved Budget £000s
Net Budget Requirement	16,152
Non-Domestic Rates	(5,452)
Revenue Support Grant	(1,671)
Council Tax Surplus (prior years)	(297)
Council Tax precept	(8,732)
<b>Total General Fund budget</b>	<b>0</b>

4. The General Fund has been forecast to overspend by **£0.150m** at year end. This variance is less than 1% of gross expenditure. Key forecast variances from budget are set out below:

<b>General Fund Service</b>	<b>Forecast Outturn P3 £000s</b>	<b>Commentary</b>
Human Resources	(162)	Lower than budgeted pension liability costs for former employees. The payment value was amended following the triennial valuation of the pension scheme.
<b>General Fund Service</b>	<b>Forecast Outturn P3 £000s</b>	<b>Commentary</b>

Finance	330	<p>£173k lower interest income from Housing Company, this is due to a delay in the company requiring the loan to be made. The CFO will undertake a review of the financial model and assumptions used in forecasting the Housing Company's take up of the loan facility from the Council.</p> <p>Net overspend forecast on Housing Benefit of £187k. This is due to government policy changes which have resulted in a reduction to the amount of housing benefit subsidy claimable on short term leased or self-contained licensed accommodation where the local authority is the landlord. The impact of the changes has been partially offset by the Flexible Homelessness Support Grant of £129k.</p>
Citywide Services	(143)	<p>Lower than budgeted pension liability costs for former employees. The payment value was amended following the triennial valuation of the pension scheme.</p> <p>This is offset by reduced forecast in relation to income from market rental of £29k and cemeteries of £50k.</p>
City Development	113	<p>Lower rental income due to disposals, vacant properties and no commercial investment purchases made so far in the year to date. However, the asset and investment board has recently appointed a preferred agent to find potential investment opportunities and the detailed internal process for making decisions on a purchase has been agreed.</p>

5. The 17/18 budgets included £3.312m of transformation savings/income. Current forecasts indicate that £0.517m of those savings are at risk and these have been included in the overall forecast outturn shown above. Currently unbudgeted savings related to the pension deficit payments and additional income are offsetting these and reducing the forecast overspend to £0.150m. All transformation items are closely tracked and actions taken by managers to address shortfalls. The high value items with reduced forecasts are all reflected in the table above.
6. In terms of the actual expenditure and income that has gone through the Council's General ledger, the General Fund shows an adverse variance against budget to date of **£0.565m**. This variance to date is made up of multiple debit and credit figures where various income and expenditure lines are ahead of or behind budget profile. Variances are particularly common at this time of the year because of amounts accrued in relation to spend in the previous financial year where invoices have not yet been received and processed.
7. When setting the 17/18 budget an allowance was made for an expected increase in our pension deficit contributions following the transfer of revenues and benefits staff back into the Council. Due to the timescales required for the actuaries to calculate the impact, the Norfolk Pension Fund has confirmed no additional amount will be invoiced in 17/18 with the impact instead to be reflected in our 18/19 pension deficit payment charge. The impact is that overall the Council's general fund contribution to the pension deficit will be £258k lower in 2017/18. As the cost is

distributed across the service areas, it is currently showing in a number of small underspends in all areas.

8. Since setting the 2017/18 budgets additional amounts of grant income have been confirmed. In Period 3 an additional £11k of New Burdens grant has been confirmed to meet costs associated with the ongoing implementation of welfare reform changes. This will be applied to the costs of administering the benefits systems in line with the terms of the grant.

## Housing Revenue Account

9. The budgets reported include a £10.0m use of HRA balances, so that the net budget totals zero:

<i>Item</i>	<i>Approved Budget £000s</i>
Gross HRA Expenditure	59,024
Gross HRA Income	(49,051)
Contribution from HRA Balance	(9,973)
<b>Total net HRA budget</b>	<b>0</b>

10. The Housing Revenue Account has been forecast to underspend by **£0.478m** at year end. Key forecast variances from budget are set out below:

<i>HRA Division of Service</i>	<i>Forecast Outturn P3 £000s</i>	<i>Commentary</i>
General Management	(233)	Reduced requirement for grant expenditure as a result of delayed implementation of Universal Credit and forecast lower expenditure on professional fees and area offices than initially anticipated.
Services Charges – General	(141)	Current projection forecasts rent and utility service charge income to be higher than initial budget.

11. In terms of the amounts that are currently showing in the General Ledger, the Housing Revenue Account shows an underspend against profiled budget to date of **£1.949m**. This underspend to date is made up of many debit and credit figures where various income and expenditure lines are ahead of or behind budget profile, mainly in relation to the repairs and maintenance budgets. This is particularly common at this time of the year because of amounts accrued in relation to spend in the previous financial year where invoices have not yet been received and processed.

## Risks

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

Key Risk Budgets	Budget £000s	Current Variance	Current Var %	Current RAG	Forecast Variance	Forecast Var %	Forecast RAG
Housing Benefit Payments & Subsidy	-160	36	-23%	GREEN	187	-116%	RED
HRA Repairs - Tenanted Properties	10,584	-1,196	-11%	RED	-80	-1%	GREEN
HRA Repairs - Void Properties	2,539	-152	-6%	RED	0	0%	GREEN
Multi-Storey Car Parks	-1,335	355	-27%	RED	45	-3%	GREEN
City Hall	977	-49	-5%	GREEN	-24	-2%	GREEN
HRA Rents - Estate Properties	-57,942	-17	0%	GREEN	-66	0%	GREEN
Corporate Management including Contingency	-2,097	-11	1%	GREEN	-13	1%	GREEN
Private Sector Leasing Costs	-290	11	-4%	GREEN	18	-6%	GREEN

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

Key Risk Budgets	Comment
Housing benefit payments and subsidy	Net overspend forecast on Housing Benefit of £187k. This is due to government policy changes which have resulted in a reduction to the amount of housing benefit subsidy claimable on short term leased or self-contained licensed accommodation where the local authority is the landlord. The impact of the changes has been partially offset by the Flexible Homelessness Support Grant of £129k.

14. The 2017/18 budgets approved by Council were drawn

up in the expectation of reduced resources as announced by the previous government. There are risks to the current and medium term financial position from:

- Further reductions in government grant – the localisation of Business Rates and of Council Tax reductions has increased the risks to the council’s financial position arising from economic conditions and policy decisions. In addition, recent Government announcements indicate that further reductions in Government funding are likely.
- Changes in policy – if further “empowerment” of local authorities is not matched by devolved resources
- Delivery of savings – the budget incorporates both savings measures already in place, and those planned for implementation during the year. If these savings are not achievable in full, overspends will result. With appropriate approvals these may be mitigated through provision made in the corporate contingency, up to the level of that contingency
- Identification of further savings – work is continuing on developing proposals for additional savings to bridge the medium-term budget gap. If these proposals fall short, or are not implemented fully and in a timely manner, further budget shortfalls will result.

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

- Bad Debts – budget reports show gross debt, i.e. invoices raised. While allowance has been made in the budget for non-collections, the current economic climate may have an adverse influence on our ability to collect money owed.
- Seasonal Factors – if adverse weather conditions or a worsening economic climate depress levels of trade and leisure activities in the city, there may be a negative impact on parking and other income.



- Housing Repairs & Improvements – the rate of spend on void properties, though closely managed, is heavily influenced by void turnaround, since transfers can create a chain of voids involving significant repair costs.

## Financial Planning

- Overall levels of overspend and underspend will have an ongoing impact on the budget for following years and the size and urgency of savings requirements.
- Net overspends and underspends will be consolidated into the General Fund and Housing Revenue Account balances carried forward to 2018/19. These are reflected in periodic updates to the Medium Term Financial Strategy and Housing Revenue Account Business Plan.

## Impact on Balances

- The prudent minimum level of General Fund reserves has been assessed as £4.161m. The budgeted and forecast outturn's impact on the 2016/17 balance brought forward, is as follows:

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2017 (unaudited)	(14,344)
Budgeted contribution from reserves 2017/18	688
Transfer to earmarked invest to save reserve	500
Forecast outturn 2017/18	150
<b>= Forecast balance at 31 March 2018</b>	<b>(13,006)</b>

- The General Fund balance is therefore expected to continue to exceed the prudent minimum.
- The prudent minimum level of HRA reserves has been assessed as £5.885m. The budgeted and forecast outturn's impact on the 2016/17 balance brought forward, is as follows:

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2017 (unaudited)	(30,383)
Budgeted contribution from reserves 2017/18	9,973
Forecast outturn 2017/18	(478)
<b>= Forecast balance at 31 March 2018</b>	<b>(20,888)</b>

- The Housing Revenue Account balance is therefore expected to continue to exceed the prudent minimum.

## Collection Fund

- The Collection Fund is made up of three accounts – Council Tax, the Business Improvement District (BID) account, and National Non-Domestic Rates (NNDR).
  - Council Tax is shared between the city, the county, and the police and crime commissioner based on an estimated tax base and the council tax rates agreed by each of the preceptors. Any surplus or deficit is shared in the following financial year.
  - The BID account is operated on behalf of the BID company, to collect their income from the BID levy. Any surplus or deficit is passed on to the BID company.
  - NNDR income is shared between the city, the county, and central government. Since “localisation”, any surplus or deficit is also shared, rather than as formerly being borne wholly by the government.

23. There are particular risks attached to NNDR, which are:

- Appeals – the impact of any appeals will fall on the Collection Fund, and therefore in part on the city. The Valuation Office has cleared a large number of appeals which has adversely affected the council's business rates income levels. However, a backlog of appeals remains and the value of the appeals is not known, nor the likelihood of success, nor the timing of the appeal being determined.
- NNDR billable – changes in the NNDR billable, e.g. demolition or construction of new billable premises, will impact on the amount billable. Assumptions of growth may also be affected by changes in the larger economic environment.
- NNDR collectable – arrears and write-offs (e.g. where a business goes into administration) will also impact on the Collection Fund.

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

A summary of the Collection Fund is provided below:

<i>Approved Budget £000s</i>	<i>Current Budget £000s</i>	<b>Collection Fund Summary</b>	<i>Forecast Outturn £000s</i>	<i>Forecast Variance £000s</i>
		<b>Council tax</b>		
63,785	63,785	Expenditure	63,785	0
(63,785)	(63,785)	Income	(63,785)	0
0	0	Surplus/(deficit)	0	0
		<b>Business Improvement District</b>		
656	656	Expenditure	656	0
(656)	(656)	Income	(656)	0
		<b>National Non-Domestic Rate</b>		
76,728	76,728	Expenditure	77,784	1,056
(76,728)	(76,728)	Income	(77,784)	(1,056)
330	330	Surplus/(deficit)	330	0
<b>0</b>	<b>0</b>	<b>Total Collection Fund</b>	<b>0</b>	<b>0</b>

25. The variances on national non-domestic business rates are due to transitional relief payments. Transitional relief limits the percentage a business rates bill can be increased or decreased each year following revaluation. The transitional relief will apply each year until the full amount is due. The overall impact is an increase in the amount collectible of £1.056m all of which will be paid over to the government, leaving no net impact on the collection fund.

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

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

28. Any deficit reported on the NNDR account will roll forward and be distributed in the 2018/19 budget cycle.

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 September
<b>Head of service:</b>	chief finance officer
<b>Report subject:</b>	Revenue Budget Monitoring 2017/18
<b>Date assessed:</b>	26/07/17
<b>Description:</b>	This is the integrated impact assessment for the Revenue Budget Monitoring 2017/18 report to Cabinet.

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

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

Recommendations from impact assessment	
<b>Positive</b>	
None	
<b>Negative</b>	
None	
<b>Neutral</b>	
None	

## Issues

The council should continue to monitor its budget performance in the context of the financial risk environment within which it operates.

## Budget Monitoring Summary

Year: 2017/18

Period: 3 (June)

**GENERAL FUND SERVICE SUMMARY**

<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
<b>Business Services</b>							
3,096,603	3,087,489	Business Services	585,855	451,370	(134,485)	3,174,739	87,250
291,867	291,867	Democratic Services	170,678	219,266	48,588	292,579	712
(19,214,059)	(19,214,059)	Finance	(4,359,379)	(4,411,381)	(52,002)	(18,884,237)	329,822
0	0	Human Resources	350,680	411,877	61,197	(162,386)	(162,386)
0	0	Procurement & Service Improvement	1,018,396	754,576	(263,820)	(57,210)	(57,210)
<b>(15,825,589)</b>	<b>(15,834,703)</b>	<b>Total Business Services</b>	<b>(2,233,770)</b>	<b>(2,574,291)</b>	<b>(340,521)</b>	<b>(15,636,515)</b>	<b>198,188</b>
<b>Chief Executive</b>							
0	0	Chief Executive	65,905	65,276	(629)	(13,466)	(13,466)
201,843	201,843	Strategy & Programme Management	219,914	221,831	1,917	160,505	(41,338)
<b>201,843</b>	<b>201,843</b>	<b>Total Chief Executive</b>	<b>285,819</b>	<b>287,107</b>	<b>1,288</b>	<b>147,039</b>	<b>(54,804)</b>
<b>Customers, Comms &amp; Culture</b>							
2,143,249	2,151,328	Communications & Culture	681,540	538,756	(142,784)	2,175,036	23,708
(2,760)	(2,760)	Customer Contact	503,048	452,606	(50,442)	48,381	51,141
<b>2,140,489</b>	<b>2,148,568</b>	<b>Total Customers, Comms &amp; Culture</b>	<b>1,184,588</b>	<b>991,362</b>	<b>(193,226)</b>	<b>2,223,416</b>	<b>74,848</b>
<b>Neighbourhoods</b>							
10,229,891	10,232,832	Citywide Services	2,455,244	3,091,646	636,402	10,089,808	(143,024)
1,728,634	1,728,634	Neighbourhood Housing	285,630	271,041	(14,589)	1,707,031	(21,603)
807,037	829,702	Neighbourhood Services	225,697	78,630	(147,067)	801,216	(28,486)
<b>12,765,562</b>	<b>12,791,168</b>	<b>Total Neighbourhoods</b>	<b>2,966,571</b>	<b>3,441,317</b>	<b>474,746</b>	<b>12,598,055</b>	<b>(193,113)</b>
<b>Regeneration &amp; Growth</b>							
(1,994,594)	(1,952,389)	City Development	(214,542)	396,674	611,216	(1,839,003)	113,386
0	0	Environmental Strategy	40,008	63,617	23,609	(7,965)	(7,965)
0	0	Executive Head of Regeneration &	44,738	39,572	(5,166)	(10,645)	(10,645)
1,500,637	1,500,637	Planning	357,802	359,278	1,476	1,488,390	(12,247)
1,211,652	1,144,874	Property Services	405,391	396,796	(8,595)	1,187,101	42,227
<b>717,695</b>	<b>693,122</b>	<b>Total Regeneration &amp; Growth</b>	<b>633,397</b>	<b>1,255,937</b>	<b>622,540</b>	<b>817,878</b>	<b>124,756</b>
<b>0</b>	<b>(2)</b>	<b>Total General Fund</b>	<b>2,836,605</b>	<b>3,401,431</b>	<b>564,826</b>	<b>149,873</b>	<b>149,875</b>





HOUSING REVENUE ACCOUNT STATUTORY SUMMARY

<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
13,815,288	13,815,288	Repairs & Maintenance	3,397,409	1,967,683	(1,429,726)	13,756,950	(58,338)
5,789,133	5,789,133	Rents, Rates, & Other Property Costs	1,538,993	1,420,711	(118,282)	5,878,229	89,096
12,115,683	12,115,683	General Management	1,803,749	1,703,284	(100,465)	11,883,040	(232,643)
5,090,423	5,090,419	Special Services	1,132,670	889,856	(242,814)	5,091,450	1,031
21,992,115	21,992,115	Depreciation & Impairment	19,800	(5,000)	(24,800)	21,987,115	(5,000)
223,000	223,000	Provision for Bad Debts	0	0	0	223,000	0
(57,692,382)	(57,692,382)	Dwelling Rents	(15,002,520)	(15,043,768)	(41,248)	(57,758,229)	(65,847)
(2,169,466)	(2,169,466)	Garage & Other Property Rents	(521,189)	(558,126)	(36,937)	(2,234,166)	(64,700)
(8,373,746)	(8,373,746)	Service Charges - General	(2,083,039)	(2,053,073)	29,966	(8,515,005)	(141,259)
(85,000)	(85,000)	Miscellaneous Income	(21,249)	(55,004)	(33,755)	(85,050)	(50)
10,056,112	10,056,112	Adjustments & Financing Items	(48,850)	0	48,850	10,056,112	0
(586,160)	(586,160)	Amenities shared by whole community	0	0	0	(586,160)	0
(175,000)	(175,000)	Interest Received	0	0	0	(175,000)	0
0	(4)	Total Housing Revenue Account	(9,784,226)	(11,733,436)	(1,949,210)	(477,714)	(477,710)

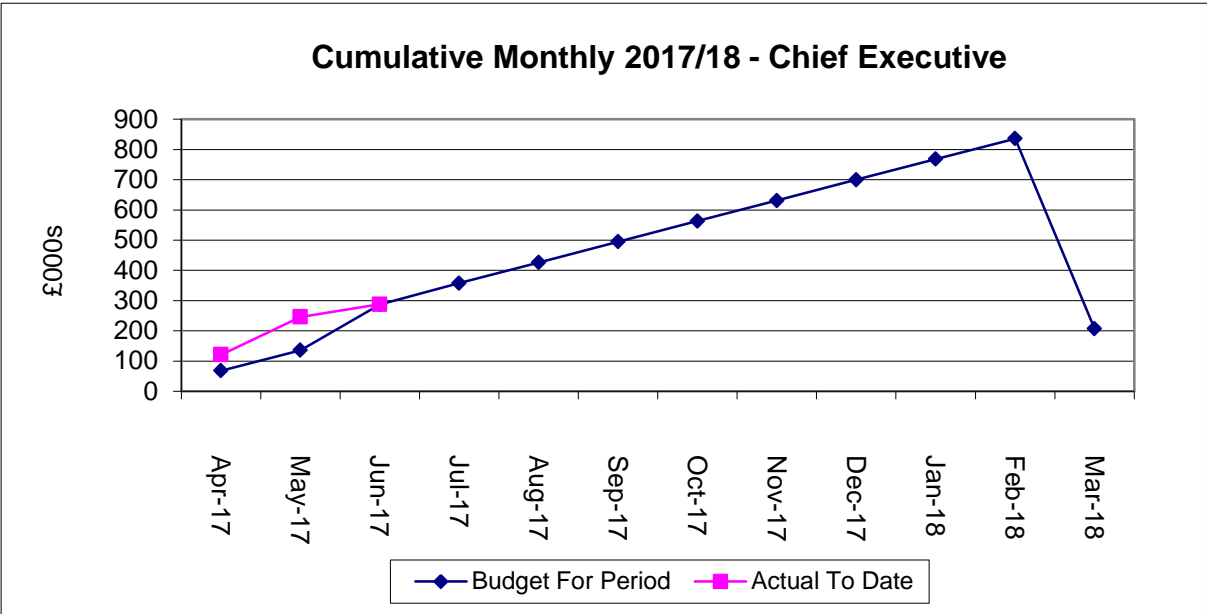
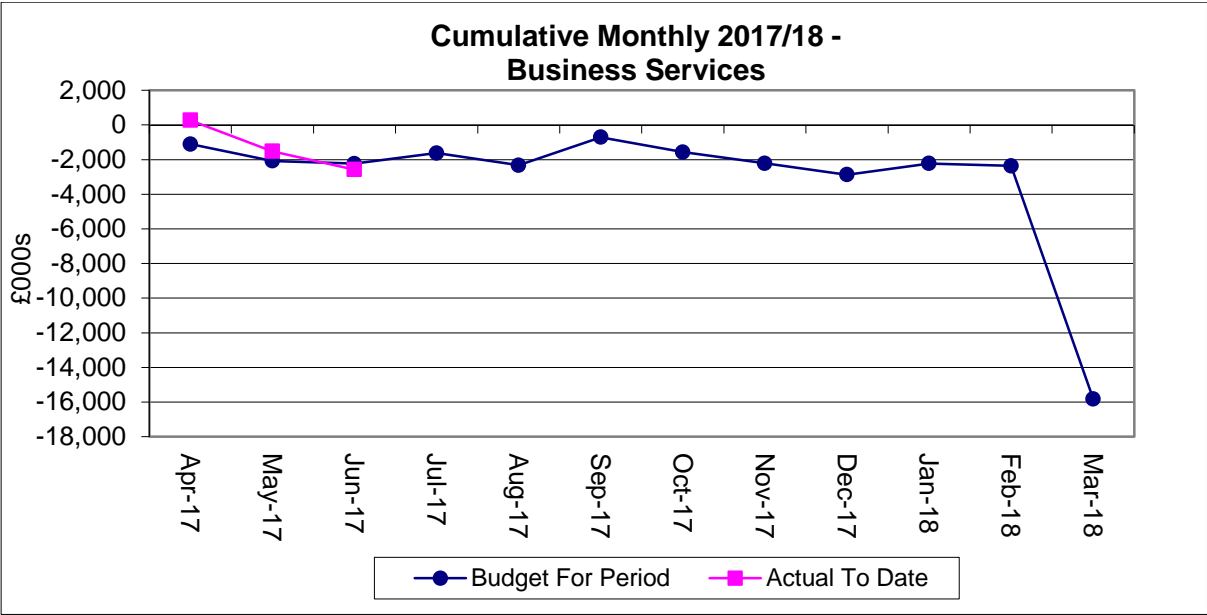


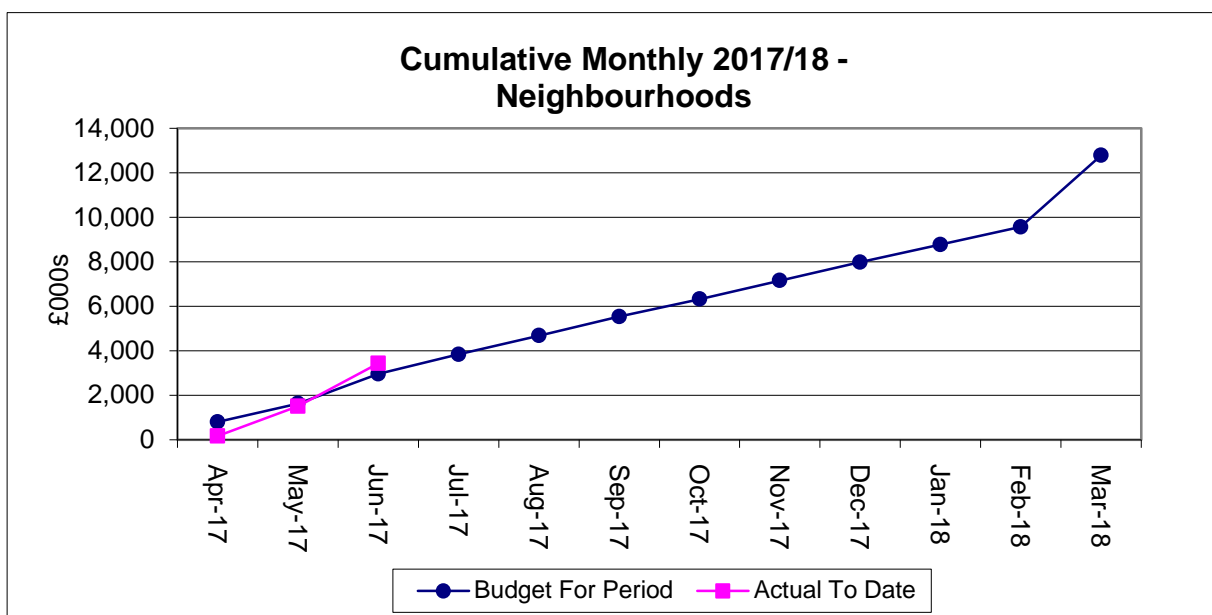
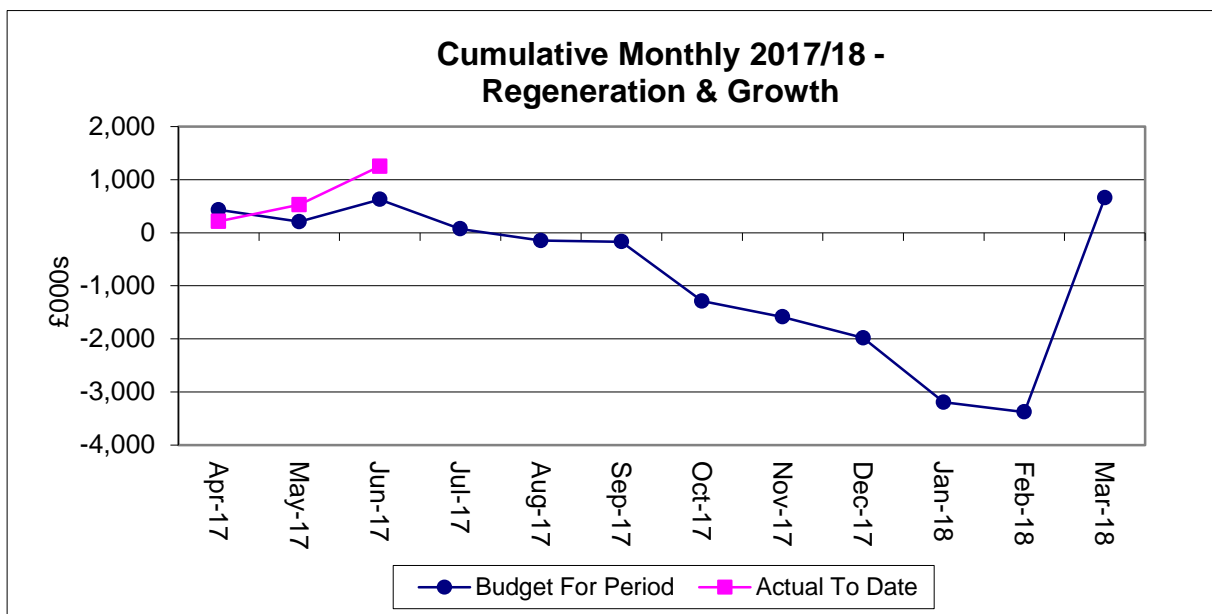
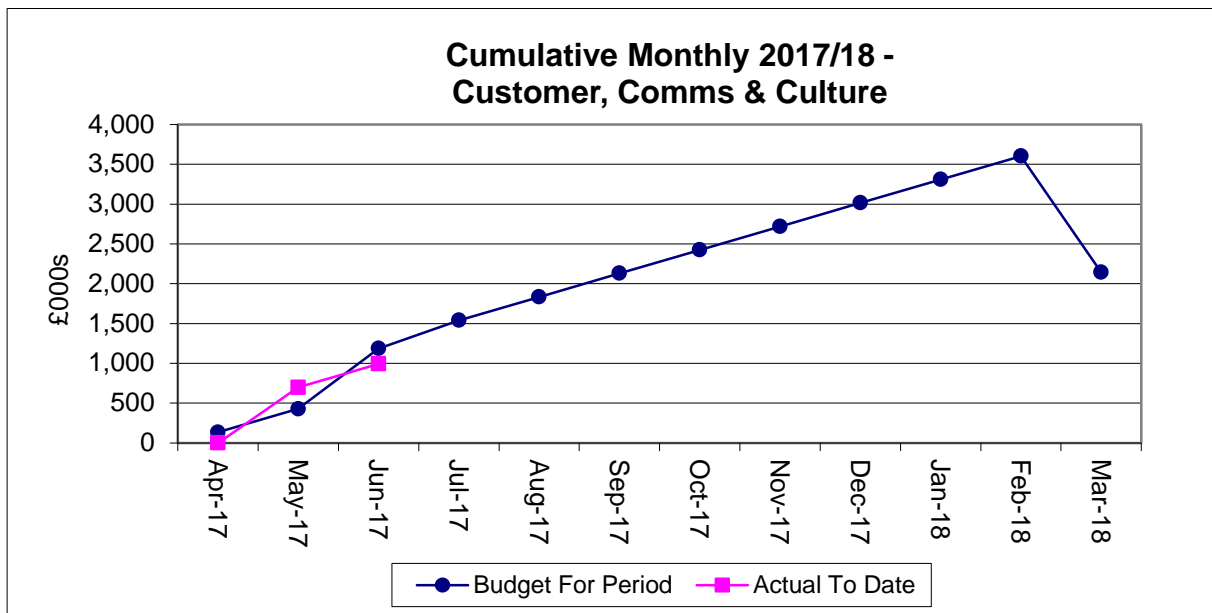
Budget & Expenditure – Monthly by Service Graphs

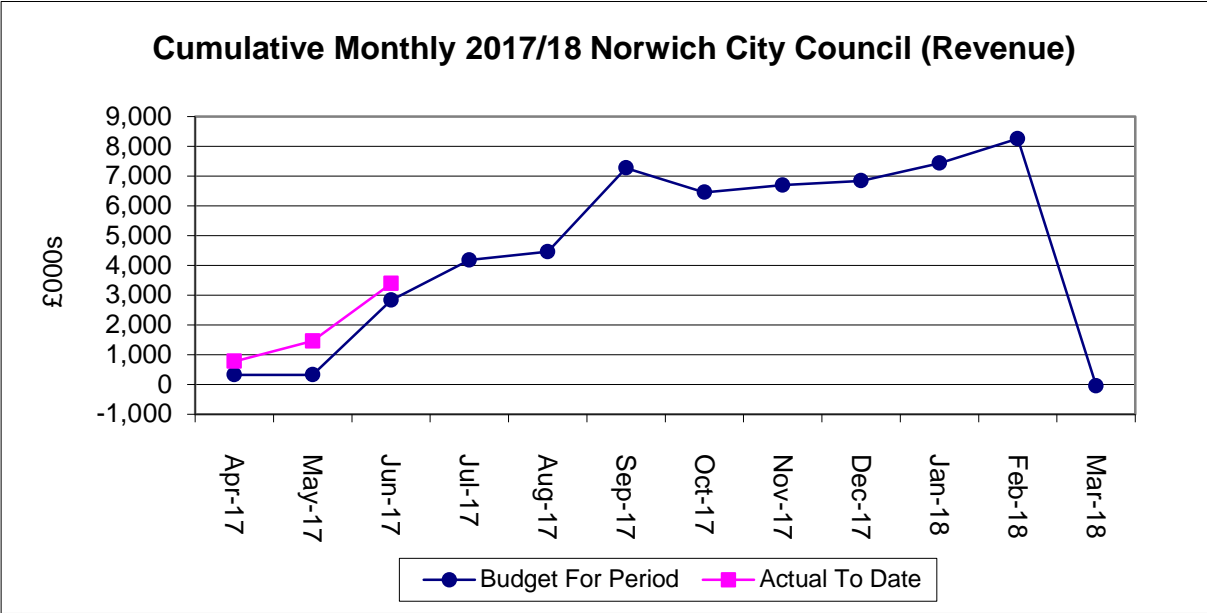
The following graphs show the monthly budget profile and income/expenditure to date for each general fund service for the financial year.

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

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









**Report to** Cabinet

**Item**

**Report of** Chief finance officer

**Subject** Revenue budget monitoring 2017/18 – Period 4

10

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### **Purpose**

To update Cabinet on the provisional financial position as at 31<sup>st</sup> July 2017, the forecast outturn for the year 2017/18, and the consequent forecast of the General Fund and Housing Revenue Account balances.

### **Recommendations**

To note the financial position as at 31<sup>st</sup> July 2017 and the forecast outturn 2017/18;

### **Corporate and service priorities**

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

### **Financial implications**

The General Fund budget is forecast to underspend by £0.005m. The Housing Revenue Account budget is forecast to underspend by £0.549m.

**Ward/s:** All wards

**Cabinet member:** Councillor Kendrick – resources

### **Contact officers**

Karen Watling, chief finance officer  
Hannah Simpson, group accountant

01603 212440  
01603 212561

### **Background documents**

None





## Report

1. Council approved budgets for the 2017/18 financial year on 21 February 2017.
2. The attached appendices show the forecast outturn and year-to-date positions for the General Fund and the Housing Revenue Account:
  - [Appendix 1](#) shows the General Fund by Corporate Leadership Team responsibilities, and by Subjective Group
  - [Appendix 2](#) shows the Housing Revenue Account in (near) statutory format
  - [Appendix 3](#) shows budget and expenditure for the year to date in graphical format

## General Fund

3. Budgets reported include the resources financing the Council's net budget requirement (which includes a contribution of £0.688m from reserve balances as allowed for in the Medium Term Financial Strategy) so that the net budget totals zero:

<i>Item</i>	<i>Approved Budget £000s</i>
Net Budget Requirement	16,152
Non-Domestic Rates	(5,452)
Revenue Support Grant	(1,671)
Council Tax Surplus (prior years)	(297)
Council Tax precept	(8,732)
<b>Total General Fund budget</b>	<b>0</b>

4. The General Fund has been forecast to underspend by **£0.005m** at year end. Key forecast variances from budget are set out below:

<i>Forecast Outturn P3 £000s</i>	<i>General Fund Service</i>	<i>Forecast Outturn P4 £000s</i>	<i>Commentary</i>
330	Finance	375	<p>£173k lower interest income from Housing Company, this is due to a delay in the company requiring the loan to be made. A review of the financial model has been undertaken and loan agreement with the Housing Company being drawn up.</p> <p>Net overspend forecast on Housing Benefit of £188k. This is due to government policy changes which have resulted in a reduction to the amount of housing benefit subsidy claimable on short term leased or self-contained licensed accommodation where the local authority is the landlord. The impact of the changes has been partially offset by the Flexible Homelessness Support Grant of £129k.</p>

<i>Forecast Outturn P3 £000s</i>	<i>General Fund Service</i>	<i>Forecast Outturn P4 £000s</i>	<i>Commentary</i>
(162)	Human Resources	(318)	Lower than budgeted pension liability costs for former employees. The payment value was amended following the triennial valuation of the pension scheme. In addition, vacant posts within service area.
(41)	Strategy & Programme Management	(102)	Second homes income higher than budgeted; vacant posts within service area.
(143)	Citywide Services	(221)	Lower than budgeted pension liability costs for former employees. The payment value was amended following the triennial valuation of the pension scheme.  This is offset by reduced forecast in relation to income from market rental of £29k and cemeteries of £50k.
113	City Development	171	Lower rental income due to disposals and vacant properties, plus no new rental income from commercial investment purchases to date. The asset and investment board has recently appointed a preferred agent to find potential investment opportunities and the detailed internal process for making decisions on a purchase has been agreed.

5. The 17/18 budgets included £3.312m of transformation savings/income. Current forecasts indicate that £0.558m of those savings are at risk and these have been included in the overall forecast outturn shown above. Currently unbudgeted savings related to the pension deficit payments, additional income and salary underspends are offsetting these and reducing the forecast to an underspend of £0.005m. All transformation items are closely tracked and actions taken by managers to address shortfalls. The high value items with reduced forecasts are all reflected in the table above.
6. In terms of the actual expenditure and income that has gone through the Council's General ledger, the General Fund shows an underspend against profiled budget to date of **£0.422m**. This variance to date is made up of multiple debit and credit figures where various income and expenditure lines are ahead of or behind budget profile. The main variances at P4 relate to invoices not being received and processed in line with the expected profile.
7. When setting the 17/18 budget an allowance was made for an expected increase in our pension deficit contributions following the transfer of revenues and benefits staff back into the Council. Due to the timescales required for the actuaries to calculate the impact, the Norfolk Pension Fund has confirmed no additional amount will be invoiced in 17/18 with the impact instead to be reflected in our 18/19 pension deficit payment charge. The impact is that overall the Council's general fund contribution to the pension deficit will be £258k lower in 2017/18. As the cost is

distributed across the service areas, it is currently showing in a number of small underspends in all areas.

## Housing Revenue Account

8. The budgets reported include a £10.0m use of HRA balances, so that the net budget totals zero:

<i>Item</i>	<i>Approved Budget £000s</i>
Gross HRA Expenditure	59,024
Gross HRA Income	(49,051)
Contribution from HRA Balance	(9,973)
<b>Total net HRA budget</b>	<b>0</b>

9. The Housing Revenue Account has been forecast to underspend by **£0.549m** at year end. Key forecast variances from budget are set out below:

<i>Forecast Outturn P3 £000s</i>	<i>HRA Division of Service</i>	<i>Forecast Outturn P4 £000s</i>	<i>Commentary</i>
(233)	General Management	(386)	Reduced requirement for grant expenditure as a result of delayed implementation of Universal Credit and forecast lower expenditure on professional fees and area offices than initially anticipated. Lower than budgeted forecast spend on energy performance certificates and car parking permits, plus vacant posts within the service area.
(141)	Services Charges – General	(103)	Current projection forecasts rent and utility service charge income to be higher than initial budget.

10. In terms of the amounts that are currently showing in the General Ledger, the Housing Revenue Account shows an underspend against profiled budget to date of **£1.603m**. This underspend to date is made up of many debit and credit figures where various income and expenditure lines are ahead of or behind budget profile, mainly in relation to the repairs and maintenance budgets. The main variances at P4 relate to invoices not being received and processed in line with the expected profile.

## Risks

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

Key Risk Budgets	Budget £000s	Current Variance	Current Var %	Current RAG	Forecast Variance	Forecast Var %	Forecast RAG
Housing Benefit Payments & Subsidy	-160	369	-230%	RED	188	-117%	RED
HRA Repairs - Tenanted Properties	10,584	-1,127	-11%	RED	-80	-1%	GREEN
HRA Repairs - Void Properties	2,539	-34	-1%	GREEN	0	0%	GREEN
Multi-Storey Car Parks	-1,315	135	-10%	RED	16	-1%	GREEN
City Hall	977	-65	-7%	GREEN	-26	-3%	GREEN
HRA Rents - Estate Properties	-57,942	-22	0%	GREEN	-61	0%	GREEN
Corporate Management including Contingency	-2,097	-12	1%	GREEN	-13	1%	GREEN
Private Sector Leasing Costs	-290	-3	1%	GREEN	50	-17%	GREEN

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

Key Risk Budgets	Comment
Housing benefit payments and subsidy	Net overspend forecast on Housing Benefit of £188k. This is due to government policy changes which have resulted in a reduction to the amount of housing benefit subsidy claimable on short term leased or self-contained licensed accommodation where the local authority is the landlord. The impact of the changes has been partially offset by the Flexible Homelessness Support Grant of £129k.

13. The 2017/18 budgets approved by Council were drawn

up in the expectation of reduced resources as announced by the previous government. There are risks to the current and medium term financial position from:

- Further reductions in government grant – the localisation of Business Rates and of Council Tax reductions has increased the risks to the council's financial position arising from economic conditions and policy decisions. In addition, recent Government announcements indicate that further reductions in Government funding are likely.
- Changes in policy – if further “empowerment” of local authorities is not matched by devolved resources
- Delivery of savings – the budget incorporates both savings measures already in place, and those planned for implementation during the year. If these savings are not achievable in full, overspends will result. With appropriate approvals these may be mitigated through provision made in the corporate contingency, up to the level of that contingency
- Identification of further savings – work is continuing on developing proposals for additional savings to bridge the medium-term budget gap. If these proposals fall short, or are not implemented fully and in a timely manner, further budget shortfalls will result.

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

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

## Financial Planning

15. Overall levels of overspend and underspend will have an ongoing impact on the budget for following years and the size and urgency of savings requirements.
16. Net overspends and underspends will be consolidated into the General Fund and Housing Revenue Account balances carried forward to 2018/19. These are reflected in periodic updates to the Medium Term Financial Strategy and Housing Revenue Account Business Plan.

## Impact on Balances

17. The prudent minimum level of General Fund reserves has been assessed as £4.161m. The budgeted and forecast outturn's impact on the 2016/17 balance brought forward, is as follows:

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2017 (unaudited)	(14,344)
Budgeted contribution from reserves 2017/18	688
Transfer to earmarked invest to save reserve	500
Forecast outturn 2017/18	(5)
<b>= Forecast balance at 31 March 2018</b>	<b>(13,161)</b>

18. The General Fund balance is therefore expected to continue to exceed the prudent minimum.
19. The prudent minimum level of HRA reserves has been assessed as £5.885m. The budgeted and forecast outturn's impact on the 2016/17 balance brought forward, is as follows:

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2017 (unaudited)	(30,383)
Budgeted contribution from reserves 2017/18	9,973
Forecast outturn 2017/18	(549)
<b>= Forecast balance at 31 March 2018</b>	<b>(20,959)</b>

20. The Housing Revenue Account balance is therefore expected to continue to exceed the prudent minimum.

## Collection Fund

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

affected the council's business rates income levels. However, a backlog of appeals remains and the value of the appeals is not known, nor the likelihood of success, nor the timing of the appeal being determined.

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

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

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

<i>Approved Budget £000s</i>	<i>Current Budget £000s</i>	<b>Collection Fund Summary</b>	<i>Forecast Outturn £000s</i>	<i>Forecast Variance £000s</i>
		<b>Council tax</b>		
63,785	63,785	Expenditure	63,785	0
(63,785)	(63,785)	Income	(63,785)	0
0	0	Surplus/(deficit)	0	0
		<b>Business Improvement District</b>		
656	656	Expenditure	656	0
(656)	(656)	Income	(656)	0
		<b>National Non-Domestic Rate</b>		
76,728	76,728	Expenditure	77,784	1,056
(76,728)	(76,728)	Income	(77,784)	(1,056)
330	330	Surplus/(deficit)	330	0
<b>0</b>	<b>0</b>	<b>Total Collection Fund</b>	<b>0</b>	<b>0</b>

25. The variances on national non-domestic business rates are due to transitional relief payments. Transitional relief limits the percentage a business rates bill can be increased or decreased each year following revaluation. The transitional relief will apply each year until the full amount is due. The overall impact is an increase in the amount collectible of £1.056m all of which will be paid over to the government, leaving no net impact on the collection fund.

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

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

28. Any deficit reported on the NNDR account will roll forward and be distributed in the 2018/19 budget cycle.

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 September 2017
<b>Head of service:</b>	chief finance officer
<b>Report subject:</b>	Revenue Budget Monitoring 2017/18
<b>Date assessed:</b>	25/08/17
<b>Description:</b>	This is the integrated impact assessment for the Revenue Budget Monitoring 2017/18 report to Cabinet.

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



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

Recommendations from impact assessment	
<b>Positive</b>	
None	
<b>Negative</b>	
None	
<b>Neutral</b>	
None	

## Issues

The council should continue to monitor its budget performance in the context of the financial risk environment within which it operates.

## Budget Monitoring Summary

Year: 2017/18

Period: 4 (July)

## GENERAL FUND SERVICE SUMMARY

<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
<b>Business Services</b>							
3,096,603	3,087,489	Business Services	554,920	99,766	(455,154)	3,143,239	55,750
291,867	291,867	Democratic Services	260,190	367,950	107,760	293,294	1,427
(19,214,059)	(19,214,059)	Finance	(4,216,897)	(3,964,650)	252,247	(18,839,516)	374,543
0	0	Human Resources	447,517	376,917	(70,600)	(318,407)	(318,407)
0	0	Procurement & Service Improvement	1,329,286	1,025,922	(303,364)	(57,659)	(57,659)
<b>(15,825,589)</b>	<b>(15,834,703)</b>	<b>Total Business Relationship Management &amp; Democracy</b>	<b>(1,624,984)</b>	<b>(2,094,096)</b>	<b>(469,112)</b>	<b>(15,779,049)</b>	<b>55,654</b>
<b>Chief Executive</b>							
0	0	Chief Executive	81,754	93,671	11,917	(12,126)	(12,126)
201,843	201,843	Strategy & Programme Management	274,410	253,041	(21,369)	100,332	(101,511)
<b>201,843</b>	<b>201,843</b>	<b>Total Chief Executive</b>	<b>356,164</b>	<b>346,713</b>	<b>(9,451)</b>	<b>88,207</b>	<b>(113,636)</b>
<b>Customers, Comms &amp; Culture</b>							
2,143,249	2,151,328	Communications & Culture	866,037	793,151	(72,886)	2,161,519	10,191
(2,760)	(2,760)	Customer Contact	673,644	627,327	(46,317)	34,248	37,008
<b>2,140,489</b>	<b>2,148,568</b>	<b>Total Customers, Comms &amp; Culture</b>	<b>1,539,681</b>	<b>1,420,478</b>	<b>(119,203)</b>	<b>2,195,767</b>	<b>47,199</b>
<b>Neighbourhoods</b>							
10,229,891	10,232,832	Citywide Services	3,186,525	3,376,007	189,482	10,011,735	(221,097)
1,728,634	1,728,634	Neighbourhood Housing	362,026	250,700	(111,326)	1,723,374	(5,260)
807,037	829,702	Neighbourhood Services	291,022	155,629	(135,393)	808,066	(21,636)
<b>12,765,562</b>	<b>12,791,168</b>	<b>Total Neighbourhoods</b>	<b>3,839,573</b>	<b>3,782,337</b>	<b>(57,236)</b>	<b>12,543,176</b>	<b>(247,992)</b>
<b>Regeneration &amp; Growth</b>							
(1,994,594)	(1,952,389)	City Development	(956,695)	(703,766)	252,929	(1,781,108)	171,281
0	0	Environmental Strategy	48,735	42,976	(5,759)	35,278	35,278
0	0	Executive Head of Regeneration &	54,994	49,796	(5,198)	(10,041)	(10,041)
1,500,637	1,500,637	Planning	411,532	438,877	27,345	1,509,903	9,266
1,211,652	1,144,874	Property Services	546,142	509,842	(36,300)	1,192,869	47,995
<b>717,695</b>	<b>693,122</b>	<b>Total Regeneration &amp; Growth</b>	<b>104,708</b>	<b>337,726</b>	<b>233,018</b>	<b>946,900</b>	<b>253,778</b>
<b>0</b>	<b>(2)</b>	<b>Total General Fund</b>	<b>4,215,142</b>	<b>3,793,157</b>	<b>(421,985)</b>	<b>(5,000)</b>	<b>(4,998)</b>



## Budget Monitoring Report

Year: 2017/18

Period: 4 (July)

**HOUSING REVENUE ACCOUNT STATUTORY SUMMARY**

<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
13,815,288	13,815,288	Repairs & Maintenance	4,530,583	3,295,738	(1,234,845)	13,753,639	(61,649)
5,789,133	5,789,133	Rents, Rates, & Other Property Costs	2,098,224	2,081,718	(16,506)	5,879,242	90,109
12,115,683	12,115,683	General Management	2,565,992	2,352,604	(213,388)	11,729,832	(385,851)
5,090,423	5,090,419	Special Services	1,424,959	1,275,555	(149,404)	5,142,246	51,827
21,992,115	21,992,115	Depreciation & Impairment	26,400	(2,350)	(28,750)	21,987,115	(5,000)
223,000	223,000	Provision for Bad Debts	0	0	0	223,000	0
(57,692,382)	(57,692,382)	Dwelling Rents	(20,775,926)	(20,797,602)	(21,676)	(57,753,184)	(60,802)
(2,169,466)	(2,169,466)	Garage & Other Property Rents	(811,866)	(849,961)	(38,095)	(2,244,258)	(74,792)
(8,373,746)	(8,373,746)	Service Charges - General	(2,896,254)	(2,860,009)	36,245	(8,476,607)	(102,861)
(85,000)	(85,000)	Miscellaneous Income	(28,332)	(62,885)	(34,553)	(85,050)	(50)
10,056,112	10,056,112	Adjustments & Financing Items	(97,700)	0	97,700	10,056,112	0
(586,160)	(586,160)	Amenities shared by whole community	0	0	0	(586,160)	0
(175,000)	(175,000)	Interest Received	0	0	0	(175,000)	0
<b>0</b>	<b>(4)</b>	<b>Total Housing Revenue Account</b>	<b>(13,963,920)</b>	<b>(15,567,192)</b>	<b>(1,603,272)</b>	<b>(549,073)</b>	<b>(549,069)</b>

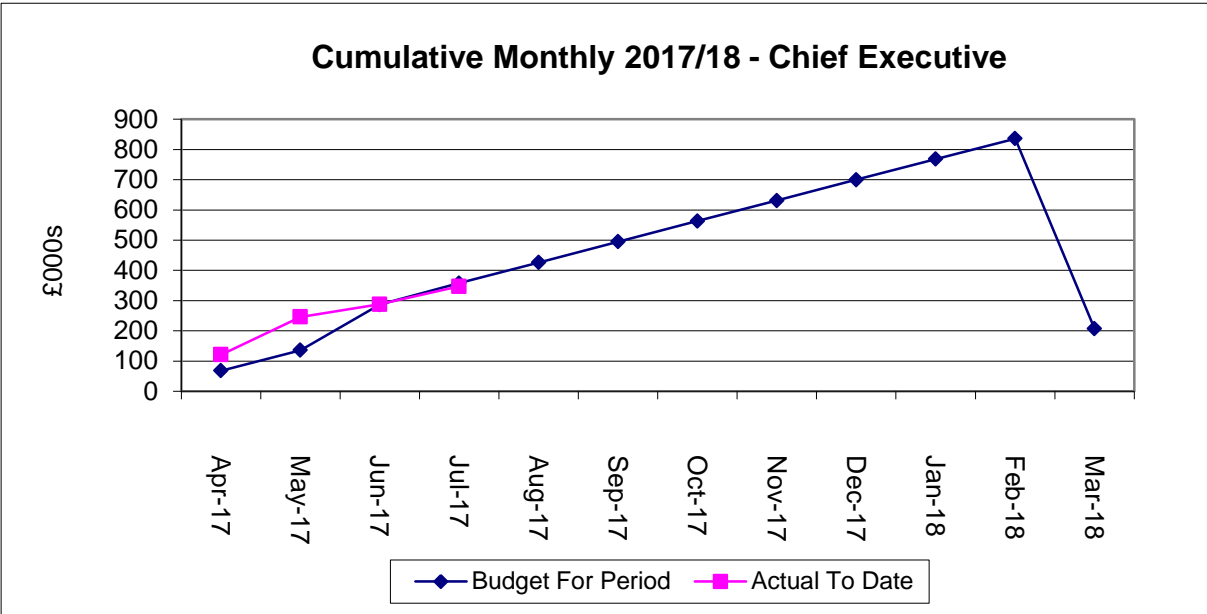
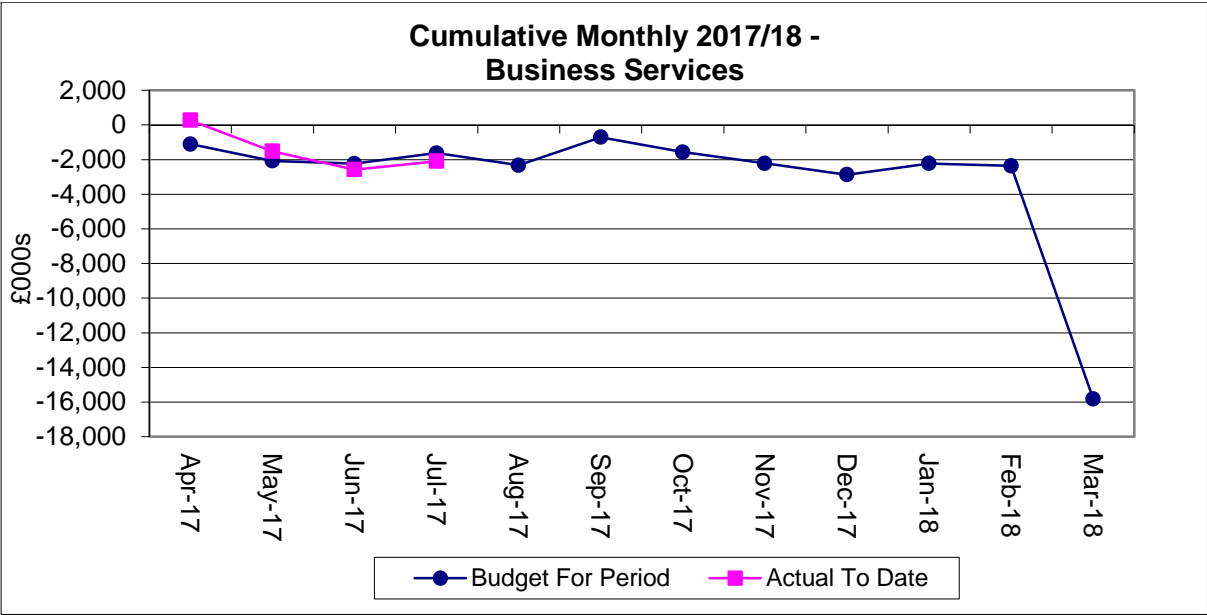


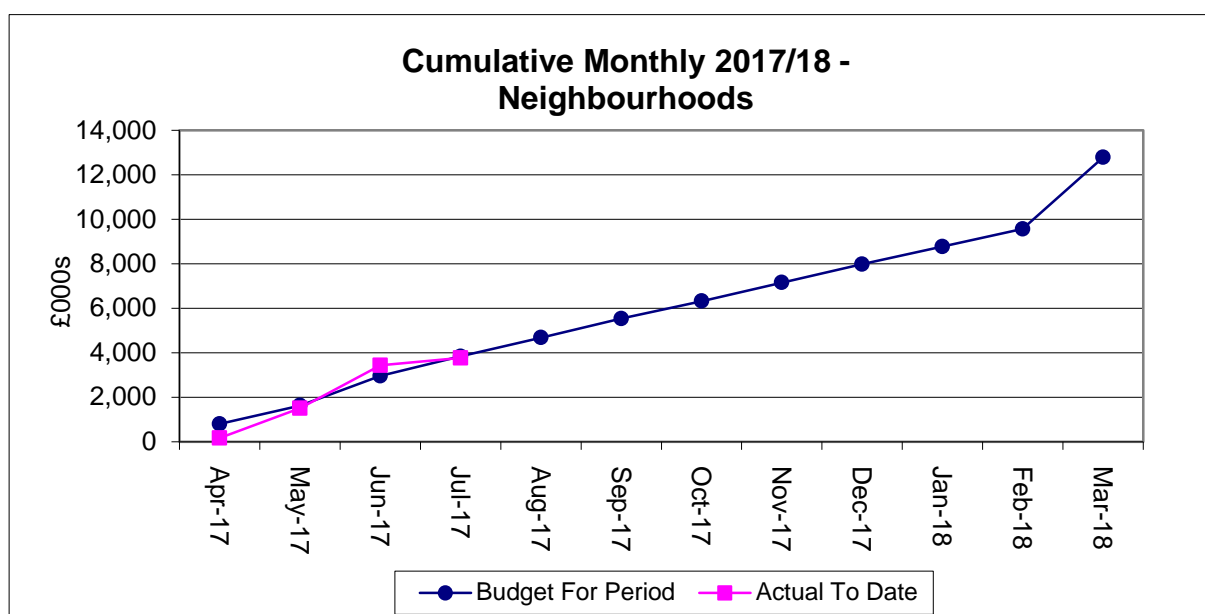
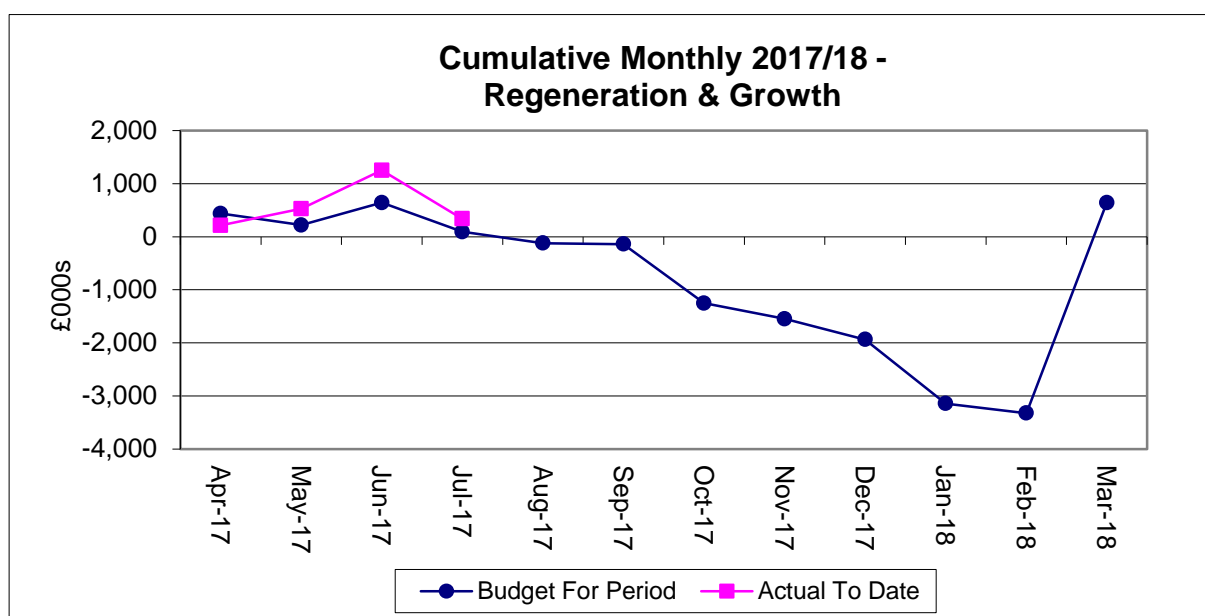
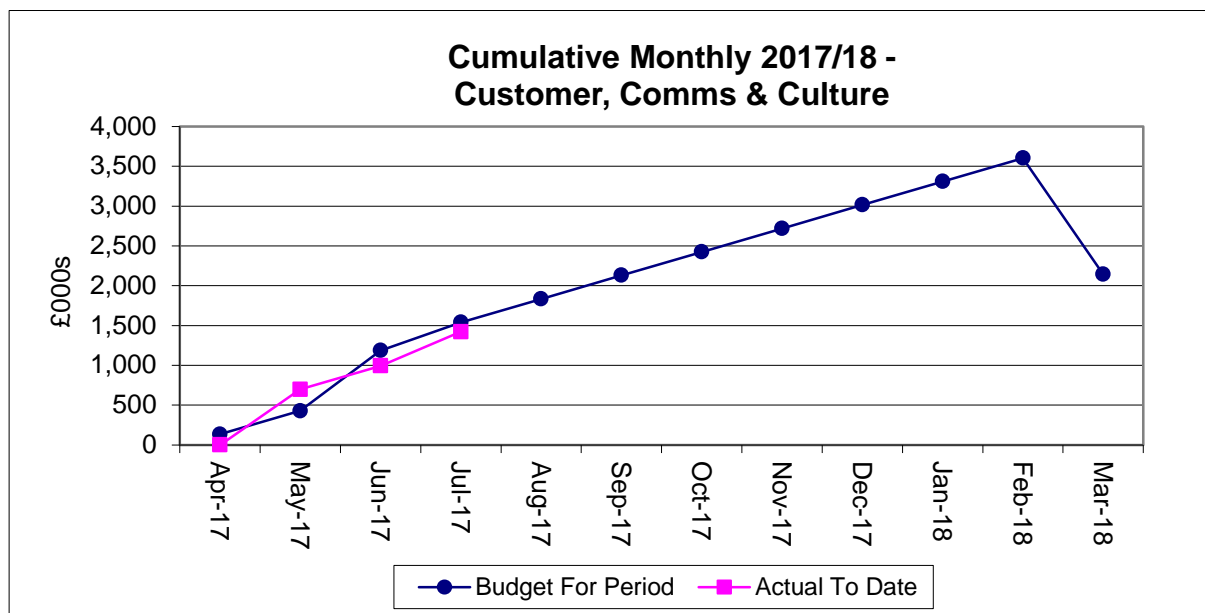
Budget & Expenditure – Monthly by Service Graphs

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

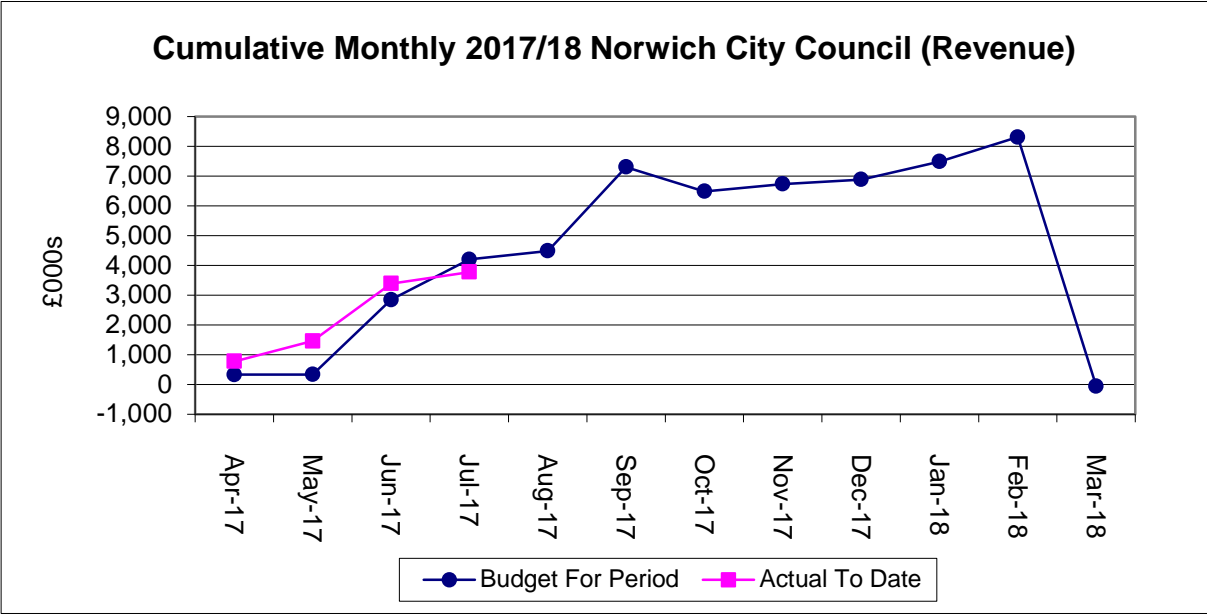
The actual income/expenditure reported is influenced by accrual provisions brought forward from the previous financial year, and by any delays in invoicing and/or payment.

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











**Report to** Cabinet  
13 September 2017  
**Report of** Chief finance officer  
**Subject** Capital budget monitoring 2017-18 – Quarter 1

**Item**

11

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## **Purpose**

To update cabinet on the financial position of the capital programmes as at 30 June 2017, seek approval to carry-forward an underspent 2016/17 budget into 2017/18, and note the recovery of a historic debt.

## **Recommendations**

To:

- (1) note the position of the housing and non-housing capital programmes as at 30 June 2017;
- (2) approve the carry-forward of an additional underspent 2016/17 budget into 2017/18, as set out in paragraph 9;
- (3) note the recovery of a historic non-housing capital debt, as detailed in paragraph 10.

## **Corporate and service priorities**

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

## **Financial implications**

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

**Ward/s:** All wards

**Cabinet member:** Councillor Kendrick – resources

Contact officers

Karen Watling, chief finance officer

01603 212440

Shaun Flaxman, group accountant

01603 212805

## **Background documents**

None



## Report

1. The housing and non-housing capital programmes for 2017/18 were approved by cabinet and council on 8 and 23 February 2017 respectively.
2. The carry-forward of unspent 2016/17 capital budgets into the 2017/18 capital programme was approved by cabinet on 21 June 2017. These are included in the budgets shown below.

### Non-housing capital programme

#### Non-housing capital carry-forward

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

Programme Group	Original Budget £000's	Current Budget £000's	Actual to Date £000's	Forecast Outturn £000's	Forecast Variance £000's
Asset Improvement	843	1,230	2	714	(516)
Asset Investment	10,000	15,026	0	15,026	0
Asset Maintenance	1,371	1,643	264	1,270	(373)
Initiatives Funding	250	1,182	15	782	(400)
Regeneration	7,143	20,600	(261)	15,646	(4,955)
Community Infrastructure Levy	1,706	1,807	6	1,436	(371)
Greater Norwich Growth Partnership	410	512	4	128	(385)
Section 106	119	626	51	653	27
City Cycle Ambition (Group 1)	0	0	(8)	0	0
City Cycle Ambition (Group 2)	3,950	5,853	178	5,540	(314)
<b>Total Non-Housing</b>	<b>25,793</b>	<b>48,479</b>	<b>252</b>	<b>41,194</b>	<b>(7,286)</b>

5. As at 30 June 2017, the non-housing forecast outturn is £41.2m, which would result in an underspend of £7.3m. The variances are largely due to planned expenditure being extended into the next financial year for some schemes (City Cycle Ambition £0.3m, Riverside Walk £0.3m, Park Depot Demolition £0.3m), and some projects planned to be funded from capital receipts resulting from asset sales, being placed on hold in accordance with the council's policy of not committing spend against forecast resources until the resources materialise (£5.9m).
6. The non-housing capital programme will continue to be monitored throughout the financial year to ensure that programmes deliver to budget within revised project timescales.

#### Non-housing capital resources

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

Non Housing Capital Resources	Original Anticipated (inc B/F) £000s	Actual Brought Forward £000s	Arisen to Date £000s	Total Resources To Date £000s	Forecast Actual Resources £000s
Section 106	(1,201)	(2,847)	0	(2,847)	(2,988)
Community Infrastructure Levy	(1,521)	(204)	(558)	(762)	(1,725)
CIL Neighbourhood	(201)	(228)	(105)	(332)	(429)
Planned Borrowing	(22,791)	(18,239)	0	(18,239)	(37,030)
Capital Grants & Contributions	(7,702)	(3,516)	(3,366)	(6,882)	(8,459)
Greater Norwich Growth Partnership	(929)	(1)	0	(1)	(930)
Capital Receipts and Balances	(2,125)	(2,258)	(86)	(2,344)	(4,004)
<b>Total Non-Housing Capital Resources</b>	<b>(36,471)</b>	<b>(27,293)</b>	<b>(4,115)</b>	<b>(31,408)</b>	<b>(55,566)</b>

8. The forecast borrowing has been reduced by £4,000,000 in line with the reduction in forecast expenditure, as a result of the NIAIE scheme being unlikely to incur budgeted expenditure within this financial year.

### Non-housing capital carry-forward

9. Cabinet is asked to approve the carry-forward of an additional underspent 2016/17 Section 106 budget, for use in 2017/18, but omitted in error from the report on 21 June 2017.

Scheme	2016/17 Approved Budget	2016/17 Final Outturn	2016/17 Variance	Requested Carry Forward
S106 Lakenham area landscape project	90,667	23,830	(66,837)	55,750

### Non-housing capital debt recovered

10. Cabinet is asked to note, that upon the guidance of Nplaw, and following consultation with members of the Asset and Investment Programme Board on 15 May 2017, it was agreed to accept an offer of £95,000 in relation to the outstanding index-linked Section 106 contribution of £74,000, owed by a developer since 2005.

## Housing capital programme

### 2016-17 current position

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

Programme Group	Original Budget £000's	Current Budget £000's	Actual to Date £000's	Forecast Outturn £000's	Forecast Variance £000's
Housing Investment	8,865	18,129	1,052	16,591	(1,538)
Neighbourhood Housing	23,386	33,623	796	33,544	(78)
Strategic Housing	7,426	7,495	1,475	7,498	3
<b>Total Housing</b>	<b>39,677</b>	<b>59,246</b>	<b>3,324</b>	<b>57,633</b>	<b>(1,613)</b>

13. As at 30 June 2017, the forecast outturn is £57.6m which would result in an underspend of £1.6m. The variance is largely due to the expenditure profile of large new build social housing projects that are planned to extend into the next financial year (£1.6m), and lower than anticipated expenditure on the right to buy buy-back scheme (£0.3m).
14. The housing capital programme will continue to be monitored throughout the financial year to ensure that programmes deliver to budget within revised project timescales.

## Housing capital resources

15. The following table shows the approved sources of housing capital resources and receipts.

Housing Capital Resources	Original Anticipated (inc B/F) £000s	Actual Brought Forward £000s	Arisen to Date £000s	Total Resources To Date £000s	Forecast Actual Resources £000s
Housing Capital Grants	(951)	(200)	(969)	(1,169)	(1,169)
HRA Major Repairs Reserve	(6,925)	0	0	0	(6,925)
HRA Borrowing	(8,788)	0	0	0	(8,788)
HRA Revenue Contribution to Capital	(19,677)	0	0	0	(19,677)
HRA Contributions to Costs	(250)	0	0	0	(250)
Section 106 Commuted Sum	(817)	0	0	0	(817)
HRA Capital Receipts and Balances	(3,898)	(10,190)	(1,220)	(11,410)	(14,088)
HRA Retained One for One Capital Receipts	(10,044)	(14,105)	(2,019)	(16,124)	(20,572)
HGF Other Contributions	0	(31)	(9)	(41)	(41)
<b>Total Housing Capital Resources</b>	<b>(51,349)</b>	<b>(24,526)</b>	<b>(4,218)</b>	<b>(28,745)</b>	<b>(72,326)</b>

## Capital programme risk management

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

Risk	Likelihood	Impact	Rating	Mitigation
General Fund Capital Receipts not received or delayed	Possible (3)	Major (5)	(15)	Expenditure incurred only as receipts secured
Detailed schemes not brought forward to utilise agreed capital funding	Possible (3)	Moderate (3)	(9)	Active pursuit of investment opportunities; budget provisions unspent could be carried forward if necessary

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



## Integrated impact assessment



**NORWICH**  
City Council

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

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

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 September 2017
<b>Head of service:</b>	Karen Watling, chief finance officer
<b>Report subject:</b>	Capital budget monitoring 2017/18 Q1
<b>Date assessed:</b>	
<b>Description:</b>	To report the current financial position

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

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

Recommendations from impact assessment
<b>Positive</b>
None
<b>Negative</b>
None
<b>Neutral</b>
None
<b>Issues</b>
None

## Non-Housing Capital Programme

Approved Budget	Current Budget		Actual To Date	Forecast Outturn	Forecast Variance
205,750	265,750	5020 CCTV replacement	0	265,750	0
135,000	196,094	5040 Customer centre redesign	210	196,094	0
415,000	415,000	5093 Norwich Parks tennis expansion	0	60,262	(354,738)
7,635	7,635	5094 Car park payment machines upgrade	0	7,635	0
80,000	80,000	5095 Replacement of multi-use games	0	0	(80,000)
0	45,775	5294 Eaton Park Tennis Development	0	0	(45,775)
0	80,850	5324 City Hall 2nd Floor	0	80,850	0
0	27,330	5332 City Hall external lighting	20	31,200	3,870
0	72,351	5350 Parking Management System	2,170	72,351	0
0	10,000	5450 Energy saving lighting	0	0	(10,000)
0	29,686	5931 Eaton Park access improvements	0	0	(29,686)
<b>843,385</b>	<b>1,230,471</b>	<b>Subtotal Asset Improvement</b>	<b>2,400</b>	<b>714,142</b>	<b>(516,329)</b>
10,000,000	15,000,000	5315 Asset investment for income (other	0	15,000,000	0
0	26,000	5480 Traveller Site	0	26,000	0
<b>10,000,000</b>	<b>15,026,000</b>	<b>Subtotal Asset Investment</b>	<b>0</b>	<b>15,026,000</b>	<b>0</b>
21,000	21,000	5081 City Hall heating pumps replacement	210	21,000	0
283,000	283,000	5082 City Hall roof membrane replacement	1,794	283,000	0
33,000	33,000	5083 Hewett Yard major repairs	0	0	(33,000)
50,000	50,000	5088 Pedestrian bridges / boardwalks	0	0	(50,000)
11,000	11,000	5089 Norman centre corridor lighting	1,171	15,000	4,000
200,000	200,000	5090 Norman Centre heating replacement	0	0	(200,000)
38,500	38,500	5091 Norman Centre roof replacement	0	0	(38,500)
75,000	75,000	5097 Riverbank stabilisation (River Yare &	0	0	(75,000)
11,000	11,000	5098 St Andrews - fire system voice alarm	0	11,000	0
16,500	16,500	5099 St Giles MSCP - replace central	0	16,500	0
68,700	0	5241 Bowthorpe B1108 - Various Works	243	243	243
0	0	5245 Memorial Gardens temporary works	426	426	426
0	0	5308 St Andrews MSCP repair	(33,189)	61	61
475,000	568,578	5340 Co-St Giles MSCP Refurb	169,513	568,578	0
0	0	5341 The Halls refurbishment project	168	168	168
0	68,700	5421 Major Repairs 2016-17 Community	0	68,700	0
0	159,870	5937 City Hall finials	123,257	216,860	56,990
0	0	5933 Car Park - Westwick Street	0	0	0
0	0	5949 St Andrews & Blackfriars Hall WC	0	0	0
50,000	50,000	5954 Waterloo Park pavillion works	230	50,000	0
38,500	38,500	5959 CC Norman Bowl Lighting	325	325	(38,175)
0	18,025	5966 St Giles MSCP - Windows and door repairs	0	18,025	0
<b>1,371,200</b>	<b>1,642,673</b>	<b>Subtotal Asset Maintenance</b>	<b>264,148</b>	<b>1,269,886</b>	<b>(372,787)</b>

Approved Budget	Current Budget		Actual To Date	Forecast Outturn	Forecast Variance
0	10,000	5558 Co-CIL Nhood Ketts Heig	813	813	(9,187)
0	9,062	5559 CIL Nhood 20 Acre Wood	0	9,062	0
0	2,584	5560 CIL Nhood Chapel Break play area	0	2,584	0
0	4,000	5561 CIL Nhood Eaton Green Play Area	0	4,000	0
0	11,993	5562 CIL Nhood Community Enabling	0	11,993	0
150,000	150,000	5563 CIL GNGB Castle Gardens	0	14,850	(135,150)
115,000	115,000	5564 CIL GNGB Football Pitch	0	0	(115,000)
40,000	40,000	5565 CIL GNGB Marriotts Way Barn Road	513	20,000	(20,000)
20,000	20,000	5566 CIL GNGB Riverside Walk	0	20,000	0
1,281,000	1,281,000	5580 CIL Contribution Strategic	0	1,281,000	0
0	0	5590 CIL neighbourhood - Britannia Rd	0	0	0
0	0	5591 CIL neighbourhood -	0	0	0
0	6,491	5592 CIL neighbourhood - Natural	0	6,491	0
0	6,400	5593 CIL neighbourhood - Lakenham Way	0	6,400	0
0	50,000	5595 CIL neighbourhood - Netherwood	0	3,500	(46,500)
50,000	50,000	5596 CIL Crowdfunding matched funding	0	25,000	(25,000)
5,000	5,000	5597 CIL Grant contribution to Norfolk Car	5,000	5,000	0
25,000	25,000	5598 CIL Mile Cross cycle and pedestrian links	0	5,000	(20,000)
20,000	20,000	5599 CIL Parish Partnership matched	0	20,000	0
<b>1,706,000</b>	<b>1,806,530</b>	<b>Subtotal Community Infrastructure Levy</b>	<b>6,326</b>	<b>1,435,693</b>	<b>(370,837)</b>
250,000	250,000	5567 GNGB IIF M Way, A Meadow to	382	100,000	(150,000)
160,000	160,000	5568 GNGB IIF Riverside Walk Fye	0	0	(160,000)
0	0	5923 Marriotts Way GNDP	451	451	451
0	102,407	5964 GNGP Bowthorpe Crossing	3,363	27,407	(75,000)
<b>410,000</b>	<b>512,407</b>	<b>Subtotal GNGP</b>	<b>4,196</b>	<b>127,858</b>	<b>(384,549)</b>
0	50,000	5305 Eco-Investment Fund	0	0	(50,000)
250,000	1,000,000	5317 IT Investment Fund	14,982	650,000	(350,000)
0	132,250	6057 Norwich Preservation Trust Loan	0	132,250	0
<b>250,000</b>	<b>1,182,250</b>	<b>Subtotal Initiatives Funding</b>	<b>14,982</b>	<b>782,250</b>	<b>(400,000)</b>
0	6,317	5701 s106 Chapelfield Gardens Play	0	6,317	0
0	167,655	5705 s106 The Runnel Play Provision	2,412	167,656	1
76,000	76,459	5728 S106 Mile Cross Gardens Play	1,006	76,459	0
0	3,619	5731 s106 Wooded Ridge project	0	3,619	0
0	64,716	5735 s106 Castle Green Play	495	64,716	0
0	0	5737 S106 Heartsease Play Area	269	269	269
0	55,071	5740 Bowthorpe Southern park	0	55,071	0
0	11,774	5741 Co-s106 Eaton play Area	0	11,774	0
0	45,743	5801 s106 Hurricane Way Bus Link	0	45,743	0
0	23,485	5813 S106 Green Infrastructure Imps	0	30,000	6,515
0	0	5821 S106 Livestock Mkt Cycle/Walkway	47,198	47,198	47,198
0	76,283	5823 BRT & Cycle Route Measures	0	76,283	0
0	51,600	5829 S106 UEA CPZ Extension	0	51,600	0
27,000	27,000	5835 S.106 Bowthorpe To Clover Hill	0	0	(27,000)
16,000	16,000	5836 S.106 Riverside Public Transport	0	16,000	0
<b>119,000</b>	<b>625,722</b>	<b>Subtotal Section 106</b>	<b>51,380</b>	<b>652,705</b>	<b>26,983</b>

Approved Budget	Current Budget		Actual To Date	Forecast Outturn	Forecast Variance
394,000	394,000	5126 PtP - Yellow - Lakenham/Airport	0	0	(394,000)
0	1,170	5141 CCAG2 Liberator Road	1,170	1,170	0
0	3,526	5142 CCAG2 Spitfire RD Hurricane Way	38	3,526	0
0	0	5143 CCAG2 Hurricane Way - Heyford Rd	4,676	4,676	4,676
0	0	5145 CCAG2 Fifers Lane/Ives Rd/Heyford	1,293	15,000	15,000
0	0	5147 CCAG2 Bussey Rd - Ives Rd	61	61	61
267,000	286,147	5148 CCAG2 Mile Cross Lane	3,640	298,000	11,853
0	35,657	5149 CCAG2 Woodcock Rd / Catton	174	41,000	5,343
16,000	282,036	5151 CCAG2 Angel RD	1,190	272,000	(10,036)
0	0	5152 CCAG2 Shipstone Rd/Waterloo Rd	254	254	254
141,000	187,328	5153 CCAG2 Edward Street north	0	187,328	0
691,000	792,748	5154 CCAG2 St Crispins (St Georges -	3,229	792,748	0
0	34,071	5155 CCAG2 Golden Ball	50,253	50,253	16,182
0	470,050	5156 CCAG2 All Saints	13,623	470,050	0
0	26,914	5157 CCAG2 Lakenham Way	139	21,000	(5,914)
0	0	5159 CCAG2 Hall Rd (Bessemer - Old	3,312	19,000	19,000
0	0	5160 CCAG2 Ipswich Road - Old Hall	0	0	0
282,000	282,000	5161 CCAG2 20 MPH areas (Yellow)	10,170	282,000	0
0	35,351	5162 CCAG2 Cycle Parking (Yellow)	7,192	51,000	15,649
0	28,200	5163 CCAG2 Wayfinding	0	28,200	0
0	17,712	5164 CCAG2 Monitoring inf (Yellow)	38	17,712	0
0	46,825	5166 Co-CCAG2 A11 north slip	94	94,000	47,175
251,000	269,762	5168 CCAG2 Bluebell Road (Connector)	132	344,000	74,238
345,000	347,129	5169 CCAG2 Eaton Centre	2,835	418,000	70,871
337,000	594,911	5171 CCAG2 Newmarket Rd (Unthank Rd	29,223	664,000	69,089
0	0	5172 CCAG2 Newmarket Rd / ORR &	133	133	133
0	0	5173 CCAG2 Newmarket Rd (ORR -	828	828	828
1,000	169,710	5175 CCAG2 Magdalen Rd	4,256	358,000	188,290
0	17,500	5176 CCAG2 St Clements Hill (entrance	17,312	17,500	0
236,000	268,229	5177 CCAG2 Chartwell Road/St Clements	1,089	270,000	1,771
418,000	449,123	5178 Co-CCAG2 North Walsham	56	2,000	(447,123)
117,000	225,063	5179 Co-CCAG2 20 mph areas	1,393	225,063	0
0	0	5180 CCAG2 Cycle Parking (Blue)	19	19	19
0	37,600	5181 CCAG2 Wayfinding	0	37,600	0
0	18,180	5182 CCAG2 Monitoring inf (Blue)	0	18,180	0
0	0	5183 CCAG2 St George's St/Colegate	1	1	1
0	0	5184 CCAG2 Opie St/Castle Meadow (on	0	0	0
149,000	227,394	5185 CCAG2 City Centre Strategy for	4,368	227,394	0
100,000	100,000	5186 CCAG2 Administration	13,161	100,000	0
0	0	5187 Co-CCAG2 Magdalen Gates	3,011	3,011	3,011
203,000	203,000	5188 CCAG2 20MPH Yellow	0	203,000	0
2,000	2,000	5189 CCAG2 Magdalen Road	0	2,000	0
<b>3,950,000</b>	<b>5,853,336</b>	<b>Subtotal Cycle City Ambition Group 2</b>	<b>178,363</b>	<b>5,539,707</b>	<b>(313,629)</b>

Approved Budget	Current Budget		Actual To Date	Forecast Outturn	Forecast Variance
0	0	5115 Heathgate - Valley Drive	(6,567)	0	0
0	0	5118 Salhouse Road (Hammond Way -	(1,797)	0	0
0	0	5123 Cycle City Ambition Project	(74)	0	0
<b>0</b>	<b>0</b>	<b>Subtotal Cycle City Ambition</b>	<b>(8,438)</b>	<b>0</b>	<b>0</b>
280,000	280,000	5080 10-14 Ber Street	0	280,000	0
30,000	30,000	5084 Hurricane Way 16 demolition	0	0	(30,000)
85,000	85,000	5085 Hurricane Way 20 demolition	0	0	(85,000)
57,000	57,000	5086 Hurricane way 25 demolition	0	0	(57,000)
240,000	240,000	5087 Hurricane way 6-14 demolition	0	0	(240,000)
4,000,000	4,000,000	5092 NAIE phase 1 regeneration	0	0	(4,000,000)
0	0	5314 Ass Inv - Mile Cross Depot	865	865	865
0	0	5320 Rose Lane MSCP Construction	(164,152)	3,521	3,521
0	305,189	5322 Riverside Walk (adj NCFC)	205	12,000	(293,189)
0	530,309	5325 Mountergate Phase 2	67	530,309	0
150,000	288,475	5327 Park Depots demolition	0	30,000	(258,475)
50,000	270,000	5490 Investment for regeneration	0	270,000	0
0	0	5512 NaHCASP Threescore	(102,614)	1,684	1,684
2,251,080	11,121,831	8805 New Build - Threescore 2	3,082	11,124,913	3,082
0	2,909,484	8807 New Build - Airport	0	2,909,484	0
0	482,782	8820 Threescore phase 3	1,585	482,782	0
<b>7,143,080</b>	<b>20,600,070</b>	<b>Subtotal Regeneration</b>	<b>(260,962)</b>	<b>15,645,558</b>	<b>(4,954,512)</b>
<b>25,792,665</b>	<b>48,479,459</b>	<b>Total Non-Housing Capital Programme</b>	<b>252,395</b>	<b>41,193,799</b>	<b>(7,285,660)</b>



## Housing Capital Programme

Approved Budget	Current Budget		Actual To Date	Forecast Outturn	Forecast Variance
144,250	144,250	5020 CCTV replacement	0	144,250	0
0	0	7460 Sheltered Housing Redevelopment	7,077	7,077	7,077
5,202	6,548	7461 Sheltered Hsg redevelopment - St	(6,154)	3,152	(3,396)
2,843	2,843	7462 Sheltered Hsg redevelopment -	(12,293)	440	(2,403)
500,000	500,000	7930 Capital Buybacks	0	220,000	(280,000)
1,000,000	1,000,000	7931 New Build Opportunities	0	810,000	(190,000)
0	8,375	8800 New Build - Riley Close	0	8,375	0
6,513,199	14,445,074	8802 New Build - Goldsmith Street	923,196	13,319,765	(1,125,309)
0	0	8803 New Build - Brazengate	56,171	56,171	56,171
0	242,839	8804 New Build - Hansard Close	83,739	242,839	0
699,737	1,570,000	8805 New Build - Threescore 2	565	1,570,000	0
0	209,071	8807 New Build - Airport	0	209,071	0
<b>8,865,231</b>	<b>18,129,000</b>	<b>Subtotal Housing Investment</b>	<b>1,052,301</b>	<b>16,591,140</b>	<b>(1,537,860)</b>
1,052,315	1,052,315	7010 Electrical - Internal	93,385	1,052,121	(194)
777,734	1,211,223	7040 Whole House Improvements	(82,138)	1,234,268	23,045
3,604,449	4,307,271	7070 Kitchen Upgrades	36,829	4,319,880	12,609
2,559,773	3,443,903	7080 Bathroom Upgrades	138,587	3,439,942	(3,961)
428,426	1,345,757	7100 Boilers - Communal	(43,090)	1,358,289	12,532
3,197,188	3,197,188	7110 Boilers - Domestic	23,027	3,189,077	(8,111)
666,947	814,024	7150 Insulation	17,178	816,456	2,432
500,884	621,458	7170 Solar Thermal & Photovoltaic	58,558	631,026	9,568
559,094	559,094	7200 Windows - Programme	17,697	554,992	(4,102)
1,509,592	1,692,020	7280 Composite Doors	(104,293)	1,680,999	(11,021)
209,886	445,411	7300 Comm Safe - DES	3,156	448,149	2,738
150,114	200,725	7310 Estate Aesthetics	(20,737)	200,910	185
309,439	415,203	7470 Sheltered Housing Comm Facilities	1,391	411,328	(3,875)
257,578	257,578	7480 Sheltered Housing Redevelopment	1,784	250,000	(7,578)
1,169,264	1,967,074	7520 Planned Maint - Roofing	406,359	1,973,451	6,377
0	0	7530 Boundary Walls & Access Gates	0	0	0
4,029,676	8,147,476	7540 Planned Maint - Structural	179,492	8,110,573	(36,903)
0	0	7550 Vehicle Hardstanding	0	0	0
800,000	2,050,000	7570 Tower Block Regeneration	0	2,050,000	0
26,894	26,894	7580 Planned Maint - Lifts	306	26,224	(670)
917,564	1,057,196	7600 Dis Ad - Misc	127,070	1,021,081	(36,115)
83,789	83,789	7630 Dis Ad - Stairlifts	2,303	80,000	(3,789)
306,794	306,794	7680 Dis Ad - Comms	0	300,000	(6,794)
0	43,667	2610 Co-Cavalry Ride	7,327	43,667	0
0	56,134	2637 Primrose Place	0	56,134	0
214,010	252,984	7700 HRA Shops	3,980	245,684	(7,300)
54,470	67,470	7960 Demolition & Site Maintenance	(72,278)	50,000	(17,470)
<b>23,385,880</b>	<b>33,622,648</b>	<b>Subtotal Neighbourhood Housing</b>	<b>795,893</b>	<b>33,544,251</b>	<b>(78,397)</b>

Approved Budget	Current Budget		Actual To Date	Forecast Outturn	Forecast Variance
0	68,606	6012 Empty Homes Grant	0	68,606	0
0	0	6014 Discretionary Assistance	0	0	0
1,150,000	882,000	6018 Disabled Facilities Grant	91,448	882,000	0
6,226,019	6,226,019	6019 Capital Grants to Housing	1,374,778	6,226,019	0
0	0	6030 Home Improvement Loans	0	0	0
0	0	6031 Survey Costs	0	0	0
25,000	25,000	6044 Works in Default	0	25,000	0
25,000	25,000	6047 DFG Residents Contribution	3,807	25,000	0
0	0	6050 Strong & Well Project	3,442	3,442	3,442
0	268,000	6052 HIA - Housing Assistance	1,890	268,000	0
<b>7,426,019</b>	<b>7,494,625</b>	<b>Subtotal Strategic Housing</b>	<b>1,475,365</b>	<b>7,498,067</b>	<b>3,442</b>
<b>39,677,130</b>	<b>59,246,273</b>	<b>Total Housing Capital Programme</b>	<b>3,323,559</b>	<b>57,633,458</b>	<b>(1,612,815)</b>

**Report to** Cabinet  
13 September 2017  
**Report of** Chief finance officer and Chief internal auditor, LGSS  
**Subject** External audit appointment

**Item**

12

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### **Purpose**

To consider the appointment of external auditors.

### **Recommendation**

To recommend to council that it endorses the proposal from the panel of the Public Sector Audit Appointments Ltd (PSAA) that Ernst & Young LLP continues to be the council's external auditor.

### **Corporate and service priorities**

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

**Financial implications:** No direct financial implications.

**Ward/s:** All wards

**Cabinet member:** Councillor Kendrick – resources

### **Contact officers**

Karen Watling, chief finance officer	01603 212440
Duncan Wilkinson, chief internal auditor (LGSS)	01223 715317
Jonathan Tully, principal audit manager (LGSS)	01603 212575

### **Background documents**

None



# Report

## Background

1. There is a statutory requirement for the council's Statement of Accounts to be independently audited. The Local Audit and Accountability Act 2014 brought changes to the appointment process for external auditors (referred to in the Act as a local auditor).
2. The contract for the present external auditors, Ernst & Young LLP (EY), is due to expire 31 March 2018. The council must, by 31 December 2017, have appointed a local auditor to be in place by April 2018, to undertake the audit of the council's financial statements for 2018-19 onwards.
3. Appointments are made through an audit panel. On 20 September 2017 the Audit Committee approved using the Public Sector Audit Appointments Ltd (PSAA) to act as an audit panel. The PSAA have proposed that the local auditor for the Council continues to be EY, which will provide continuity.
4. The Local Audit and Accountability Act 2014 closed the Audit Commission and established transitional arrangements for the appointment of external auditors and the setting of audit fees for councils.
5. On 5 October 2015 the Secretary of State Communities and Local Government (CLG) determined that the transitional arrangements for local government bodies would be extended by one year to also include the audit of the accounts for 2017-18.
6. The council's current external auditor is Ernst & Young LLP (EY). The contract is currently managed by Public Sector Audit Appointments Limited (PSAA), the transitional body set up by the Local Government Association (LGA) with delegated authority from the Secretary of State CLG.
7. When the current transitional arrangements come to an end on 31 March 2018, the council will need to appoint a local auditor. The Act requires that a relevant authority, i.e. Norwich City Council, '...consult and take in to account advice from its audit panel when selecting and appointing a local auditor'.
8. The Local Government Association (LGA) successfully lobbied for councils to be able to 'opt-in' to a Sector Led Body (SLB) appointed by the Secretary of State under the Act. An SLB has the ability to negotiate contracts with external audit firms nationally, maximising the opportunities for the most economic and efficient approach to procurement of external audit on behalf of the whole sector. PSAA is the Sector Led Body.
9. On the 20 September 2016 the audit committee considered options for forming an audit panel and agreed that continuing to use the PSAA would be best value. The committee recommended to cabinet that this option should be progressed. Cabinet endorsed the recommendation, and PSAA was appointed as an audit panel by a full council decision on 29 November 2016.

## Consultation for auditor proposal

10. The scope of the audit will continue to be specified nationally. The National Audit Office (NAO) is responsible for writing the Code of Audit Practice, which all firms appointed to carry out the council's external audit must follow.
11. The PSAA completed a tender exercise to identify who could be local auditors. Accounting firms had to demonstrate that they have the required skills and experience and be registered with a Registered Supervising Body approved by the Financial Reporting Council.
12. Subsequently the PSAA wrote to the council on 15 August 2017, proposing that Ernst & Young (EY) continues to be our local auditor.
13. Ernst & Young LLP (EY) is a multinational professional services firm with 231,000 employees based in over 150 countries worldwide. They provide assurance, tax, consulting and advisory services, and are one of the "Big Four" accounting firms. EY employs around 13,000 people in the UK. There are 240 staff including 14 Key Audit Partners who currently work full-time in the Government and Public Sector Assurance service team, who are also able to draw from an extensive pool of specialists.
14. In developing this appointment proposal, PSAA applied the following principles, balancing competing demands, based on the information provided by audited bodies and audit firms:
  - ensuring auditor independence, as required by the Regulations;
  - meeting commitments to the firms under the audit contracts;
  - accommodating joint/shared working arrangements where these are relevant to the auditor's responsibilities;
  - ensuring a balanced mix of authority types for each firm;
  - taking account of each firm's principal locations; and
  - providing continuity of audit firm if possible, but avoiding long appointments.
15. The council can object or confirm this proposal. Reasons for objection, could include an independence issue, partnership arrangements (i.e. if we wanted to change to the same auditor as a partner council), or dissatisfaction with the service. The PSAA can reject an objection. If they agreed to an objection, they would appoint another auditor for us.
16. The external auditor assesses their independence as part of their annual plan (reported annually to audit committee in March). There is also an opportunity to discuss perceived independence and objectivity, through the audit committee, as part of their audit results (reported annually in September). In addition the PSAA has a complaints process, and will undertake contract monitoring of the audit firms.

17. There is no prescribed process for consultation. For transparency, it has been agreed that the audit committee, cabinet and council will consider the proposal, reflecting the previous reports on external audit appointments. The audit committee will consider the proposal for EY at its meeting on 5 September, and has been recommended:

“To note the report and recommend to cabinet that it endorses the proposal from the panel of the Public Sector Audit Appointments Ltd (PSAA) that Ernst & Young LLP continues to be the council’s external auditor.”

Any comments from the audit committee will be reported to cabinet orally at this meeting.

18. The council must respond to this consultation by 27 September. Following consultation, all appointments must be approved by the PSAA Board. This is scheduled for the meeting of the Board on 14 December, following which the PSAA will write to all opted-in bodies to confirm the appointments.

## **Summary**

19. Section 7 of the Local Audit and Accountability Act 2014 (the Act) requires a relevant authority to appoint a local auditor to audit its accounts for a financial year not later than 31 December in the preceding year. Section 8 governs the procedure for appointment including that the authority must consult and take account of the advice of its auditor panel on the selection and appointment of a local auditor.
20. Further information on the auditor appointment process is available on the PSAA website: <https://www.psaa.co.uk/appointing-person/frequently-asked-questions/>
21. The auditor panel has proposed that EY continues to be our local auditor for the next 5 years. Cabinet may object to or support the proposed appointment.





## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 September 2017
<b>Director / Head of service</b>	chief finance officer / chief internal auditor
<b>Report subject:</b>	External audit appointment
<b>Date assessed:</b>	31 August 2017
<b>Description:</b>	Consultation

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

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

Recommendations from impact assessment
Positive
Negative
Neutral
Issues

**Report to** Cabinet  
13 September 2017  
**Report of** Head of citywide services  
**Subject** Award of contract for green waste disposal services

**Item**

**13**

## **KEY DECISION**

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### **Purpose**

To seek approval to award a contract for green waste disposal services.

### **Recommendation**

To award the contract for green waste disposal services to Norse Environmental Waste for two years with an option to extend for a further three years in annual increments dependant on performance.

### **Corporate and service priorities**

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

### **Financial implications**

Green waste disposal costs an estimated £63,000 p.a. which is to be funded from existing budgets.

**Ward/s:** All Wards

**Cabinet member:** Cllr Maguire – safe city environment

### **Contact officers**

Chris Eardley – environmental services manager

01603 212251

### **Background documents**

None



## Report

1. The city council collects green waste as part of a garden waste subscription scheme. Residents who wish to use this service pay an annual membership fee, currently £48 per year or £43 if paying by direct debit.
2. In return for their annual subscription customers receive a 240 litre brown wheeled bin for garden waste. The brown bin is emptied every fortnight, except over Christmas and New Year, entitling subscribed customers to 25 collections per year.
3. The service has around 10,000 subscribers who generate around 3,600 tonnes of green waste each year.

### Procurement Process

4. The opportunity to provide this council with a disposal service for the collected green waste was advertised on the council's e-tendering portal/Contracts Finder/Official Journal of the European Union (OJEU) on 12 May 2017. The tender was issued as a joint tender with Broadland District Council and this was split into two lots and each lot related to the individual council's requirements.
5. Eight expressions of interest were received which led to two tender submissions. These were opened on 30 June 2017, the tender process having been extended due to clarity questions arising over the transfer of employees under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE).
6. The quality evaluation was conducted by the environmental services manager for Norwich City Council and the environmental protection manager for Broadland District Council.

### Evaluation criteria

7. There was a quality requirement for the tender, in the form of specific quality questions and a business quality questionnaire. Both suppliers successfully passed these requirements and therefore the tenders were then evaluated 100% on price.

### Evaluation outcome

8. The cost scores achieved by the tenderers are set out in the tables below:

#### **LOT 1 – BROADLAND DISTRICT COUNCIL - FOR INFORMATION ONLY**

<b>Company</b>	<b>Price</b>	<b>Price score</b>
Norse Environmental Waste Services Ltd	£17.50 per tonne	100
TMA Bark Supplies LTD	£18.50 per tonne	94.29

## LOT 2 – NORWICH CITY COUNCIL

Company	Price	Price score
Norse Environmental Waste Services Ltd	£17.50 per tonne	100
TMA Bark Supplies LTD	£19.50 per tonne	88.57

### COST OFFERED– IF BOTH LOTS WON

Company	Price
Norse Environmental Waste Services Ltd	£17.50 per tonne
TMA Bark Supplies LTD	£19.00 per tonne

9. The prices quoted are per tonne based upon the estimated quantities of waste to be processed for each council. The estimated quantity of green waste for Norwich City Council is estimated at 3,600 tonnes per annum. For the recommended option this would be approximately £63,000 per year.
10. Although non-scoring, the suppliers were given the opportunity to offer an enhanced price per tonne if they were successful in winning both lots. These prices have been included above for information.

### Recommendation

11. Cabinet is asked to approve the award of the contract for green waste disposal to Norse Environmental Waste Services for two years with an option to extend for a further three years in annual increments dependant on performance. The competitive tender process has shown that this bid represents best-value for the council.



## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 <sup>th</sup> Sept 2017
<b>Director / Head of service</b>	Adrian Akester
<b>Report subject:</b>	Award of green waste disposal contract
<b>Date assessed:</b>	1 Sept 2017
<b>Description:</b>	

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

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

Recommendations from impact assessment	
<b>Positive</b>	
	Provides value for money for the service over the life of the contract. This was also an opportunity to undertake joint procurement with another district council thereby reducing costs to the tax payer.
<b>Negative</b>	
	None
<b>Neutral</b>	
	none
<b>Issues</b>	
	none

**Report to** Cabinet  
13 September 2017  
**Report of** Director of regeneration and development  
**Subject** Norwich City Council response to Norwich Airport Draft Masterplan

**Item**

14

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## **Purpose**

To consider Norwich Airport's proposals for the expansion of the airport to 2045, set out in the draft masterplan.

## **Recommendation**

To endorse the emerging draft masterplan for Norwich Airport, subject to a number of proposed changes, and request that a further version is reported back for formal endorsement.

## **Corporate and service priorities**

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

## **Financial implications**

There are no direct financial implications arising from this report.

**Ward/s:** Catton Grove

**Cabinet member:** Councillor Stonard – sustainable and inclusive growth

## **Contact officers**

Judith Davison – planning policy team leader 01603 212529

Graham Nelson – head of planning services 01603 212530

## **Background documents**

None.



# Report

## Introduction

1. Norwich Airport (NA) has published a draft masterplan for the airport for public consultation. The consultation period commenced in June and ends on 15 September 2017. The document is available to view at <https://www.norwichairport.co.uk/masterplan/>.
2. At the Sustainable Development Panel meeting earlier today, members considered the draft response to the masterplan. Any comments arising from that meeting will be verbally reported to this committee.
3. The Department of Transport requires airports to prepare masterplans addressing the core areas of forecast growth, infrastructure proposals, safeguarding of land and property, impact on people and the natural environment, and proposals to minimise and mitigate impacts. The intention is that masterplans are updated every 5 years, or when conditions or proposals deviate from those in the agreed masterplan.
4. The draft masterplan for Norwich Airport looks ahead until 2045 and consists of 2 phases: phase 1 until 2030, and phase 2 from 2030-2045.

## Background

5. Norwich City Council is the local planning authority for the majority of the airport site and also has a landowner interest in the airport, jointly owning land within the airport boundary with Norfolk County Council. In addition the city council and county council jointly own the adjacent Norwich Airport Industrial Estate (NAIE) to the south.
6. Norwich Airport has been used as an airfield since the Second World War. Most of the airfield and buildings were bought by Norwich City Council and Norfolk County Council in 1967, and the civil airport opened for passengers in 1968.
7. The main terminal opened in 1988 and was extended in 2006. The airport handled approximately 460,000 passengers in 2015 and is now reporting that passenger numbers are in excess of 500,000 for the first time since 2008, although numbers remain some way below the peak recorded in 2007 of 772,000. The majority of passengers are scheduled and charter passengers. It also serves the off-shore market which represented around 22% of all passenger journeys in 2015.
8. The airport is an important local employer, generating around 1,240 full time equivalent (FTE) jobs on site, with an estimated 83% of employees living in Norwich, and supports a further 360 indirect jobs in the Norwich area. A number of aviation related businesses operate at the southern end of the airport site within the vicinity of the eastern apron. They include KLMUKE and Air Livery, both of which are aircraft Maintenance Repair and Overhaul (MRO) operations. KLMUKE has been providing maintenance at NA for 46 years; Air Livery carries out aircraft painting operations and has plans to grow in the future.
9. The airport also supports a considerable number of jobs elsewhere in the local economy. There are some airport related uses located on the adjacent Norwich Airport Industrial Estate (NAIE), for example the recently opened Aviation Academy.

10. The Northern Distributor Route (NDR), currently under construction and due to open in winter 2017-18, runs directly to the north of the airport and will greatly enhance its accessibility by car.
11. Due to the established nature of the use of the NA site as an airfield, permitted development rights apply to the development of operational land in connection with the provision of services and facilities.

### **Summary of proposals**

12. The masterplan estimates that passenger numbers will grow steadily from 460,000 in 2015 to 930,000 in 2030, and to 1.4 million in 2045. The majority of the growth is anticipated in scheduled and chartered flights, rising from 77% of all passengers in 2015 to 95% in 2045. It is expected that the off-shore markets will significantly decline as a proportion of passengers over the same period.
13. Business aviation services are expected to grow within the masterplan period, through Norwich based operators such as Saxonair for example.
14. The masterplan sets out the main elements of the airport growth strategy to 2045 to support the increased passenger numbers. The majority of proposals are within the first phase of growth to 2030 and include: expansion of the existing main terminal building; additional apron capacity; limited expansion of existing maintenance facilities; increased car parking with new provision either through decking current car parks or potentially through reuse of the existing park and ride site assuming this can be relocated in future
15. Phase 2 (to 2045) includes: a 500 metre expansion of the main runway to the east (including land in Broadland District Council area) to accommodate larger aircraft in the future; and relocation of the air traffic control tower to the south of the runway. Longer term parking is also proposed on the Paddocks site on Holt Road.
16. The masterplan estimates a significant increase in jobs growth during its 20 year lifespan. It estimates that direct jobs will increase from the current figure of 1,240 jobs to 1,950 in 2030 and to 2,590 in 2045.
17. Notwithstanding these proposals for expansion and the potential extension of the runway the Masterplan concludes that there is no need to continue to safeguard 'Site 4' (41ha of land to the north of the runway which currently has planning permission for 95,000 sq m of aviation related development) for aviation related purposes. The Airport Masterplan, therefore, seeks the "flexibility to remove all or part of this area from within the operational boundary, depending on market demand for aviation and / or non-aviation related development".

### **Council's response to the masterplan**

18. In general, Norwich City Council welcomes the publication of the draft masterplan for Norwich Airport, supporting its aspirations for expansion of the airport and welcoming the positive economic benefits that this will have for the local and regional economy.
19. The full text of the proposed response is set out at Appendix 1. The response covers a number of key issues including the airport's growth strategy and how best



this can be managed to the benefit of both Norwich Airport and the city, transportation issues including surface access (formulated with input from Transport for Norwich), the future of Site 4, and potential environmental impacts. The response also discusses the interrelationship between the airport and the NAIE and the impact of the airport's expansion on the latter.

20. Members are recommended to endorse the masterplan subject to a number of proposed changes being incorporated within the revised document. The key changes required are:

- a) that the Masterplan should contain a clear commitment to producing a Surface Access Strategy within a 3 year period supported by a Transport Assessment, and should commit to an update of the Masterplan, if required, to ensure consistency with the Surface Access Strategy; and
- b) the masterplan is amended so that it proposes retention of at least a significant part of Site 4 within the operational boundary, in the absence of objective evidence to support its entire removal, to allow long term possible expansion of existing MRO operators or the attraction of further such operators to the airport.

21. The intention is that the masterplan will be brought back to Cabinet, once revised, for formal endorsement by the city council in due course.



## Integrated impact assessment



**NORWICH**  
City Council

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

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

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 September 2017
<b>Director / Head of service</b>	Dave Moorcroft / Graham Nelson
<b>Report subject:</b>	Norwich City Council response to draft masterplan for Norwich Airport
<b>Date assessed:</b>	24 August 2017
<b>Description:</b>	Proposed endorsement of draft masterplan subject to amendments

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

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

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

## Recommendations from impact assessment

### Positive

Endorsement of the masterplan could lead to positive impacts on sustainable transportation subject to the changes proposed being incorporated into the final masterplan

### Negative

### Neutral

### Issues

Assessment of impacts on the local environment in terms of noise require further evidence to be provided.

# **Norwich City Council response to the Draft Airport Masterplan**

## **Norwich Airport draft masterplan June 2017:**

### **Norwich City Council response**

#### **Introduction**

1. Norwich City Council welcomes the publication of the draft masterplan for Norwich Airport, supporting its aspirations for expansion of the airport and welcoming the positive economic benefits that this will have for the local and regional economy.
2. In addition to its role as local planning authority for the majority of the airport site, Norwich City Council also has a landowner interest in the airport, jointly owning land within the airport boundary (Site 4 – land to the north of the runway) with Norfolk County Council. In addition the city council and county council jointly own the adjacent Norwich Airport Industrial Estate (NAIE).
3. The city council's response to the draft masterplan covers a number of key issues including the airport's growth strategy and how best this can be managed to the benefit of both Norwich Airport and the city, transportation issues including surface access (formulated with input from Transport for Norwich), the future of Site 4, and potential environmental impacts. The response also discusses the interrelationship between the airport and the NAIE and the impact of the airport's expansion.

#### **Future growth strategy**

4. The city council supports the growth aspirations for the airport set out in the draft masterplan and the 30 year timeframe for its expansion plans.
5. The city council is keen to assist Norwich Airport to maximise the economic potential of the airport whilst addressing environmental impacts. In order to achieve this, the masterplan must provide an appropriate strategic framework to manage airport expansion, demonstrating how this growth will be managed sustainably, which will then inform consideration of future development proposals within the airport boundary.
6. As a principle, the management of the impacts of airport expansion should be linked to the growth in passenger numbers and flights (including freight and helicopter flights), so that growth is sustainable in terms of transportation terms and environmental impact. Norwich City Council therefore expects the masterplan to address the impacts of all aspects of the airport's operations within the masterplan period to ensure that future growth will be genuinely sustainable. The council also recognises that in order to carry out its expansion plans, NA would benefit from a planning

framework that provides greater flexibility in responding to changes in the aviation market and demand for flights.

7. Sustainable access is fundamental to the future growth of the airport and the assumptions made about modal shift directly impact on masterplan proposals, for example the level of parking provision. A surface access strategy is therefore required at an early stage to radically change modal shift and ensure that the expansion of the airport is sustainable in transportation terms. The masterplan should contain trigger points for provision of key surface access measures related to the intensification of airport operations. Further specific comments regarding transportation measures are set out in the Transportation section below.
8. The management of environmental impacts is also fundamental to the implementation of the expansion plans and their acceptability for residents in the surrounding area including both Norwich and Broadland council areas. In order to address this, the council suggests that the masterplan commits NA to investigate reviewing current planning controls for the wider airport site in partnership with the local planning authorities as part of the expansion strategy. This could set out principles and parameters around timing of flights which could be beneficial to NA in as it could provide it with greater flexibility in reacting to the demand for additional flights over the lifetime of the masterplan.
9. More detail on these issues is provided below.

### **Transportation issues**

10. Both the city council's planning policy for the airport (DM27 in the Development Management Policies Plan) and the Joint Core Strategy (policies 5 and 6) acknowledge the regional significance of Norwich Airport in supporting wider economic growth. The airport is of major importance as a strategic transport hub as well as being a key business driver for the local and regional economy and an employer in its own right. The JCS supports transportation improvements at the airport to expand business and leisure opportunities, to enable it to expand and cater for a wider range of international and domestic destinations. DM27 focuses on the need to enable the airport to function effectively, to accommodate a transport interchange, and to grow.
11. The Norwich Northern Distributor Road will soon provide much improved road links to the Airport site from across the sub region that will help to realise the aspirations of the Norwich Airport Masterplan in terms of passenger growth and airport development at the terminal and other sites.
12. In addition to development within the Airport boundary, developments in the vicinity are also planned. The airport's role as a transport hub should involve facilitation of travel for these developments. The Airport also has a role to mitigate any off site transport or parking issues that may arise from growth of the Airport itself.



13. As well as addressing a range of considerations related to development potential, land uses, layout, and design etc, the masterplan needs to make necessary and appropriate provision for sustainable travel through a number of measures including a travel plan and surface access strategy. Although the need for sustainable travel is acknowledged in the masterplan, the level of detail included in the document is considered insufficient to ensure that the expansion of the airport will be sustainable in transportation terms in accordance with policies DM27 and DM28 (Encouraging Sustainable Travel) in the Development Management Policies Plan.
14. There is currently no Surface Access Strategy for Norwich Airport. The production of such a document is a statutory requirement and it is recommended that Airport Surface Access Strategies include an analysis of the existing surface access arrangements and targets for increasing the proportion of journeys made to the airport by public transport, cycling and walking.
15. This deficiency is recognised in the Masterplan and some potential high level targets are included, as is an undated commitment to producing a Travel Plan. However, this section of the masterplan is considered to be particularly weak especially given that current access to the airport by sustainable forms of transport is generally poor.
16. It is disappointing that a full Surface Access Strategy has not been prepared alongside the Masterplan. Whilst it may not be desirable to delay the preparation of the Masterplan for this to be completed it is considered the Masterplan should contain a clear commit to producing such a Strategy within a 3 year period supported by a Transport Assessment. An update to the Masterplan may be required to ensure consistency with the Surface Access Strategy.
17. It is suggested that the Surface Access Strategy should:
- Be contiguous with the Airport's Operating area. Therefore it will include provision for the Airport Passenger Terminal, Airport Freight Terminal, any private operator e.g. Saxon Air, and Site 4 employment area.
  - Reflect the intention of the city council to implement a bus/taxi link from Anson Road to the Airport loop road to facilitate two way traffic movements and the potential this brings for additional scheduled bus services to be routed via the Airport terminal.
  - Acknowledge that additional highway links are also planned at Meteor Close (for completion in 2018, general traffic except HGVs) and Heyford Road (date tbc, bus/taxi/cycle only) to improve connectivity of the Airport industrial estate predominantly by bus, cycle and on foot.
  - Support the Airport P&R service has a role to play in serving the Airport terminal and passengers from the adjacent Industrial estate, in particular for the Aviation Academy.

- Respond to the enhanced Norwich pedalway network which will serve the Airport terminal and nearby areas via the Purple and Yellow routes
18. Transport Assessments (TAs) will be required to scope the changing pattern of travel at the Airport associated with its growth and inform the Access Strategy. TAs enable necessary measures to be identified to facilitate travel demand and agree modal shift objectives.
  19. For example staff journeys are a very significant element of future traffic generation. The masterplan states that there is no current intention to restrict car parking for staff and that the strategy is to retain sufficient spaces at the airport for staff. It is acknowledged that a significant number of staff do shift work however there is potential to greatly increase the numbers of staff using public transport and car sharing through increased investment in public transport facilities and other measures (see below), and to reduce future parking requirements accordingly. The masterplan is an opportunity for the airport to encourage a significant reduction in staff and passenger travel by private car.
  20. The city council recommends that an initial TA is carried out to initiate the Norwich Airport's Surface Access Strategy and then at future intervals triggered by major development.
  21. The Airport TA should consider:
    - Adequate provision for travel by all modes
    - Explore the feasibility of an Airport Transport Interchange for bus, coach, taxi, private hire, cyclists.
    - Benchmarking its provision for sustainable travel against best in class comparator airports in Europe. e.g. London City Airport
  22. The current undated commitment to produce a Travel Plan should be replaced by a commitment to produce one alongside the Access Strategy as it will be an essential means of implementing the Airport Surface Access Strategy on an operational basis. The city council recommends that a Travel Plan is prepared covering the first five years following the production of a Surface Access Strategy, and then reviewed at 5 yearly intervals thereafter, or as triggered by TA revisions or major development. The council also recommends that NA should work with the Park & Ride operator to actively encourage use of this facility by staff and other businesses on the airport site, and on provision of a direct bus link to Norwich railway station too (including working with Greater Anglia). Consideration should also be given to working with key trip generators to the airport, such as the University of East Anglia (UEA) and Norwich Research Park.
  23. The Airport Travel Plan should consider:
    - Access to the Airport site by all modes of travel including bus, coach, taxi, private hire, cycle, walking, motorcycle, car or car share.
    - Provision of high quality and accurate onward travel information from the airport, as well as high quality travel information to the airport from the city centre and other key trip generators, such as UEA and Norwich Research Park.
    - Employees, visitors and passengers.

- EV chargepoints should be provided for vehicles (staff parking, passenger parking).
- Development of improved walking and cycling routes from outside of the site to the Industrial Estate and along the A140 to the NDR.
- Establishing a revised Airport P&R service that serves the terminal and provides a direct connection to the rail station.
- Funding measures to implement the travel plan such as subsidy for a new bus service to kick-start it before it becomes commercially viable, or the creation of a Transport Interchange facility, and the funding of Travel Plan officers for day to day support for sustainable travel.

## **Norwich Airport Industrial Estate**

24. The airport is adjacent to the Norwich Airport Industrial Estate (NAIE), which is a defined employment area (under policy DM16 in the Development Management Policies Plan) and is jointly owned by the city and county councils.
25. The regeneration, redevelopment and rationalisation of landholdings within the NAIE are priorities for the city council to enhance its attractiveness for businesses (including airport related businesses); the city and county councils are planning to invest in this established industrial estate. The airport already benefits from proximity to the NAIE; many occupiers are in airport related business.
26. As part of the expansion of the airport, there is potential to increase employment and local economic activity through attracting airport related uses both to the airport operational area and surrounding area. However there is little recognition within the masterplan of the importance of regenerating the NAIE, the airport's role in enabling this regeneration through improved transportation links, and the mutual benefits that this could bring to NA.
27. There is a need for improved linkages between key businesses on the NAIE and the airport (eg the proposed airport hotel and Aviation Academy are located on the NAIE both of which need links to NA but currently have no physical connections).
28. The city council considers it essential to the regeneration of the NAIE for Norwich Airport to enable the implementation of the following measures:
  - All publicly accessible roads within the airport to be cycle friendly
  - Anson Road to airport loop road (two-way) to serve buses, taxis and cycles is essential along with scheduled bus services

## **Site 4 (land to north of airport runway)**

29. Land to the north of the runway (known as 'Site 4') has outline planning consent for aviation related B1/B2/B8 uses (13/00520/O and 16/00965/VC). The draft airport masterplan states that this land is not required for future operational or expansion purposes and in para 9.32 proposes its removal from the airport operation boundary "...depending on market demand for aviation and/or non-aviation related development".
30. Given that the aim of the masterplan is to enable the sustainable expansion of the airport over the next 30 years, and that the wording in the draft masterplan is unclear about future aviation requirements, the city council currently considers it premature to conclude that all of site 4 may be released from being safeguarded from non-aviation uses on the basis of the lack of current market interest in building out the consent. Site 4 represents a major opportunity for the long term resilience and success of the airport and offers the scope for new MRO operators to be attracted to the airport. The masterplan does not provide any objective evidence to support the contention that the site is no longer required for operational purposes therefore in policy terms Site 4 remains unacceptable for non-airport related development. In particular there appears to have been no longer term thinking about whether the proposed runway expansion could lead to a demand to have new or larger MRO facilities constructed on the airport.
31. It is recognised that there may be a case to release some of site 4 non aviation employment purposes, especially if this provided the infrastructure and services which increased the prospects of new major aviation relation development attracted to the remaining part of the site. However, it should be noted that the suitability of otherwise of parts of site 4 for non aviation related development will be determined by the Greater Norwich Local Plan and or planning applications and the role of the Masterplan should be confined to considering whether it should be safeguarded rather than seeking to determine acceptable alternative uses should this no longer be the case.

## **Environmental impacts**

32. The airport runway was constructed in 1940 prior to the introduction of the town and country planning system, and flights using the runway are uncontrolled unless they use the terminal buildings (ie holiday flights) which are subject to planning restrictions on hours of operation. This can lead to noise impacts during the night despite the existing restrictions. The expansion of the airport over the next 30 years including a proposed runway extension is likely to give rise to more complaints in terms of noise, air quality and ecology.
33. Noise generation is mostly an issue outside of Norwich City Council's area, particularly within the adjoining Broadland District Council parishes of Hellesdon and Old Catton but also further afield. The city council accepts that there will be some noise impact and that this needs to be mitigated through restriction in operating hours and balanced against the airport's contribution to the local economy.

34. Additional night flights are proposed for 4 nights per week during summer months. The masterplan contains some noise contour maps which indicate a moderate increase in some noise levels however the council would wish to see further evidence of projected levels of noise and disturbance in the surrounding area. A fuller noise impact assessment will need to be carried out to identify changes to the times and aircraft type, which is likely to be fully covered by any application to change usage times and extension of the runway. The noise contour maps appear to relate just to passenger flights. It is not clear what the increase in noise levels will be for all flights from the airport in the future (for example including helicopter flights and business flights), so clarification is required on this issue.
35. At present it is considered premature to indicate any acceptance or otherwise of the proposal for additional late night flights at the airport. Such a limited and specific proposal is more properly dealt with by an application seeking to vary the current planning conditions on the terminal building rather than through the masterplan which will need to be determined on its own merits.
36. Indeed it is somewhat surprising that the masterplan doesn't seek to address the issues of the airport operating hours in more substance as it is perhaps questionable how an airport handling 1.5 million passengers per year could effectively operate without any scheduled flying between the hours of 11pm and 6am. Also it should be noted that the current planning framework does allow late flying in certain circumstances and in the first six months of this year the City Council was notified of 22 instances of late flights in accordance with planning controls. In the light of this it is considered that there would be merit in exploring alternative approaches to managing the issue with a view to providing more certainty and support for the long term expansion of the airport.
37. Air quality: based on past air quality monitoring at the airport perimeter the current use of the airport does not give any air quality concerns, and increased usage is not expected to increase air pollution levels to actionable levels. An air quality assessment would be expected with any planning application; this could be a simple calculation of aircraft emissions data and increased aircraft traffic.
38. Ecology: although the airport site is acknowledged to be of limited ecological value, the masterplan should acknowledge that the proposed expansion could have ecological impacts on surrounding areas of higher ecology value. For example, information provided as part of the Northern Distributor Road planning application states that land adjacent to Site 4 includes a major multi-species bat roost at a barn of Quaker's Farm, a tree roost of Natterers bats, an important bat flight line at Quaker Lane and also several other potential roost trees.



<b>Report to</b>	<b>Cabinet</b>	<b>Item</b>
	13 September 2017	
<b>Report of</b>	Director of neighbourhoods	<b>15</b>
<b>Subject</b>	Award of a contract to replace staircases at Alderson Place and Finklegate	

## KEY DECISION

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### Purpose

To consider the result of the recent procurement process for a contract to replace staircases and to place the orders.

### Recommendation

Approve the award of the contract to replace staircases at Alderson Place and Finklegate to JB Specialist Refurbishments Ltd.

### Corporate and service priorities

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

### Financial implications

The financial consequences of this report are the award of a contract for structural repairs and improvements with a total tendered cost of £179,812.50 which is included within the Housing Revenue Account financial forecasts and budgets for this financial year (2017/18).

**Ward/s:** Mancroft

**Cabinet member:** Councillor Harris – deputy leader and social housing

### Contact officers

Gary Atkins - director of property services, NPS Norwich      01603 227903

Carol Marney - head of operational property services,      01603 227904  
NPS Norwich

### Background documents

None





# Report

## Background

1. The Council has a programme of structural repairs and improvements deemed necessary in order to ensure the housing stock remains in a good state of repair and tenants have quality homes to live in. The contract covered in this report forms a part of this programme of works.
2. The scope of the contract includes concrete repairs to one set of stairs and the replacement of three sets of reinforced concrete stairs that are beyond repair, to be replaced with steelwork. The railings and balustrading will be replaced with new steel railings and there are also some brickwork repairs required.

## Tender process

3. The contracts were advertised on the council's e-tendering portal and Contracts Finder.
4. Suppliers were asked to submit details of their organisation in terms of finance, contractual matters, insurances, quality assurance, environmental standards, health and safety, equality and diversity credentials, references and previous experience. These aspects were then evaluated to ensure that suppliers met the Council's basic requirements.
5. At the same time suppliers submitted details in the form of method statements proposing how they would meet the requirement for the work package and the price that they would charge to carry out this work. These method statements were evaluated once it had been confirmed that the supplier had met the Council's basic requirements.
6. The tender return date was 11 August 2017.

## Tender evaluation

7. The tender responses were evaluated against pre-determined criteria. This quality assessment carried a maximum of 40% of the marks. The lowest price was allocated 60% of the marks and marks were then deducted, pro-rata, with each increasing tender price.
8. Tenders were received from:

JB Specialist Refurbishments Ltd  
Millane Contract Services Ltd  
Thomas Sinden Ltd

The quality of two of the bids was excellent. The third bid did not contain any responses to the tender quality questions and was the highest price. This bid was considered non-compliant to the conditions of the tender. The highest scoring tender was submitted by JB Specialist Refurbishments Ltd for the tender sum of £179,812.50. It is recommended that the contract be awarded to JB Specialist Refurbishments Ltd.



## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 September 2017
<b>Head of service:</b>	Head of neighbourhood housing services
<b>Report subject:</b>	Award of contract for replacement staircases
<b>Date assessed:</b>	10 February 2017
<b>Description:</b>	Replacement of external concrete staircases and concrete repairs

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

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

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

Recommendations from impact assessment	
<b>Positive</b>	
Value for money and the built environment.	
<b>Negative</b>	
<b>Neutral</b>	

Issues





**Report to** Cabinet

**Item**

13 September 2017

**Report of** Head of neighbourhood housing

**16**

**Subject** Award of contract for replacement kitchens, bathrooms and repointing in housing properties

## **KEY DECISION**

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### **Purpose**

To seek delegated authority to award a contract for replacement kitchens, bathrooms and repointing in housing properties.

### **Recommendation**

To delegate authority to the director of neighbourhoods, in consultation with the deputy leader and portfolio holder for social housing, to award a contract to the best value supplier for replacement kitchens, bathrooms and repointing after a mini tendering exercise is complete.

### **Corporate and service priorities**

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

### **Financial implications**

The financial consequences of this report is the award of orders for kitchen and bathroom upgrades and re-pointing valuing a total of £8.831m over three years. Orders placed will not exceed the approved budgets included within the Housing Revenue Account financial forecasts and budgets for this financial year (2017/18) or subsequent approved budgets in 2018/19 and 2019/20.

**Ward/s:** All Wards

**Cabinet member:** Councillor Harris – Deputy leader and social housing

### **Contact officers**

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

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

Lee Robson, head of neighbourhood housing 01603 212939

### **Background documents**

None



# Report

## Replacement kitchens and bathrooms, and re-pointing

1. The council has a need within its housing stock for replacing kitchens and bathrooms. Under the Norwich standard no kitchen should be older than twenty years and no bathroom should be older than thirty years. The replacement kitchens are planned to maximise storage potential and to ensure that there is space for modern appliances. There is a wide range of work surfaces, kitchen units, tiles and floor finishes for tenants to choose which means that each kitchen is installed to meet individual tenant's requirements.
2. White suites are installed in the replacement bathrooms, along with over bath showers. Tenants are given the choice of colour of the tiles and flooring.
3. Many of the council's older houses are constructed in brickwork with soft mortar joints. This gets worn away with time and needs replacing in order to prolong the life of the property. The council has a programme of re-pointing properties so that the houses most in need are attended to each year. Re-pointing maintains the integrity of the brickwork and helps to prevent dampness by stopping water ingress through the joints.
4. In April Cabinet approved the award of 50% of this year's programme for the replacement of kitchens and bathrooms to Foster Property Maintenance Ltd via the Eastern Procurement Ltd (EPL) framework for property improvements. At that time it was proposed to hold a mini-competition for the remaining 50% of the programme in order to ensure best value was achieved. EPL advised that better value was more likely to be obtained if a longer duration contract was offered to the framework contractors due to their need to lease premises in the city to deliver the work, and potential savings from higher volume orders with suppliers for materials.
5. The current framework has two and a half years remaining, so the mini-competition has been based around the same duration. This means that the best value contractor will be offered the remaining 50% of kitchens and bathrooms in 2017/18 plus the programme for 2018/19 and 2019/20. The re-pointing programme for the same duration has also been added into the scope for the next two years. No guarantee of volumes or spend are given to the contractor and any expenditure in the next two financial years are subject to cabinet and council approval of the budgets for those years.
6. The anticipated volumes are shown below in Table 1 below. These are taken from the thirty year plan for council housing improvements and are subject to confirmation.

<b>Table 1</b>	2017/18	2018/19	2019/20
Kitchens	278	480	480
Bathrooms	360	446	595
Re-pointing		89	77

The anticipated value of the work is shown in table 2 below.

<b>Table 2</b>	2017/18	2018/19	2019/20
Kitchens	£1,271,850	£2,196,000	£2,196,000
Bathrooms	£762,500	£945,000	£1,260,000
Re-pointing		£100,000	£100,000
			£8,831,350

7. EPL conducted the mini-competition, inviting bids on 8<sup>th</sup> August 2017. Submissions were returned on 29<sup>th</sup> August and are currently being evaluated. Delegated authority to award this contract is sought so that this year's programme of works can be completed by 31<sup>st</sup> March.
8. The budget for this financial year's work is contained within the HRA capital and revenue programmes as approved by cabinet and council in February.
9. Appendix 1 shows 3 examples of where kitchen and bathroom upgrades have been completed and the visible benefits this provides to the tenants.

## Integrated impact assessment



**NORWICH**  
City Council

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

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

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 September 2017
<b>Head of service:</b>	Lee Robson
<b>Report subject:</b>	Procurement of contract for replacement kitchens, bathrooms and repointing in housing properties
<b>Date assessed:</b>	31 August 2017
<b>Description:</b>	Award of contract for replacement kitchens, bathrooms and repointing in housing properties

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

	<b>Impact</b>			
<b>Eliminating discrimination &amp; harassment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Advancing equality of opportunity</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Environmental (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Transportation</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Natural and built environment</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Re-pointing helps to maintain the council's housing stock
<b>Waste minimisation &amp; resource use</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Suppliers appointed to the framework recycle the vast majority of waste material
<b>Pollution</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Sustainable procurement</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Energy and climate change</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>(Please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>

	Impact			
<b>Risk management</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>1. Risk of challenge from unsuccessful suppliers: The tender has followed a restricted process carried out by EPL with input from officers in terms of evaluation etc, with award criteria being based on the most economically advantageous tender, but there is always a risk of challenge from unsuccessful suppliers.</p> <p>2. Risk of supplier failure: There is a risk that the appointed supplier could fail during the life of the contract. This is low risk as a number of suppliers have been appointed to the framework providing some cover should a supplier fail. In addition the Council is not investing in the supplier and so the risk is one of service continuity rather than financial, which is further mitigated by the fact that this contract is planned in nature.</p>

Recommendations from impact assessment
<b>Positive</b>
<b>Negative</b>
<b>Neutral</b>



<b>Issues</b>



## Appendix 1

### Norwich standard improvements to kitchens and bathrooms





<b>Report to</b>	Cabinet	<b>Item</b>
	13 September 2017	
<b>Report of</b>	Director of regeneration and development	<b>17</b>
<b>Subject</b>	Establishment of Three Score Open Space Management Company	

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## Purpose

To ensure that the appropriate governance arrangements are in place for management and maintenance of open space and other communal areas at Three Score, Bowthorpe.

## Recommendations

1. To agree the right for the council to take control of Three Score Open Management Company in the event that this is requested by the majority of its members;
2. To approve the transfer from the council to Three Score Open Management Company of the tree belt and flood attenuation lagoons and surrounding areas.

## Corporate and service priorities

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

## Financial implications

The report will reduce the existing and ongoing maintenance costs for the council.

**Ward/s:** Bowthorpe

**Cabinet member:** Councillor Stonard - sustainable and inclusive growth

## Contact officers

Tony Jones – city growth and development program coordinator 01603 212234

Gwyn Jones – city growth and development manager 01603 212234

## Background documents

None



# Report

## Background

1. The council is currently taking forward development at Three Score (phase 2) via its wholly owned company, Norwich Regeneration Ltd (NRL). This development is now under construction and the first properties for sale will be handed over in November 2018. Arrangements need to be in place to ensure that the open space provided within the Three Score development can be effectively managed.
2. In January 2015, Cabinet agreed that a fee should be levied to cover the cost of future management and open space at Three Score. The intention is that the open space is managed by a company made up of the residents:
  - to engender a sense of community ownership
  - to avoid the costs of future maintenance of the open space falling to the council.
  - to provide clarity about the responsibility for managing incidental areas of open space in the housing development

## Three Score Open Space Management Ltd.

3. The NRL board has approved the establishment of a company to manage open space and communal spaces at Three Score, referred to here as Three Score Open Space Management Ltd and has approved “articles of association” for the company - attached as Appendix 1.
4. The principle objective of the Three Score Open Management Company is to acquire the common areas and to manage them appropriately through suitable contracts. This is to be funded through the collection of an annual fee from its members, comprised of the freeholders and long leaseholders of properties on the development. This approach is entirely in line with that typically adopted by private developers of new housing. Three Score Open Management Company would also be responsible for the maintenance of sustainable urban drainage systems (SUDS) at Three Score, such as attenuation tanks and flood lagoons.
5. Three Score Open Management Company needs to be in place before properties are handed over to residents so that it can be a signatory to conveyancing documents and a one-off joining fee can be collected, payable on completion of the purchase. Work has been carried out to establish the likely costs of managing the open space at Three Score, which currently includes the open space within phase 2 itself, plus existing tree belts and existing open spaces around strategic drainage lagoons on the wider Three Score site. In due course new areas of open space provided in future phases will be taken on by the Three Score Open Management Company.
6. Annual fees are currently estimated at £274.42 for those properties in phase 2 in a block with access to communal gardens and £216.67 for those without. This is to be levied at the commencement of each financial year. This level of charge is in line with similar arrangements adopted by other developers in the city.

7. The main provisions of the “articles of association” are:
- Three Score Open Management Company is obliged to take on any open space areas offered to them by the developer or Norwich City Council. This will include phase 2 and from future phases of development.
  - Decisions are made by directors or they can be put to members - initially there is to be one director from the council and one from NRL, with further directors expected to be nominated as properties are sold. As properties are developed it is expected that the council/ NRL would relinquish control.
  - Private freeholders and private leaseholders (with a lease of 21 years or more at the time of grant) will be required to become members of the Three Score Open Management Company (one member per dwelling; one vote per member). Council tenants and NRL tenants will not be members, their votes will be held by the freeholder organisation, although they will be encouraged to participate and provide their input into decisions through tenant associations.
  - If 51% of its members pass an ordinary resolution to the effect that the Three Score Open Management Company is failing to adequately discharge its responsibilities to the satisfaction of its members, there is provision to replace the Directors with two officers from Norwich City Council. It would allow the council to resolve issues but with costs covered by the Three Score Open Management Company. This would enable the council to take control of the Three Score Open Management Company (described under section 36 - Step in Rights in the articles in Appendix 1). This is not a right for the council to step in at will. The open space is not handed back to the council and the funding to maintain open spaces would continue to come from the residents.

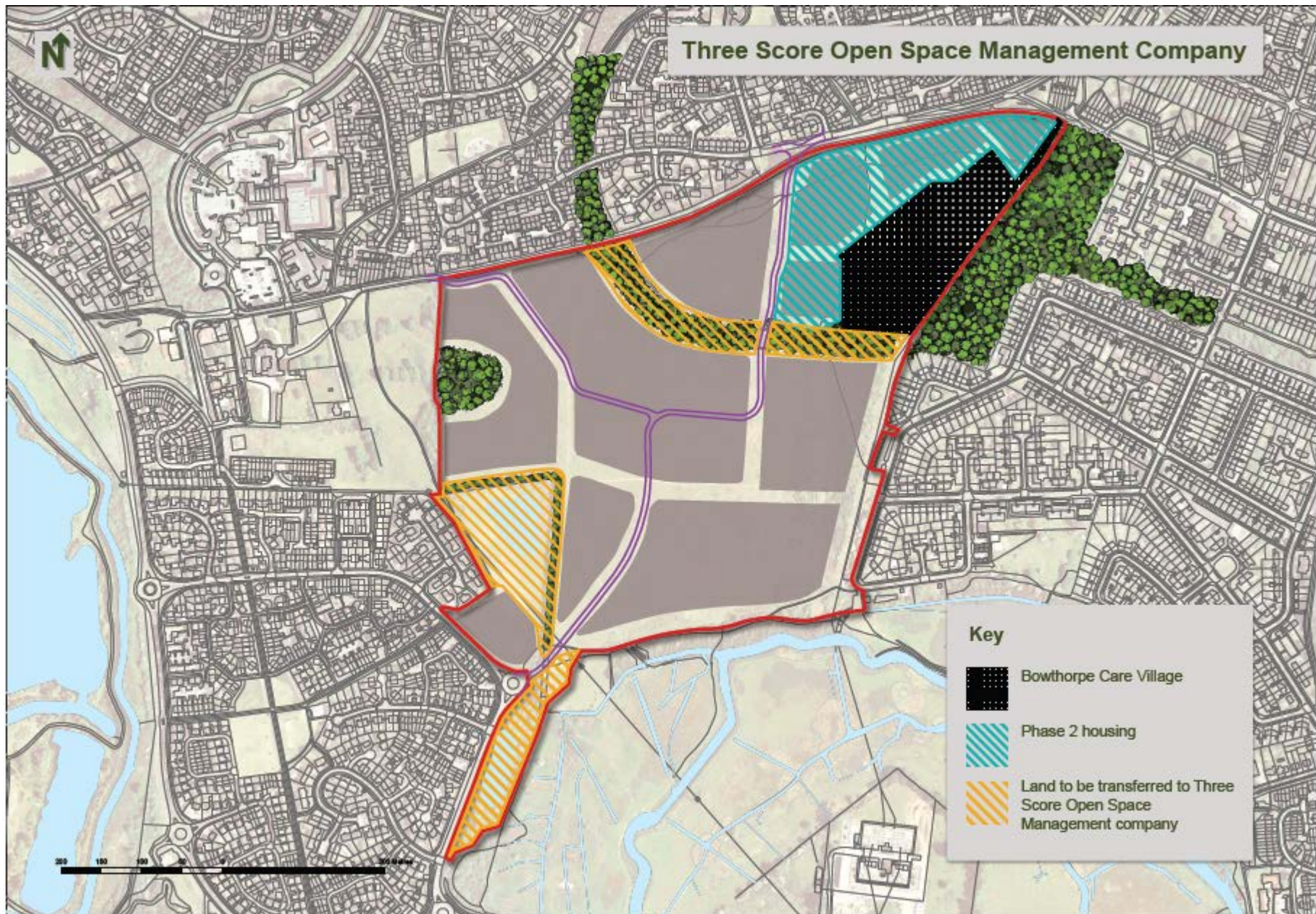
### **Transfer of areas of open space to Three Score Open Management Company**

8. NRL will transfer the open space areas within its ownership (within the phase 2 housing) to Three Score Open Management Company at the “handover date”- a time that it sees fit. The remainder of the wider Three Score site is still in the council’s ownership. There are some key pieces of open space, notably the tree belt and the two flood attenuation lagoons and their surroundings. The management of these areas can be taken on by Three Score Open Management Company once transferred from the council’s ownership. Cabinet is asked to approve the transfer of land indicated on the appended plan to Three Score Open Management Company (precise boundaries to be agreed). These areas would be transferred at nil consideration as they have no value and are maintenance liabilities. Covenants would be imposed on the transfer to prevent alternative uses of the land.

### **Council appointment to Three Score Open Management Company board**

9. The council needs to appoint its own representative to the Three Score Open Management Company Board. Appointments to outside bodies are a matter for full Council. Outside this, any appointments are delegated to the Director of usiness Services. Accordingly Lee Robson is proposed as the council’s appointment to the Three Score Open Management Company board.







## **APPENDIX 1- DRAFT ARTICLES THREE SCORE MANAGEMENT LTD**



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**THE COMPANIES ACT 2006**

**PRIVATE COMPANY LIMITED BY GUARANTEE**

**ARTICLES OF ASSOCIATION**

**OF**

**THREE SCORE MANAGEMENT LIMITED (the "Company")**

**INTERPRETATION, OBJECTS AND LIMITATION OF LIABILITY**

**1. INTERPRETATION**

The following definitions and rules of interpretation apply in these Articles:

**1.1 Definitions:**

**90% resolution:** has the meaning given in article 6.2;

**Act:** means the Companies Act 2006;

**Appointor:** has the meaning given in article 20.1;

**Articles:** means the Company's articles of association for the time being in force;

**bankruptcy:** includes individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;

**Business Day:** means a day (other than a Saturday, Sunday or public holiday in England) when banks in London are open for business;

**chairman of the board:** has the meaning given in article 10.3;

**chairman of the general meeting:** has the meaning given in article 27.4;

**Common Areas:** those areas designated by the Developer or the Norwich City Council in accordance with Planning Permission to be areas used in common by and for the benefit of the residents of the Property

**Conflict:** means a situation in which a director has or can have a direct or indirect interest that conflicts or possibly may conflict with the interests of the Company. The following are not to be regarded as giving rise to a Conflict:

- (a) a guarantee given, or to be given, by or to a director in respect of an obligation incurred by or on behalf of the Company;
- (b) subscription, or an agreement to subscribe, for securities of the Company or to underwrite, sub-underwrite or guarantee subscription for any such securities;
- (c) arrangements pursuant to which benefits are made available to employees and directors or former employees and directors of the Company which do not provide special benefits for directors or former directors;
- (d) in the case of a Developer's Director, his employment by, directorship of or other office with or having any interest in the Developer (or being the Developer); and
- (e) the director being an owner, tenant or occupier of any part of the Property; and
- (f) the director being an employee officer or agent of a local authority; and

**Developer:** means NORWICH REGENERATION LIMITED (Company Number 09872330) whose registered office is at Norwich City Council City Hall, St Peters Street, Norwich, Norfolk, NR2 1NH being the registered proprietor for the time being of the freehold estate in the Property;

**Developer's Director:** means a director of the Company who has been appointed by the Developer under article 16.1, and for the avoidance of doubt the Developer may be a Developer's Director;

**director:** means a director of the Company and includes any person occupying the position of director, by whatever name called;

**document:** includes, unless otherwise specified, any document sent or supplied in electronic form;

**electronic form:** has the meaning given in section 1168 of the Act;

**Eligible Director:** means a director who would be entitled to vote on the matter at a meeting of directors (but excluding, in relation to the authorisation of a Conflict pursuant to article 12, any director whose vote is not to be counted in respect of the particular matter);

**Eligible Member:** has the meaning given in section 289 of the Act;

**Dwelling:** means flat maisonette, messuage, residential unit or dwelling house comprised in the Property;

**Resident:** means the owner or tenant for the time being of Dwelling;

**Handover Date:** means the date the Developer transfers the first piece of Common Area land to the Company.

**Interested Director:** has the meaning given in article 12.1;

**Initial Membership Fee:** means a fee payable on becoming a Member as determined by the Directors from time to time;



**Long Lease:** means a lease of a Dwelling granted for an original term of over 21 years;

**Member:** means a person whose name is entered as a member in the register of members of the Company, and **Membership** shall be construed accordingly;

**Membership Contribution:** means any sum requested by the Company from the Members on annual basis in order for the Company to meet their objects under Article 2;

**Memorandum:** means the Company's memorandum of association;

**Model Articles:** means the model articles for private companies limited by guarantee contained in Schedule 2 to the Companies (Model Articles) Regulations 2008 (*SI 2008/3229*) as amended prior to the date of adoption of these Articles, and reference to a numbered **Model Article** is a reference to that article of the Model Articles;

**Norwich City Council** means the Norwich City Council of City Hall, St Peter's Street, Norwich, NR2 1NH

**ordinary resolution:** has the meaning given in section 282 of the Act;

**participate:** in relation to a directors' meeting, has the meaning given in Model Article 10;

**Property:** means the freehold and/or leasehold property and buildings erected on Three Score, Bowthorpe, Norwich known;

**proxy notice:** has the meaning given in Model Article 30;

**secretary:** means the secretary of the Company or any other person appointed to perform the duties of the secretary of the Company, including a joint, assistant or deputy secretary;

**special resolution:** has the meaning given in section 283 of the Act;

**subsidiary:** has the meaning given in section 1159 of the Act; and

**writing:** means the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in electronic form or otherwise.

1.2 Save as otherwise specifically provided in these Articles, words and expressions which have particular meanings in the Model Articles shall have the same meanings in these Articles, subject to which and unless the context otherwise requires, words and expressions which have particular meanings in the Act shall have the same meanings in these Articles.

1.3 Headings in these Articles are used for convenience only and shall not affect the construction or interpretation of these Articles. Save where the context otherwise requires they replace the headings in the Model Articles.



- 1.4 A reference in these Articles to an **article** is a reference to the relevant article of these Articles unless expressly provided otherwise.
- 1.5 A reference to a statute or statutory provision shall include any subordinate legislation made from time to time under that statute or statutory provision.
- 1.6 Any words following the terms **including, include, in particular, for example** or any similar expression shall be construed as illustrative and shall not limit the sense of the word's description, definition, phrase or term preceding those terms.
- 1.7 The Model Articles shall apply to the Company, except in so far as they are modified or excluded by these Articles.
- 1.8 The following Model Articles shall not apply to the Company:
- (a) 1 (Defined terms);
  - (b) 2 (Liability of members);
  - (c) 8 (Unanimous decisions);
  - (d) 9(1) and (3) (Calling a directors' meeting);
  - (e) 11(2) and (3) (Quorum for directors' meetings);
  - (f) 12 (Chairing of directors' meetings);
  - (g) 13 (Casting vote);
  - (h) 14(1), (2), (3) and (4) (Conflicts of interest);
  - (i) 18 (Methods of appointing directors);
  - (j) 19 (Termination of director's appointment);
  - (k) 20 (Directors' remuneration);
  - (l) 21 (Directors' expenses);
  - (m) 22 (Applications for membership);
  - (n) 23 (Termination of membership);
  - (o) 25 (Quorum for general meetings);
  - (p) 26 (Chairing general meetings);
  - (q) 31(2) (Poll votes);
  - (r) 32(1)(d) (Content of proxy notices);
  - (s) 36 (Company seals);
  - (t) 37 (No right to inspect accounts and other records);
  - (u) 39 (Indemnity); and
  - (v) 40 (Insurance).

- 1.9 Model Article 3 (Directors' general authority) shall be amended by the insertion of the words "in accordance with its objects" after the words "the management of the Company's business".
- 1.10 Model Article 7 (Member's reserve power) shall be amended by the insertion of the words "save that any such resolution prior to the Handover Date must have the vote of Norwich City Council" after the words "from taking, specified action".
- 1.11 Model Article 7 (Directors to take decisions collectively) shall be amended by:
- (a) the insertion of the words "for the time being" at the end of Model Article 7(2)(a); and
  - (b) the insertion in Model Article 7(2) of the words "(for so long as he remains the sole director)" after the words "and the director may".
- 1.12 Each of the references in Model Article 14(6) and (7) to "chairman" shall be deemed to be a reference to "chairman of the board".
- 1.13 In Model Articles 26(2), 27, 29(2), 30(3) and (4) and 33, each of the references to "chairman of the meeting" shall be deemed to be a reference to "chairman of the general meeting".

## **2. OBJECTS**

- 2.1 The objects for which the Company is established are:
- (a) to acquire the Common Areas;
  - (b) to hold, improve, construct, repair, develop, exchange, let on lease or otherwise, mortgage, charge, dispose of, grant licences, options rights and privileges in respect of the Common areas; and
  - (c) to enter into agreements including but not limited to contracts, licences, and deeds, exercise its powers and perform its obligations under the aforesaid agreements and generally to manage the Common Areas; and
  - (d) to manage the Common Areas and collect the income therefrom
  - (e) to do all such other things as are incidental or conducive to the above objects or beneficial or enhance the value of the Common Areas.
- 2.2 The income and property of the Company shall be applied solely towards the promotion of its objects as set forth in Article 2.1 and no portion thereof shall be paid or transferred, directly or indirectly, by way of dividend, bonus or otherwise howsoever by way of profit, to members of the Company, provided that nothing herein shall prevent any payment in good faith by the Company:

- (a) Of proper and reasonable remuneration to any member, officer or servant of the Company for services rendered to the Company;
- (b) Of any interest on money lent by any member of the Company or an director at a reasonable and proper rate;
- (c) Of reasonable and proper rent for premises demised or let by any member of the Company or any director; and
- (d) To any director for out-of-pocket expenses.

2.3 The Company shall be obliged to accept any Common Land offered to them by the Developer or Norwich City Council.

### **3. POWERS**

In pursuance of the objects set out in article 2, the Company has the power to:

- (a) buy, lease or otherwise acquire and deal with any property real or personal and any rights or privileges of any kind over or in respect of any property real or personal and to improve, manage, develop, construct, repair, sell, lease, mortgage, charge, surrender or dispose of or otherwise deal with all or any part of such property and any and all rights of the Company;
- (b) borrow and raise money in such manner as the directors shall think fit and secure the repayment of any money borrowed, raised or owing by mortgage, charge, lien or other security on the Company's property and assets;
- (c) invest and deal with the funds of the Company not immediately required for its operations in or on such investments, securities or property as may be thought fit;
- (d) subscribe for, take, buy or otherwise acquire, hold, sell, deal with and dispose of, place and underwrite shares, stocks, debentures, debenture stocks, bonds, obligations or securities issued or guaranteed by any government or authority in any part of the world;
- (e) lend and advance money or give credit on such terms as may seem expedient and with or without security to customers and others, to enter into guarantees, contracts of indemnity and suretyships of all kinds to receive money on deposit or loan on such terms as the Company may approve and to secure or guarantee the payment of any sums of money or the performance of any obligation by any company, firm or person including any holding company or subsidiary;
- (f) lobby, advertise, publish, educate, examine, research and survey in respect of all matters of law, regulation, economics, accounting, governance, politics or other issues and to hold meetings, events and other procedures and co-operate with or assist any other body or organisation in each case in

such way or by such means as may, in the opinion of the directors, affect or advance the principal object in any way;

- (g) pay all or any expenses incurred in connection with the promotion, formation and incorporation of the Company and to contract with any person, firm or company to pay the same;
- (h) enter into contracts to provide services to or on behalf of other bodies;
- (i) provide and assist in the provision of money, materials or other help;
- (j) open and operate bank accounts and other facilities for banking and draw, accept, endorse, issue or execute promissory notes, bills of exchange, cheques and other instruments;
- (k) incorporate subsidiaries to carry on any trade; and
- (l) do all such other lawful things as are incidental or conducive to the pursuit or to the attainment of any of the objects set out in article 2;
- (m) request and demand an annual Membership Contribution from Members;
- (n) accept monies from Norwich City Council as a subsidiary of any Membership Contribution

#### **4. INCOME**

The income of the Company, from wherever derived, shall be applied solely in promoting the Company's objects and, save on a winding up of the Company, no distribution shall be made to its Members in cash or otherwise. Nothing in these Articles shall prevent any payment in good faith by the Company of:

- (a) reasonable and proper remuneration to any Member, officer or servant of the Company for any services rendered to the Company;
- (b) any interest on money lent by any Member or any director at a reasonable and proper rate;
- (c) reasonable and proper rent for premises demised or let by any Member or director; or
- (d) reasonable out-of-pocket expenses properly incurred by any director.

#### **5. GUARANTEE**

The liability of each Member is limited to £1, being the amount that each Member undertakes to contribute to the assets of the Company in the event of its being wound up while he is a Member, or within one year after he ceases to be a Member, for:

- (a) payment of the Company's debts and liabilities contracted before he ceases to be a Member;
- (b) payment of the costs, charges and expenses of winding up; and
- (c) adjustment of the rights of the contributories among themselves.

## **6. ENTRENCHED PROVISIONS**

- 6.1 Except with the authority of a 90% resolution and the prior written consent of Norwich City Council, the following Articles may not be amended or repealed:
- (a) Article 1 (interpretation);
  - (b) Article 2 (objects);
  - (c) Article 3 (powers);
  - (d) Article 4 (income);
  - (e) this article 6 (entrenched provisions);
  - (f) Article 11 (casting vote);
  - (g) Article 12 (director's conflicts of interest);
  - (h) Article 17 (director's remuneration);
  - (i) Article 22 (membership);
  - (j) Article 23 (applications for membership);
  - (k) Article 24 (cessation of membership);
  - (l) Article 27 (votes of members);
  - (m) Article 34 (indemnity and insurance);
  - (n) Article 35 (step in rights); and
  - (o) Model Article 4 (members' reserve power).
- 6.2 A 90% resolution is a resolution of the Members passed by a majority of not less than 90%.
- 6.3 A written resolution is passed by a majority of not less than 90% if it is passed by not less than 90% of the Eligible Members.
- 6.4 Where a resolution is passed as a written resolution:
- (a) the resolution is not a 90% resolution unless it stated that it was proposed as a 90% resolution; and
  - (b) if the resolution so stated, it may only be passed as a 90% resolution.
- 6.5 A resolution passed at a meeting on a show of hands is passed by a majority of not less than 90% if it is passed by not less than 90% of the votes cast by those entitled to vote.
- 6.6 A resolution passed on a poll taken at a meeting is passed by a majority of not less than 90% if it is passed by Members representing not less than 90% of the total voting rights of the Members who (being entitled to do so) vote on the resolution.

- 6.7 Where a resolution is passed at a meeting:
- (a) the resolution is not a 90% resolution unless the notice of the meeting included the text of the resolution and specified the intention to propose the resolution as a 90% resolution; and
  - (b) if the notice of meeting so specified, the resolution can only be passed as a 90% resolution.

6.8 This Article does not apply before the Handover Date.

## **DIRECTORS**

### **DECISION-MAKING BY DIRECTORS**

#### **7. UNANIMOUS DECISIONS**

- 7.1 A decision of the directors is taken in accordance with this Article when all Eligible Directors indicate to each other by any means that they share a common view on a matter.
- 7.2 Such a decision may take the form of a resolution in writing, where each Eligible Director has signed one or more copies of it, or to which each Eligible Director has otherwise indicated agreement in writing.
- 7.3 A decision may not be taken in accordance with this Article if the Eligible Directors would not have formed a quorum at such a meeting.

#### **8. CALLING A DIRECTORS' MEETING**

- 8.1 Any director may call a directors' meeting by giving 5 Business Days' notice of the meeting (or such lesser notice as all the directors may agree) to the directors or by authorising the secretary to give such notice.
- 8.2 Notice of a directors' meeting shall be given to each director in writing.

#### **9. QUORUM FOR DIRECTORS' MEETINGS**

- 9.1 Subject to article 9.2, the quorum for the transaction of business at a meeting of directors is any two Eligible Directors. Until the Handover Date, the quorum must include a Developer's Director participating in the meeting.
- 9.2 For the purposes of any meeting (or part of a meeting) held pursuant to article 12 to authorise a Conflict, if there is only one Eligible Director in office other than the

Interested Director(s), the quorum for such meeting (or part of a meeting) shall be one Eligible Director.

- 9.3 If the total number of directors in office for the time being is less than the quorum required, the directors must not take any decision other than a decision to appoint further directors.

## **10. CHAIRING OF DIRECTORS' MEETINGS**

- 10.1 The directors may appoint a director to chair their meetings.
- 10.2 Until the Handover Date, the person so appointed must be a Developer's Director.
- 10.3 The person so appointed for the time being is known as the chairman of the board.
- 10.4 After the Handover Date:
- (a) the directors may terminate the appointment of chairman of the board at any time; and
  - (b) if the chairman of the board is not participating in a directors' meeting within ten minutes of the time it was to start, the participating directors must appoint one of themselves to chair it.

## **11. CASTING VOTE**

- 11.1 If the numbers of votes for and against a proposal at a meeting of directors are equal, the director appointed by Norwich City Council shall have a second or casting vote.

## **12. DIRECTORS' CONFLICTS OF INTEREST**

- 12.1 The directors may, in accordance with the requirements set out in this Article, authorise any Conflict proposed to them by any director which would, if not authorised, involve a director (an **Interested Director**) breaching his duty to avoid conflicts of interest under section 175 of the Act provided that any employment or office with the Developer or any local authority shall not be considered as an interest or conflict for the purposes of these articles.
- 12.2 Any authorisation under this article 12 shall be effective only if:
- (a) to the extent permitted by the Act, the matter in question shall have been proposed by any director for consideration in the same way that any other matter may be proposed to the directors under the provisions of these Articles or in such other manner as the directors may determine;

- (b) any requirement as to the quorum for consideration of the relevant matter is met without counting the Interested Director; and
- (c) the matter was agreed to without the Interested Director voting or would have been agreed to if the Interested Director's vote had not been counted.

12.3 Any authorisation of a Conflict under this article 12 may (whether at the time of giving the authorisation or subsequently):

- (a) extend to any actual or potential conflict of interest which may reasonably be expected to arise out of the matter or situation so authorised;
- (b) provide that the Interested Director be excluded from the receipt of documents and information and from participation in discussions (whether at meetings of the directors or otherwise) related to the Conflict;
- (c) provide that the Interested Director shall or shall not be an Eligible Director in respect of any future decision of the directors in relation to any resolution related to the Conflict;
- (d) impose on the Interested Director such other terms for the purposes of dealing with the Conflict as the directors think fit;
- (e) provide that, where the Interested Director obtains, or has obtained (through his involvement in the Conflict and otherwise than through his position as a director of the Company) information that is confidential to a third party, he shall not be obliged to disclose that information to the Company, or to use it in relation to the Company's affairs where to do so would amount to a breach of that confidence; and
- (f) permit the Interested Director to absent himself from the discussion of matters relating to the Conflict at any meeting of the directors and be excused from reviewing papers prepared by, or for, the directors to the extent they relate to such matters.

12.4 Where the directors authorise a Conflict, the Interested Director shall be obliged to conduct himself in accordance with any terms and conditions imposed by the directors in relation to the Conflict.

12.5 The directors may revoke or vary such authorisation at any time, but this shall not affect anything done by the Interested Director prior to such revocation or variation in accordance with the terms of such authorisation.

12.6 A director is not required, by reason of being a director (or because of the fiduciary relationship established by reason of being a director), to account to the Company for any remuneration, profit or other benefit which he derives from or in connection with a relationship involving a Conflict which has been authorised by the directors in accordance with these Articles or by the Company in general meeting (subject in each



case to any terms, limits or conditions attaching to that authorisation) and no contract shall be liable to be avoided on such grounds.

12.7 Subject to sections 177(5) and 177(6) and sections 182(5) and 182(6) of the Act, and provided he has declared the nature and extent of his interest in accordance with the requirements of the Act, a director who is in any way, whether directly or indirectly, interested in an existing or proposed transaction or arrangement with the Company:

- (a) may be a party to, or otherwise interested in, any transaction or arrangement with the Company or in which the Company is otherwise (directly or indirectly) interested;
- (b) shall be an Eligible Director for the purposes of any proposed decision of the directors (or committee of directors) in respect of such existing or proposed transaction or arrangement in which he is interested;
- (c) shall be entitled to vote at a meeting of directors (or of a committee of the directors) or participate in any unanimous decision, in respect of such existing or proposed transaction or arrangement in which he is interested;
- (d) may act by himself or his firm in a professional capacity for the Company (otherwise than as auditor) and he or his firm shall be entitled to remuneration for professional services as if he were not a director;
- (e) may be a director or other officer of, or employed by, or a party to a transaction or arrangement with, or otherwise interested in, any body corporate in which the Company is otherwise (directly or indirectly) interested; and
- (f) shall not, save as he may otherwise agree, be accountable to the Company for any benefit which he (or a person connected with him (as defined in section 252 of the Act)) derives from any such transaction or arrangement or from any such office or employment or from any interest in any such body corporate and no such transaction or arrangement shall be liable to be avoided on the grounds of any such interest or benefit nor shall the receipt of any such remuneration or other benefit constitute a breach of his duty under section 176 of the Act.

### **13. CONSULTATION WITH MEMBERS**

The Directors will from time to time consult with any members or tenants associations as seems appropriate to them in their absolute discretion.

### **14. RECORDS OF DECISIONS TO BE KEPT**

Where decisions of the directors are taken by electronic means, such decisions shall be recorded and kept for 10 years.

### **APPOINTMENT OF DIRECTORS**

**15. NUMBER OF DIRECTORS**

Unless otherwise determined by ordinary resolution, the number of directors (other than alternate directors) shall not be subject to any maximum but shall not be less than two.

**16. APPOINTMENT OF DIRECTORS**

16.1 Until the Handover Date, the Developer may by notice in writing to the Company appoint up to two persons to be a Developer's Director and may by like notice remove any Developer's Director and appoint another person in his place.

16.2 Without prejudice to article 16.1, any person who is willing to act as a director, and is permitted by law to do so, may be appointed to be a director by a decision of the directors.

16.3 Without prejudice to article 16.1 there shall be at least one director representing each phase of the development to which this management company relates.

16.4 In any case where, for whatever reason, the Company has no Members and no directors, Norwich City Council shall appoint a person to be a director.

**17. TERMINATION OF DIRECTOR'S APPOINTMENT**

A person ceases to be a director as soon as:

- (a) that person ceases to be a director by virtue of any provision of the Act or is prohibited from being a director by law;
- (b) a bankruptcy order is made against that person;
- (c) a composition is made with that person's creditors generally in satisfaction of that person's debts;
- (d) a registered medical practitioner who is treating that person gives a written opinion to the Company stating that that person has become physically or mentally incapable of acting as a director and may remain so for more than three months;
- (e) notification is received by the Company from the director that the director is resigning from office and such resignation has taken effect in accordance with its terms;
- (f) being a Developer's Director, Handover occurs; or

**18. DIRECTORS' REMUNERATION**

Except with the consent of the Company in general meeting, the directors shall not be entitled to any remuneration. Any resolution giving such consent shall specify the

amount of remuneration to be paid to the directors and, unless the resolution provides otherwise, the remuneration shall be deemed to accrue from day to day.

## **19. DIRECTORS' EXPENSES**

The Company may pay any reasonable expenses which the directors (including alternate directors) and the secretary properly incur in connection with their attendance at:

- (a) meetings of directors or committees of directors;
- (b) general meetings; or
- (c) separate meetings of the holders of any class of Members or debentures of the Company,

or otherwise in connection with the exercise of their powers and the discharge of their responsibilities in relation to the Company.

## **20. APPOINTMENT AND REMOVAL OF ALTERNATE DIRECTORS**

20.1 Any director (other than an alternate director) (**Appointor**) may appoint as an alternate any other director, or any other person approved by resolution of the directors, to:

- (a) exercise that director's powers; and
- (b) carry out that director's responsibilities,

in relation to the taking of decisions by the directors, in the absence of the Appointor.

20.2 Any appointment or removal of an alternate director must be effected by notice in writing to the Company signed by the Appointor, or in any other manner approved by the directors.

20.3 The notice must:

- (a) identify the proposed alternate; and
- (b) in the case of a notice of appointment, contain a statement signed by the proposed alternate that he is willing to act as the alternate of the director giving the notice.

## **21. RIGHTS AND RESPONSIBILITIES OF ALTERNATE DIRECTORS**

21.1 An alternate director may act as alternate director to more than one director and has the same rights in relation to any decision of the directors as the alternate's Appointor.

21.2 Except as the Articles specify otherwise, alternate directors are:

- (a) deemed for all purposes to be directors;
- (b) liable for their own acts and omissions;
- (c) subject to the same restrictions as their Appointors; and
- (d) not deemed to be agents of or for their Appointors

and, in particular (without limitation), each alternate director shall be entitled to receive notice of all meetings of directors and of all meetings of committees of directors of which his Appointor is a Member.

21.3 A person who is an alternate director but not a director:

- (a) may be counted as participating for the purposes of determining whether a quorum is present (but only if that person's Appointor is not participating);
- (b) may participate in a unanimous decision of the directors (but only if his Appointor is an Eligible Director in relation to that decision, but does not participate); and
- (c) shall not be counted as more than one director for the purposes of article 21.3(a) and article 21.3(b).

21.4 A director who is also an alternate director is entitled, in the absence of his Appointor(s), to a separate vote on behalf of each Appointor, in addition to his own vote on any decision of the directors (provided that an Appointor for whom he exercises a separate vote is an Eligible Director in relation to that decision), but shall not count as more than one director for the purposes of determining whether a quorum is present.

21.5 An alternate director may be paid expenses and may be indemnified by the Company to the same extent as if he were a director but shall not be entitled to receive any remuneration from the Company for serving as an alternate director except such part (if any) of the remuneration otherwise payable to the alternate's Appointor as the Appointor may by notice in writing to the Company from time to time direct.

## **22. TERMINATION OF ALTERNATE DIRECTORSHIP**

An alternate director's appointment as an alternate (in respect of a particular Appointor) terminates:

- (a) when the alternate's Appointor revokes the appointment by notice to the Company in writing specifying when it is to terminate;
- (b) on the occurrence, in relation to the alternate, of any event which, if it occurred in relation to the alternate's Appointor, would result in the termination of the Appointor's appointment as a director;

- (c) on the death of the alternate's Appointor; or
- (d) when the alternate director's Appointor ceases to be a director for whatever reason.

## **MEMBERS: BECOMING AND CEASING TO BE A MEMBER**

### **23. MEMBERSHIP**

23.1 No person may be a Member other than:

- (a) the subscribers to the Memorandum;
- (b) the Developer;
- (c) a nominee or nominees of the Developer; or
- (d) an owner or tenant of a Dwelling on a Long Lease; or
- (e) an officer of Norwich City Council.

23.2 Where two or more persons are jointly the owners and/or tenants of a Dwelling they together constitute one Member, and the person first named in the register of members may exercise all voting and other rights and powers vested in that Member to the exclusion of the other owners and/or tenants in respect of that Dwelling. All such owners and/or tenants shall be subject jointly and severally to any liability imposed on that Member under or pursuant to the Articles.

23.3 Where a person is an owner and/or tenant of more than one Dwelling or is both a tenant on a Long Lease and a nominee of the Developer or officer of Norwich City Council he shall (except where the Articles provide otherwise) be treated under the Articles as a separate Member in respect of each of his several capacities as owner and/tenant of each Dwelling, nominee of the Developer or officer of Norwich City Council as the case may be.

### **24. APPLICATIONS FOR MEMBERSHIP**

24.1 No person shall become a Member unless he has completed an application for Membership in a form approved by the directors from time to time. A letter shall be sent to each successful applicant confirming his Membership and the details of each successful applicant shall be entered into the register of members and on becoming a member the member is thereupon obliged to all the rights and duties of a member.

24.2 Where a person applies to be a Member they shall pay the Initial Membership Fee.

24.3 Membership shall not be transferable.

## **25. CESSATION OF MEMBERSHIP**

25.1 A subscriber to the Memorandum may by notice to the Company resign from Membership at any time before the Handover Date.

25.2 A Member will cease to be a Member in the following circumstances:

- (a) if he is the Developer or a nominee of the Developer, when Handover occurs;
- (b) if he is an owner and/or tenant of a Dwelling:
  - (i) on his death or bankruptcy; or
  - (ii) if a corporate Member, when it goes into receivership, administrative receivership, administration, liquidation or other arrangement for the winding up of a company; or
  - (iii) on the assignment, transfer or sale of the Dwelling.

Despite a person ceasing to be a Member by virtue of the occurrence of the circumstances set out in this article, the person will continue as a separate Member in any other capacity that he may have as the owner and/or tenant of a Dwelling, Developer or nominee of the Developer.

25.3 A owner and/tenant of a Dwelling may not cease to be a Member except as permitted or required by the Articles.

25.4 On a person ceasing to be a Member, that person shall forthwith be removed from the register of members.

## **ORGANISATION OF GENERAL MEETINGS**

### **26. QUORUM FOR GENERAL MEETINGS**

26.1 No business other than the appointment of the chairman of the general meeting is to be transacted at a general meeting if the persons attending it do not constitute a quorum.

26.2 Pending the Handover Date, two qualifying persons (as defined in section 318(3) of the Act) shall be a quorum;

- (a) at least one the qualifying persons of must be:
  - (i) the Developer;
  - (ii) a nominee of the Developer;
  - (iii) a person appointed as the proxy of the Developer or a nominee of the Developer in relation to the meeting; or

- (iv) where the Developer or a nominee of the Developer is a corporation, a person authorised under section 323 of the Act to act as its representative in relation to the meeting.

**AND**

- (b) at least one of the qualifying persons must be:
  - (i) Norwich City Council
  - (ii) a nominee of Norwich City Council;
  - (iii) a person appointed as the proxy of Norwich City Council or a nominee of Norwich City Council in relation to the meeting; or
  - (iv) where Norwich City Council or a nominee of the Norwich City Council is a corporation, a person authorised under section 323 of the Act to act as its representative in relation to the meeting.

- 26.3 With effect from the Handover Date, the quorum shall be 20% of the members of the Company entitled to vote on the business to be transacted, or two members of the Company so entitled (whichever is the greater) present in person or by proxy.

**27. CHAIRING GENERAL MEETINGS**

- 27.1 If the directors have appointed a chairman of the board, the chairman of the board shall chair general meetings if present and willing to do so.

- 27.2 If the directors have not appointed a chairman of the board, or if the chairman of the board is unwilling to chair a general meeting or is not present within ten minutes of the time at which the meeting was due to start:

- (a) the directors present, or
- (b) (if no directors are present) the meeting,

must, until the Handover Date, appoint a Developer's Director (if present and willing to do so) or, if no Developer's Director is present and willing to do so, any other director to chair the meeting and must, on or after the Handover Date, appoint a director or Member to chair the meeting.

- 27.3 The appointment of the chairman of the general meeting must be the first business of the meeting.

- 27.4 The person chairing a meeting in accordance with this Article is referred to as **the chairman of the general meeting**.

**VOTING AT GENERAL MEETINGS**

## **28. VOTES OF MEMBERS**

- 28.1 Subject to the Act and clause 23.3 herein, at any general meeting:
- (a) every Member who is present in person (or by proxy) shall on a show of hands have one vote per Dwelling; and
  - (b) every Member present in person (or by proxy) shall on a poll have one vote per Dwelling.
- 28.2 Until the Handover Date and notwithstanding article 28.1, the Developer on any resolution has 100 votes in addition to the votes of any Dwellings the Developer may hold.

## **29. POLL VOTES**

- 29.1 A poll may be demanded at any general meeting by any qualifying person (as defined in section 318(3) of the Act) present and entitled to vote at the meeting.
- 29.2 Article 30(3) of the Model Articles shall be amended by the insertion of the words "A demand so withdrawn shall not invalidate the result of a show of hands declared before the demand was made" as a new paragraph at the end of that Model Article.

## **30. PROXIES**

- 30.1 Article 31(1)(d) of the Model Articles shall be deleted and replaced with the words "is delivered to the Company in accordance with the Articles not less than 48 hours before the time appointed for holding the meeting or adjourned meeting at which the right to vote is to be exercised and in accordance with any instructions contained in the notice of the general meeting (or adjourned meeting) to which they relate".
- 30.2 Article 31(1) of the Model Articles shall be further amended by the insertion of the words "and a proxy notice which is not delivered in such manner shall be invalid, unless the directors, in their discretion, accept the notice at any time before the meeting" as a new paragraph at the end of that Model Article.

## **COMPANY SECRETARY AND COMPANY NAME**

### **31. SECRETARY**

The directors may appoint any person who is willing to act as the secretary for such term, at such remuneration and on such conditions as they may think fit and from time to time remove such person and, if the directors so decide, appoint a replacement, in each case by a decision of the directors.



### **32. CHANGE OF COMPANY NAME**

The name of the Company may be changed by:

- (a) a decision of the directors; or

or otherwise in accordance with the Act.

### **ADMINISTRATIVE ARRANGEMENTS**

### **33. MEANS OF COMMUNICATION TO BE USED**

33.1 Subject to the Articles, anything sent or supplied by or to the Company under the Articles may be sent or supplied in any way in which the Act provides for documents or information which are authorised or required by any provision of the Act to be sent or supplied by or to the Company.

33.2 Subject to the Articles, any notice or document to be sent or supplied to a director in connection with the taking of decisions by directors may also be sent or supplied by the means by which that director has asked to be sent or supplied with such notices or documents for the time being.

33.3 A director may agree with the Company that notices or documents sent to that director in a particular way are to be deemed to have been received within a specified time of their being sent, and for the specified time to be less than 48 hours.

### **34. INSPECTION AND COPYING OF ACCOUNTS AND OTHER RECORDS**

34.1 Except as provided by law or authorised by the directors or an ordinary resolution of the Company, no person is entitled to inspect any of the Company's accounting or other records or documents merely by virtue of being a Member. However, this article 34.1 shall apply only until the Handover Date.

34.2 After the Handover Date, the following shall apply in place of article 34.1:

- (a) In addition to, and without derogation from, any right conferred by statute, a Member shall have the right, on reasonable notice, at reasonable times and at such place as shall be convenient to the Company, to inspect, and to be provided with a copy of, any book, minute, document or accounting record of the Company, on payment of any reasonable charge for copying.
- (b) Such right shall be subject:
  - (i) to any resolution of the Company in general meeting; and
  - (ii) in the case of any book, minute, document or accounting record which the directors reasonably consider contains confidential

material the disclosure of which would be contrary to the interests of the Company, to the exclusion or excision of such confidential material (the fact of such exclusion or excision being disclosed to the Member) and to any other reasonable conditions that the directors may impose.

### 35. INDEMNITY AND INSURANCE

35.1 Subject to article 35.2, but without prejudice to any indemnity to which a relevant officer is otherwise entitled:

- (a) each relevant officer shall be indemnified out of the Company's assets against all costs, charges, losses, expenses and liabilities incurred by him as a relevant officer:
  - (i) in the actual or purported execution or discharge of his duties, or in relation to them;
- (b) the Company may provide any relevant officer with funds to meet expenditure incurred or to be incurred by him in connection with any proceedings or application referred to in article 35.1 and otherwise may take any action to enable any such relevant officer to avoid incurring such expenditure.

This Article does not authorise any indemnity to the extent that such indemnity would be prohibited or rendered void by any provision of the Act or by any other provision of law and any such indemnity is limited accordingly.

35.2 The directors may decide to purchase and maintain insurance, at the expense of the Company, for the benefit of any relevant officer in respect of any relevant loss.

35.3 In this article 35:

- (a) companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate;
- (b) a **relevant loss** means any loss or liability which has been or may be incurred by a relevant officer in connection with that relevant officer's duties or powers in relation to the Company, any associated company or any pension fund of the Company or associated company; and
- (c) a **relevant officer** means any director or other officer or former director or other officer of the Company, but excluding in each case any person engaged by the Company (or associated company) as auditor (whether or not he is also a director or other officer), to the extent he acts in his capacity as auditor).

**36. STEP IN RIGHTS**

- 36.1 If at any point after the Handover Date the Members of the Company wish for the Directors to cease their directorship and for Norwich City Council to appoint two of its officers as Directors then the members may pass an ordinary resolution at a general meeting.
- 36.2 If a resolution is made under article 36.1 then notice of this must be given to Norwich City Council within 2 working days.
- 36.3 Any resolution under article 36.1 shall take effect 15 working days after the vote.

## Integrated impact assessment



**NORWICH**  
City Council

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

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

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 September 2017
<b>Director / Head of service</b>	Dave Moorcroft / Andy Watt
<b>Report subject:</b>	Three Score Open Space management co.
<b>Date assessed:</b>	20 June 2017
<b>Description:</b>	

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

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

Recommendations from impact assessment
<b>Positive</b>
<b>Negative</b>
<b>Neutral</b>
Impact of the recommendation is neutral
<b>Issues</b>





**Report to** Cabinet  
13 September 2017  
**Report of** Director of regeneration and development  
**Subject** Affordable housing at Three Score phase 2

**Item**

18

## KEY DECISION

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### Purpose

To consider the development agreement for the provision of affordable housing at Three Score phase 2, sections 2, 3 and 4.

### Recommendation

To:

- a) agree to enter into development agreement with Norwich Regeneration Ltd to acquire the social housing units within sections 2, 3 and 4 of phase 2 at Three Score as outlined in paras 7-12 of this report and paras 5-16 of the exempt appendix.
- b) delegate the precise amount of funding required from the HRA, timing of payments and the detailed wording of the agreement to the director of neighbourhoods in consultation with the deputy leader and portfolio holder for social housing.

### Corporate and service priorities

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

### Financial implications

The financial implications are reported in the exempt appendix to this report.

**Ward/s:** Bowthorpe

**Cabinet member:** Councillor Harris - deputy leader and social housing

### Contact officers

Gwyn Jones – city growth and development manager	01603 212364
Andrew Turnbull – senior development officer	01603 212778
Shaun Flaxman – group accountant	01603 212805

### Background documents

None



# Report

## Background

1. In July 2015 cabinet agreed to establish a local housing development company to build, sell and manage houses for sale and rent.
2. The company is wholly owned by the city council and has now been incorporated. The company is registered as Norwich Regeneration Ltd (NRL). The company is required to seek approval from the council for its business plan. The company is then able to carry out its activities within the parameters of the business plan.
3. The first development being taken forward by the company is Three Score phase 2. This is a 172 dwelling development, of which it is planned to build 112 dwellings to passivhaus standards. The development includes 33% affordable housing (85% social rent, 15% shared equity) with the remainder of the units being private dwellings to be sold or rented on the private market by the company. The design and build contract for development has now been let to RG Carter.
4. In January 2016, the Council approved the business plan for the company and subsequently entered into a development agreement with Norwich Regeneration Ltd to acquire the social housing units within section 1 of phase 2 at Three Score.
5. The construction of phase 2 is divided into 4 sections, with section 1 currently under construction and provisional sums within the contract for sections 2, 3 and 4. The company has the ability within the contract to not proceed to future sections but must instruct RG Carter of this 6 months prior to that section commencing. If the company does not instruct future sections in a timely manner then re-mobilisation costs of £50,000 could be incurred for each section.
6. Section 2 is required to be instructed by January 2018 in order to not incur any re-mobilisation costs. NRL requires certainty that the council will purchase the social rented dwellings in section 2 now as otherwise would need to select a registered provider partner or seek a deed of variation to the planning permission to reduce the number of affordable dwellings prior to the January deadline.

## Affordable housing scheme and development agreement

7. An affordable housing scheme for the whole of Phase 2 has been submitted by NRL to the council, as local planning authority to comply with the requirements of the Section 106 agreement (dated 4 July 2013) which accompanied the original outline planning application (12/00703/O) for the Three Score site. This required an affordable housing scheme (covering the provision and long term management of affordable housing) for each phase of development to be submitted to and approved by the council prior to the commencement of development. The scheme included the location and tenure type of the affordable units. This demonstrated that the development will comply with planning policy.
8. The affordable housing mix and layout is set out below in Table 1:-

**Table 1- Three Score phase 2- Size, type and standards of affordable housing**

Property type	Section 1		Section 2		Section 3		Section 4	
	Passivhaus	Building Regs	Passivhaus	Building Regs	Passivhaus	Building Regs	Passivhaus	Building Regs
1-bed flat		2					10	
2-bed flat	2	1					4	
3-bed flat	1							
2-bed house	2	3		7				3
3-bed house				1		1		
4-bed house	6			2		1		
5-bed house		1		1				
<b>Total</b>	<b>18</b>		<b>11</b>		<b>2</b>		<b>17</b>	

9. The above mix was agreed, in consultation with the housing options manager, to reflect the high need in particular for 1-bedroom flats, 2-bedroom houses and for larger family accommodation. The mix has also taken into account management of dwellings, for example having complete blocks of flats as a single tenure, and the level of HRA funding available.
10. Where possible social dwellings meet the passivhaus standard, however in section 2 there are few units meeting this standard due to the orientation of the dwellings. In section 3 the passivhaus units have additional service charges due to semi-private garden space and so this would not be appropriate for the social rented dwellings.
11. The Council needs to enter into a Development Agreement with the company so that there is certainty about the precise units which the company will build and sell to the council as social housing, the amount to be paid and the timescale for payments.
12. The exact schedule of payments to be made by the council for the affordable housing units will be part of the development agreement delegation but for modelling purposes a standard industry approach has been used:
  - a) Signing of development agreement (40%)
  - b) Completion of foundations (10%)
  - c) First floor completed (10%)
  - d) Roof completed (10%)
  - e) First Fix (mechanical and electrical services installed) (10%)
  - f) Second Fix (plasterwork complete) (10%)
  - g) Building Complete (10%)
13. The construction contract with RG Carter Ltd includes clauses requiring instruction for each section of the development, so whilst the council is being asked to commit to purchase the social housing for the remainder of phase 2 there will be opportunities to review this at the end of each section. This allows an opportunity to update the HRA business plan at each section and any issues can be reported back to cabinet for approval.
14. There are potential risks to the HRA business plan including the proposed implementation of a high value voids levy, changes in national rent policy, increases in RPI not reflected in CPI, and changes to welfare causing significant increases in rent arrears. The council will need to retain the ability to reconsider the decision to proceed with future sections should any major risks be realised.

15. The proposed layout, mix and timings for payments still provides a viable development for the company and will generate a return to the council's general fund. The expenditure required (for the council to purchase the social units from the company) from the council's housing revenue account (HRA) is currently viable for the HRA Business Plan. The purchase of the affordable units will be 30% funded from retained Right to Buy (RTB) receipts. It is worth noting that whilst the new homes will be subject to RTB any monies spent on developing or maintaining these properties is deducted from the discount available for a period of 15 years.
16. As the detailed programme and final costs for the remaining sections are still to be agreed with the contractor, the precise price paid for the social housing units and timing of payments by the council to the company will need to be agreed in due course. The detailed financial information related to this report is included in a confidential appendix at item \*20.

### **Conclusions and Next steps**

17. Cabinet is asked to agree the social housing mix, layout and approach to payments so that this can be incorporated into the development agreement between the council and Norwich Regeneration Ltd. Once detailed design and a contract sum have been received for each section we will seek approval for the final budget in line with the delegation in recommendation b.



## Integrated impact assessment



**NORWICH**  
City Council

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

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

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 September 2017
<b>Director / Head of service</b>	Dave Moorcroft
<b>Report subject:</b>	Affordable housing at Three Score phase 2
<b>Date assessed:</b>	29 August 2017
<b>Description:</b>	To consider the development agreement for the provision of affordable housing at Three Score phase 2, sections 2, 3 and 4.

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provision of more council homes will improve overall affordability of the housing stock. This represents a prudent use of financial resources to meet corporate priorities including the use of RTB receipts under the one for one replacement scheme. Overall the development of private rent and market sale by the company will provide a return to the council's genreal fund.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This project will provide employment opportunities, opportunities for local contractors and businesses and will generate local spending for the benefit of the wider economy. Providing more housing is important in supporting sustainable economic growth and prosperity.
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Providing additional social rented housing will advance financial inclusion by helping to improve housing affordability
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Building more council homes to meet changing needs will help provide accommodation for vulnerable adults and children.
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



	<b>Impact</b>			
<b>Human Rights Act 1998</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Health and well being</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The provision of sufficient and decent quality housing is essential to ensuring decent levels of health and well being
<b>Equality and diversity (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Relations between groups (cohesion)</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Eliminating discrimination &amp; harassment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Advancing equality of opportunity</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Environmental (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Transportation</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Natural and built environment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Waste minimisation &amp; resource use</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Pollution</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Sustainable procurement</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A number of the new homes have been designed and will be built to a higher environmental standard than building regulations, which will bring benefits to both the environment and tenants, when compared with standard build types.
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	

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