

Cabinet



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Friday, 28 October 2022

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Monday, 7 November 2022 at 10.00 am.**

At the discretion of the Chairman, a short break will be taken after the meeting has been running for approximately one and a half hours

Members of the public who wish to ask a question or speak on an agenda item are requested to arrive at least 15 minutes before the start of the meeting so that the Chairman can re-order the agenda if necessary.

Further information on the procedure for public speaking can be obtained from Democratic Services, Tel:01263 516010, Email:emma.denny@north-norfolk.gov.uk. Please note that this meeting is livestreamed:<https://www.youtube.com/channel/UCsShJeAVZMS0kSWcz-WyEzg>

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so should inform the Chairman. If you are a member of the public and you wish to speak on an item on the agenda, please be aware that you may be filmed or photographed.

Emma Denny
Democratic Services Manager

To: Mrs W Fredericks, Mrs A Fitch-Tillett, Ms V Gay, Mr R Kershaw, Mr N Lloyd, Mr E Seward, Miss L Shires, Mr T Adams and Mr A Brown

All other Members of the Council for information.
Members of the Management Team, appropriate Officers, Press and Public



If you have any special requirements in order to attend this meeting, please let us know in advance
If you would like any document in large print, audio, Braille, alternative format or in a different language please contact us

Chief Executive: Steve Blatch
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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

1 - 8

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 03 October 2022

3. PUBLIC QUESTIONS AND STATEMENTS

To receive questions and statements from the public, if any.

4. ITEMS OF URGENT BUSINESS

To determine any other items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act 1972

5. DECLARATIONS OF INTEREST

9 - 14

Members are asked at this stage to declare any interests that they may have in any of the following items on the agenda. The Code of Conduct for Members requires that declarations include the nature of the interest and whether it is a disclosable pecuniary interest (see attached guidance and flowchart)

6. MEMBERS' QUESTIONS

To receive oral questions from Members, if any

7. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

To consider any recommendations referred to the Cabinet by the Overview & Scrutiny Committee for consideration by the Cabinet in accordance within the Overview and Scrutiny Procedure Rules

8. PURCHASE OF FURTHER TEMPORARY ACCOMMODATION UNIT 15 - 18

Summary: This report recommends purchase of a further property which the Council will use to temporarily accommodate homeless households.

Options considered: Do not use the allocated budget to purchase property and place households in expensive and inferior bed and breakfast style accommodation.

Conclusions: The Council has a duty to provide temporary accommodation for homeless households. The Council purchases much of this accommodation from the private sector with a significant net cost to the Council. The council has identified an annual capital budget of £250k per annum (2022/23-2025/26) to purchase further properties to provide better quality and better value for money options for homeless households needing

temporary accommodation. This report recommends purchase of a 2-bedroom flat in Mundesley

Recommendations: That Cabinet note the purchase

Reasons for Expenditure over £100,000.
Recommendations:

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report, which do not contain exempt information and which are not published elsewhere)

Purchase of two properties for use as Temporary Accommodation for homeless households – Cabinet, 2 March 2020 Purchase of further property for use as Temporary Accommodation for homeless households - Cabinet 18 May 2020 and Cabinet 7 July 2020 Purchase of four units of Temporary / Move-on accommodation for Rough Sleepers – Purchase recommendations - Cabinet 7 December 2020 Use of Underspends to fund further TA purchase - Cabinet 15 March 2021 Purchase of Temporary Accommodation Unit - Cabinet 6 September 2022
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Cabinet Member(s) Cllr Wendy Fredericks	Ward(s) affected: Mundesley
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Contact Officer, telephone number and email:

Nicky Debbage, Housing Strategy & Delivery Manager, 01263 516027, nicky.debbage@north-norfolk.gov.uk

9. BUDGET MONITORING REPORT 2022/23 - PERIOD 6

19 - 44

Summary: This report summarises the budget monitoring position for the revenue account, and reserves statement to the end of September 2022

Options considered: Not applicable

Conclusions: The overall position at the end of September 2022 shows a £4,191,298 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year overspend of £909,235. (At the end of 2021/22 £616k was added to the General reserve to help offset the impacts of pay and inflation in the current year)

Recommendations: **It is recommended that Cabinet:**

- 1) Note the contents of the report and the current budget monitoring position.**

2) **Recommend to Council that any outturn deficit is funded from a contribution from the use of the General Reserve**

3) **Agree that a regular update should be provided to Members on the measures being undertaken to mitigate and reduce the current forecast deficit**

Reasons for Recommendations: To update Members on the current budget monitoring position for the Council.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report, which do not contain exempt information, and which are not published elsewhere)

System Budget monitoring reports

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected All
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Contact Officer, telephone number and email: Alison Chubbock 07967 325037 Alison.chubbock@north-norfolk.gov.uk

10. PRUDENTIAL INDICATORS 2021-22

45 - 48

Summary: This report presents the out-turn position in respect of the Prudential Indicators for 2021-22.

Options considered: To approve the out-turn position in respect of the 2021-22 Prudential Indicators, or Do nothing.

Conclusions: The Prudential Indicators for 2021-22 are fully complied with.

Recommendations: Members are asked to consider the report and recommend the following to Full Council:

That the out-turn position in respect of the 2021-22 Prudential Indicators are approved

Reasons for Recommendations: To meet the requirements of the CIPFA Prudential Code and the CIPFA Treasury Management code of Practice.

Cabinet Member(s) Ward(s) affected
Cllr Eric Seward N/A

Contact Officer, telephone number and email:
Alison Chubbock, 07967 325037, alison.chubbock@north-norfolk.gov.uk

11. PERFORMANCE MANAGEMENT FRAMEWORK

49 - 80

Summary: To present to Cabinet the outcome of the Performance Management Framework Project. That is a new Performance Management Framework

Options considered:

1. Continue with the current performance management framework.
2. Withdraw the current framework and not replace it.
3. Produce a new Performance Management Framework.

Conclusions: The attached Performance Management Framework, Appendix A, meets the needs of the Council and provides a framework that is fit for purpose.

Recommendations: **Cabinet is recommended to approve the Performance Management Framework and delegate authority to the Chief Executive to approve any amendments to the framework prior to the full review in four years' time.**

Reasons for Recommendations: To ensure the Council has a Performance Management Framework that is fit for purpose.

Cabinet Member(s) Cllr T Adams	Ward(s) affected All
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Contact Officer, telephone number and email:
Helen Thomas, Policy & Performance Management Officer

12. NORTH NORFOLK CORPORATE PLAN - REVIEW OF DELIVERY FEBRUARY 2020 - OCTOBER 2022 AND AGREEMENT OF PRIORITY OBJECTIVES FOR THE PERIOD TO MAY 2023

81 - 124

Summary: Following the District Council elections in May 2019 the Council developed and agreed a Corporate Plan in November 2019 and a Delivery Plan in February 2020, which detailed the authority's key priorities and objectives over the four-year period to 2023.

Soon after agreement of the Delivery Plan the COVID pandemic spread to the UK and

much of the Council's focus during 2020 moved towards a response to this unprecedented situation supporting our residents and businesses. Over the following two and a half years the Council has balanced its response to the pandemic and new and emerging situations including delivery of the Homes for Ukraine programme locally and the rising cost of living pressures whilst delivering against the Delivery Plan objectives and maintaining core service provision.

During this time the Cabinet has reviewed the Delivery Plan objectives and actions in October 2020 and November 2021 reviewing progress and setting priorities for the forthcoming twelve months.

This report details the progress made in delivering against the Delivery Plan and outlines where priority focus will be directed over the next six months – ie until the Full Council elections in May 2023, following which the newly elected Council will have an opportunity to develop a new Corporate Plan.

Options considered: Given the changing context in which the Council has needed to operate over the period since March 2020 due to COVID and issues arising as a result of the war in Ukraine, the Council could have resolved not to progress any of the Corporate Plan objectives because of the need to direct capacity and resources in responding to those unprecedented world events.

However, the Cabinet has considered the capacity of the Council to take forward actions detailed in the Corporate Plan Delivery Plan, sometimes over extended timescales, reflecting the changed context in which the Council has had to operate.

The alternative options considered were:-

- do nothing to re-profile the Delivery Plan actions, or
- agree to “pause” all Delivery Plan actions and concentrate on the COVID, Homes for Ukraine and cost of living pressures responses and Business As Usual service provision.

Conclusions: The report details a practical and measured response to the Council prioritising its Delivery Plan actions for the remaining period of this Council administration – ie through until May 2023.

Recommendations: Cabinet is asked to review and comment on the progress made against the original and revised Delivery Plan objectives and agree those objectives where they would wish focus to be directed over the period to May 2023.

Reasons for Recommendations: To reflect the changed circumstances in which the Council has operated over the period since March 2020 in seeking to balance its Corporate Plan priorities against unforeseen developments such as COVID and the war in Ukraine.

Cabinet Member(s) Cllr Tim Adams, Leader of the Council	Ward(s) affected All
Contact Officer, telephone number and email: Steve Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232	

13. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:
“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs _ of Part I of Schedule 12A (as amended) to the Act.”

14. PRIVATE BUSINESS

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CABINET

Minutes of the meeting of the Cabinet held on Monday, 3 October 2022 at the Council Chamber - Council Offices at 10.00 am

Committee

Members Present:

Cllr W Fredericks	Cllr R Kershaw
Cllr E Seward	Cllr L Shires
Cllr T Adams (Chair)	Cllr A Brown

Members also attending:

Cllr C Cushing
Cllr N Dixon

Officers in Attendance:

Chief Executive, Democratic Services Manager, Assistant Director for Finance, Assets, Legal & Monitoring Officer, Housing Strategy and Delivery Managers, Estates and Asset Strategy Manager and Strategic Surveyor

Apologies for Absence:

Cllr A Fitch-Tillett
Cllr V Gay
Cllr N Lloyd

49 MINUTES

The minutes of the Cabinet meeting held on 6th September were agreed as a correct record and signed by the Chairman.

50 PUBLIC QUESTIONS AND STATEMENTS

Public Speakers:

Mr G Bull, Chairman of North Walsham Town Council

Mr Bull said that the Town Council had been working very closely with NNDC and it was hoped that it could move back into the Cedars building as part of a wider civic hub. He said that he was aware of the other parties that were interested in leasing part of the building and although he was supportive of them, he did not feel that the nature of their business was compatible with that of a civic hub. Mr Bull went onto say that the Town Council had also submitted a bid for the barns adjacent to the Cedars, and this wouldn't be feasible if they weren't able to move into the main building. He concluded by saying that there was a perception amongst the public that the Cedars would become a civic hub and that the town council would be a long-term tenant.

Ms J Morton, on behalf of the Directors of the Walsham Tap

Ms Morton began by saying that she wanted to highlight the vision that the micro-

pub would be a pub for the community. The investors and directors lived and worked in North Walsham and believed that the proposals for a pub would enhance the current regeneration of North Walsham.

She said that the main objective was to provide an inclusive, safe, comfortable, welcoming haven for the community. The aim was to deliver quality products at all times. The real ale served would be from local breweries and non-alcoholic beverages would also be sourced from local regional companies (where possible) thereby, endeavouring to keep the carbon footprint to a minimum.

There would also be a focus on the staff, employing local people where possible and investing in their development. This was demonstrated by the proposed employment of a manager who had recently won regional pub of the year. His knowledge and expertise was exceptional and he was passionate about investing in staff.

She concluded by saying that it was their wish to be part of the local pub community within the town. They wanted to work together to give the people of North Walsham, the local community and visitors a great experience. It was hoped that the proposal of a pub at the top end of town would be a flagship for North Walsham. The directors believed fundamentally, that the community would see the value of this endeavour and were deserving of it.

The Chairman thanked both speakers for their comments. He said that the agenda item would be brought forward for discussion.

51 ITEMS OF URGENT BUSINESS

None received

52 DECLARATIONS OF INTEREST

1. Cllr L Shires - non-pecuniary interest - as County Councillor for North Walsham she had been involved in conversations with both parties interested in the Cedars building.
2. Cllr E Seward – non-pecuniary interest – member of the Campaign for Real Ale (CAMRA)

53 MEMBERS' QUESTIONS

The Chairman advised members that they could ask questions as matters arose.

54 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

Cllr N Dixon, Chairman of the Overview & Scrutiny Committee, said that he wanted to comment on the recent presentation to Members by Professor Hilber on second homes and holiday lets which had highlighted several pertinent points, the main one being that there was no single solution to the problem. It would require multiple inputs, yet to be defined, and whatever the Council did it would require the targeting of evidence to ensure that any intervention would be effective. This would then need to be carefully monitored to see if it was having an impact. He concluded by saying that it was clear that it was a very complex subject and not North Norfolk centric.

The Chairman said that he had found the presentation very interesting and it was

good to learn from international experiences.

RESOLVED

1. To note the data provided in the report and consider the merit of draft policies relating to Council Tax and Planning restrictions, alongside the resources required to implement such policies.
2. That NNDC supports the draft provisions of the Regeneration and Levelling Up Bill which would enable the doubling of Council Tax on second homes, alongside the Council making representations to Government seeking further legislative changes to enable the retention of increased tax revenue collected by 2nd tier authorities (District Councils).
3. That NNDC supports the extension of planning controls proposed in the draft provisions of the Regeneration and Levelling Up Bill, alongside the Council making representations to Government seeking further changes to request that all second and holiday homes require planning permission.
4. That NNDC responds positively to a call for evidence on the registration of tourist accommodation.
5. That, if Cabinet is not satisfied that the data provided in the report provides the necessary information required to support mitigation measures, it is recommended that consideration is given to what further investigation is required, and the resources necessary to undertake such investigations.
6. That consideration is given to consulting Parish and Town Councils on the impact of second homes and holiday lets, and take account of any proposed mitigation.

55 TACKLING EMPTY HOMES

Cllr W Fredericks, Portfolio Holder for Housing, introduced this item. She explained that with high levels of housing need in the District and new homes in short supply, it was important to make the best use of existing residential properties – including empty homes. The report proposed that using additional resources to better identify and monitor empty homes would be a cost-effective approach to tackling large numbers of empty homes. This would ensure that that Council held accurate information on empty homes, charged owners correctly and could also increase revenue income for the Council. The Housing Strategy and Delivery Manager added that the focus of the new temporary post would be on the revenue side, as the District had a relatively low number of empty homes and was below the national average. The focus would be on ensuring that the status of each empty home was recorded correctly and charged accordingly.

The Chairman invited Members to speak:

Cllr C Cushing asked if there were any targets or specific measures set. The Housing Strategy & Delivery Manager replied that there would be monitoring around the status changes of properties and how many de-listed properties were brought back into council tax banding, how many second or holiday homes were changed to empty homes and how many occupied homes were changed to empty homes and how this impacted on revenue. She said that it would be reasonable after six months to move from monitoring to targets. Cllr Cushing replied that he was essentially asking how Members could be sure that it was the additional resource that was

having an impact and that the anticipated outcomes would not have occurred regardless. The Housing Strategy & Delivery Manager said that currently, movement was in one direction, with homes going into the lowest council tax banding and the resource would be aimed at reducing this.

It was proposed by Cllr W Fredericks, seconded by Cllr T Adams and

RESOLVED to:

Agree a temporary (12-month fixed term) resource to identify, investigate and monitor empty homes (and Second / Holiday homes and de-listed properties) more proactively. The post to be funded from reserves.

Pilot the use of Homeless Prevention Grant to pay for repairs to bring a small number of empty homes into use to provide temporary accommodation for homeless households. Funded from existing budget.

Arrange training for existing officers on the powers available to tackle Empty Homes. Funded from existing budget.

Reason for the decision:

To support use of funding from reserves to be used for an additional temporary post

56 ECO4-FLEX

The Portfolio Holder for Housing, Cllr W Fredericks, introduced this item. She explained that ECO-4 Flex was (Energy Company Obligations) was an Ofgem initiative, which provided energy efficiency improvement measures to low income households living in properties with poor energy efficiency. This latest round (ECO4) ran from April 2022 to March 2026. Households seeking approval to access the scheme could approach the Council directly or an installer could approach NNDC on behalf of the household. She added that the Council's Energy Officer would work alongside suppliers and installers to support the scheme.

It was proposed by Cllr W Fredericks, seconded by Cllr R Kershaw and

RESOLVED to:

1. Adopt a North Norfolk District Council Statement of Intent. (Appendix 2)
2. Delegate authority to approve applicants to the Council's Energy Officer.
3. Promote the Statement of Intent (Availability of Grant Funded Energy Improvement Works) to local households, energy suppliers and the installers working for the energy suppliers.

Reasons for the decision:

Recommendations 1 and 2 will enable eligible applicants in the district to access additional grant funding for energy efficiency improvement works.

Recommendation 3 will help raise awareness of grant funding amongst eligible applicants.

57 COUNCIL TAX DISCOUNTS 2023 - 2024

Cllr E Seward, Portfolio for Finance, introduced this item. He said that there were two recommendations that he would like to draw Cabinet's attention to. The first would come into effect from April 2023 and related to properties which were uninhabitable and were being repaired. It would provide a 50% discount for a period of 9 months, meaning a £700 Council Tax reduction for a Band D property. He explained that the offering of such discounts sat with the District Council. This particular discount had been removed in 2017 by the previous Administration and since then, the number of properties being repaired for re-use had fallen. The proposal was therefore to reintroduce the discount. Cllr Seward then spoke about recommendation 5, which proposed the introduction of a new second homes premium of 100%. The proposal relied on legislation being laid and Royal Assent before billing authorities could introduce it and any such premium must be agreed one year in advance of its introduction. So, if supported, it would come into effect from April 2024. He said that there were currently 4,500 second homes in North Norfolk and although they could bring benefits to the local economy, it was accepted that many local families could no longer afford to buy or rent properties in the District. A council tax premium on second homes could raise income by ring-fencing funds for affordable homes. Cllr Seward added that council tax retention continued to be an issue. Currently, only 10% was retained by the District Council. A full levy of 100% council tax imposed on second homes would result in raising £8.2m a year. Even half of this amount would go a long way towards the provision of affordable housing in North Norfolk.

The Chairman said that he welcomed both of the proposals outlined by Cllr Seward. As it currently stood an increase in the second homes council tax premium would benefit the County Council and it made sense to push for the District Council to retain the larger share.

Cllr L Shires said that she supported the retention of second homes council tax income by the housing authority, which was the District Council. She said that housing was a huge concern of residents and many of the discussions that she had been involved in recently, at all levels, had related to housing. It was key to providing stability and enabling families to flourish. In addition, at County Council level, many of the recent policies that had been introduced, such as providing additional support for domestic abuse victims and the provision of social care in a home setting, required more housing. This would fall to the District Council as the responsible authority for housing, to provide.

Cllr N Dixon commented that regarding the 100% premium, there seemed to be two possible objectives – the exercising of some kind of control or intervention over the number of second homes and holiday lets and then the fate of the money collected. He said that there should be more thought given as to the purpose of the proposal and whether, if both objectives couldn't be achieved, the achievement of one objective merited the premium being levied. He suggested that the proposals should be considered in the context of Professor Hilber's comments and there should be clarity about what the Council wanted to achieve and how this would be done.

The Chairman asked whether the town and parish councils would benefit from any increase in revenue and that some thought should be given to this in the future. He said that he could understand why the County Council would want to increase their access to additional funding given current resourcing pressures.

Cllr C Cushing asked what would happen if the Government did not agree to District Councils levying 100% premium on second homes. Cllr Seward replied that until the

final legislation was published it was hard to see how it would pan out. It was possible that there could be a legislative change ring-fencing the income to the housing authority, or alternatively, there could be negotiations between the County and District councils – as had happened previously. Regarding Cllr Dixon’s point on clarity, he said that levying a council tax premium could slow the growth of the number of second homes. He added if the premium was ring-fenced for affordable housing it could be used to purchase land for housing association and trusts to use for affordable and social housing.

Cllr W Fredericks said that she echoed Cllr Seward’s comments about the purchasing of land and how challenging it was to develop and build housing in the District at the moment. Due to the impact of nutrient neutrality, house building had effectively ground to a halt since mid-March and during the intervening months costs had risen hugely. Developers were also understandably wary of committing to building homes when residents may not be able to secure a mortgage. She concluded by saying that many second home owners contributed positively to their local community but they did reduce the availability of homes for local people and new ones could not be replaced quickly enough.

The Chief Executive reminded members that Cabinet were recommending the proposals to Full Council and that there would be a further opportunity for debate on 16th November.

It was proposed by Cllr E Seward, seconded by Cllr A Brown and

RESOLVED to:

Recommend to Full Council that under Section 11A of the Local Government Finance Act 1992 and in accordance with the provisions of the Local Government Finance Act 2012 and other enabling powers that:

- 1) The discounts for the year 2023-24 and beyond are set at the levels indicated in the table at paragraph 2.1
- 2) The existing 100% council tax hardship discount and associated policy (see Appendix B) remains in place for 2023-24
- 3) That an exception to the levy charges may be made by the Revenues Manager in the circumstances laid out in section 2.2 of this report
- 4) The premiums for the year 2023-24 and beyond are set at the levels indicated in the table at paragraph 2.3
- 5) A new second homes premium of 100% as detailed in paragraph 2.4 is applied from April 2024, subject to the necessary legislation.
- 6) To continue to award a local discount of 100% for eligible cases of care leavers under Section 13A of the Local Government Finance Act 1992 (as amended)
- 7) Those dwellings that are specifically identified under regulation 6 of the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 will retain the 50% discount as set out in paragraph 1.2 of this report.
- 8) Those dwellings described or geographically defined at Appendix A which in the reasonable opinion of the Revenues Manager are judged not to be structurally capable of occupation all year round and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947, will be entitled to a 35% discount

Reason for the decision:

To set appropriate council tax discounts and premiums which will apply in 2023-24 and to raise council tax revenue.

In accordance with the relevant legislation these determinations shall be published in at least one newspaper circulating in North Norfolk before the end of the period of 21 days beginning with the date of the determinations.

58 TRANSFER OF PUBLIC OPEN SPACE AT STALHAM

The Portfolio Holder for Finance & Assets, Cllr E Seward, introduced this item. He explained that the report detailed the proposal to transfer public open space to Stalham Town Council, along with the remaining commuted sum, to enable them to manage the site for the benefit of the community. Local Members and the Town Council were supportive.

It was proposed by Cllr E Seward, seconded by Cllr T Adams and

RESOLVED to:

Approve the transfer of:

- A. public open space North of Yarmouth Road Stalham as identified on the plan in the appendix to Stalham Town Council
- B. The remaining commuted sum of approximately £170,000

Reason for the decision:

To approve the transfer of land and funds as a key decision.

59 FUTURE LETTING OF THE CEDARS, NORTH WALSHAM

Cllr E Seward, Portfolio Holder for Finance & Assets, introduced this item. He began by thanking both speakers for attending the meeting and for demonstrating a confidence and commitment to North Walsham. He said that he welcomed the interest from the micro-brewery as it brought a different perspective on future use of the building. However, it should be acknowledged that the two speakers had brought different perspectives on how the building should be used in the future and that was the crux of the issue. The property had been marketed for a year and during that time there had been three expressions of interest from community organisations and 1 from a commercial venture. Public sector bids would occupy around 60% of the building and the micro-brewery just under 50%.

Cllr Seward explained that the public sector bodies that had put forward bids for space in the building had made it clear that they did not want to share a common entrance with the pub. He said that it was not an option to have the mix of organisations and therefore not viable to pursue that. However, the building did need to be occupied on completion. He went on to say that the Citizen's Advice Bureau (CAB) needed a permanent physical presence in the town. Residents could not afford to lose it. In addition, the Town Council had to leave their current premises soon as it was not compliant with energy efficiency regulations. The Town Council needed a permanent base. It provided key services to residents and had also indicated that it was prepared to invest further in the Cedar's site. Cllr Seward said that the third public sector organisation that had expressed an interest could not be

revealed at this stage, but they had indicated that if they could not find a suitable long-term site, then the services that they provided would be lost to the town. Cllr Seward concluded by saying that it was for all of these reasons that Cabinet was recommended to support the Cedars becoming a civic hub for North Walsham.

He went onto say that it was important to consider the history of the building, explaining that it had been handed over to NNDC in 1974, following Local Government reorganisation. The property had been the home of the Smith family, who had contributed to the development of the town in the early part of the twentieth century and they had bequeathed it to the Urban District Council. The time had now come to hand the management of the building back to the town for the local community to use.

It was proposed by Cllr E Seward, seconded by Cllr T Adams and

RESOLVED to:

- 1) To note the proposals received, and;
- 2) Instruct officers to investigate an alternative delivery model that meets the Councils' asset management aspirations and provides the continued community services, and;
- 3) Continue discussions with parties forming the combined option in Proposals 1, 3 and 4, and;
- 4) Note that this would form the basis of a future report.

Reason for the decision:

The recommended proposal supports the Councils Asset Management Plan.

60 EXCLUSION OF PRESS AND PUBLIC

61 PRIVATE BUSINESS

The meeting ended at 10.47 am.

Chairman

Registering interests

Within 28 days of becoming a member or your re-election or re-appointment to office you must register with the Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in "The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012". You should also register details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

"Disclosable Pecuniary Interest" means an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in Table 1 below.

"Partner" means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
2. A 'sensitive interest' is as an interest which, if disclosed, could lead to the councillor, or a person connected with the councillor, being subject to violence or intimidation.
3. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Non participation in case of disclosable pecuniary interest

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.
5. Where you have a disclosable pecuniary interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it

Disclosure of Other Registerable Interests

6. Where a matter arises at a meeting which **directly relates** to one of your Other Registerable Interests (as set out in **Table 2**), you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

Disclosure of Non-Registerable Interests

7. Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.
8. Where a matter arises at a meeting which **affects** –
 - a. your own financial interest or well-being;
 - b. a financial interest or well-being of a relative, close associate; or
 - c. a body included in those you need to disclose under Other Registrable Interests as set out in **Table 2**

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied

9. Where a matter **affects** your financial interest or well-being:
 - a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
 - b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

10. Where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must make sure that any written statement of that decision records the existence and nature of your interest.

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
Sponsorship	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the

	<p>councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council —</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land and Property	<p>Any beneficial interest in land which is within the area of the council.</p> <p>'Land' excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.</p>
Licenses	<p>Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer</p>
Corporate tenancies	<p>Any tenancy where (to the councillor's knowledge)—</p> <p>(a) the landlord is the council; and</p> <p>(b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.</p>
Securities	<p>Any beneficial interest in securities* of a body where—</p> <p>(a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were</p>

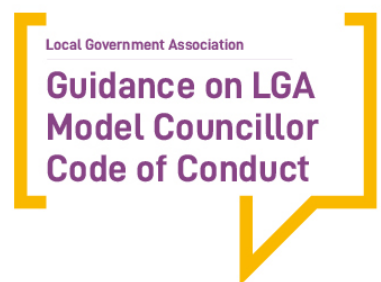
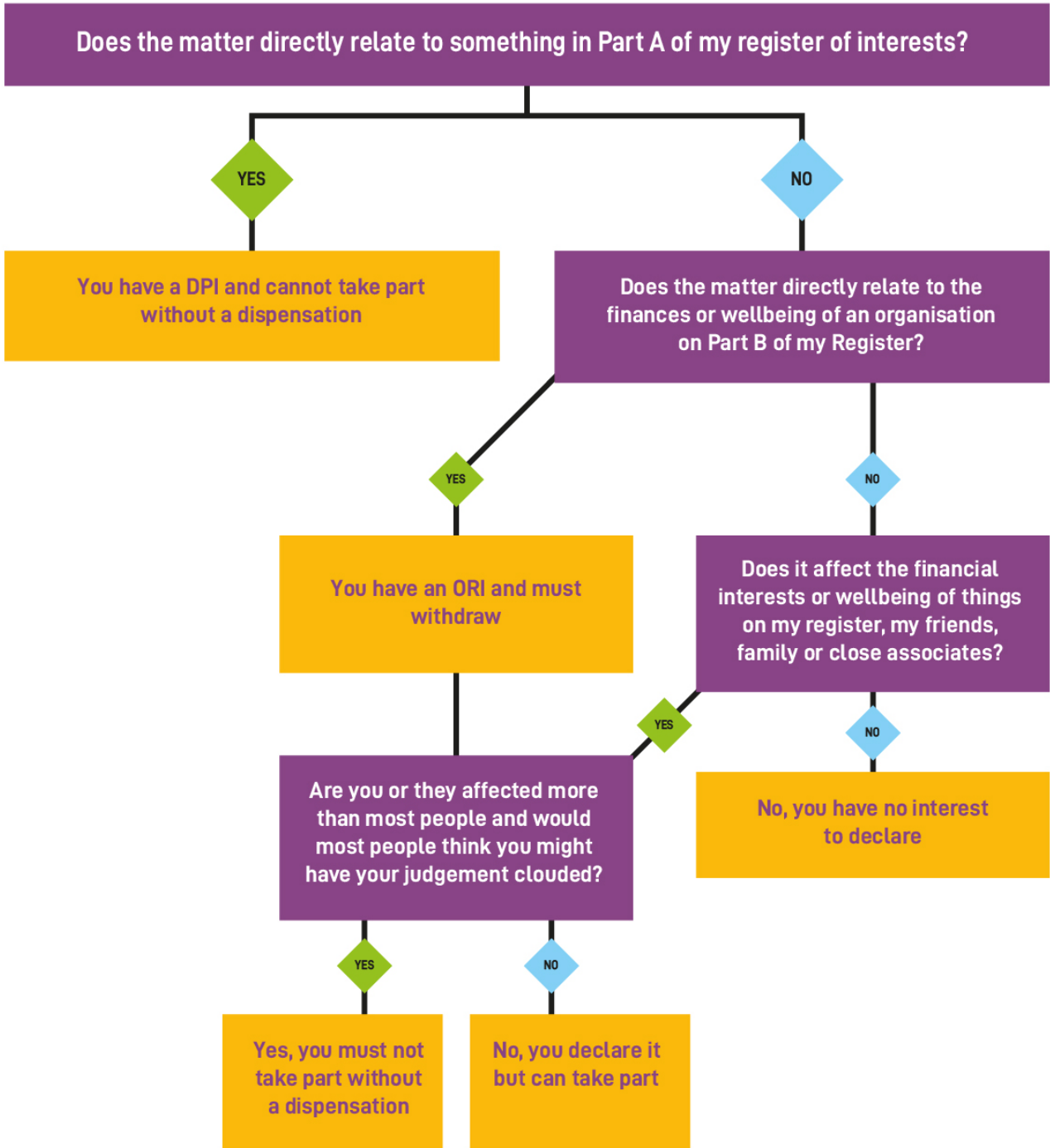
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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* 'director' includes a member of the committee of management of an industrial and provident society.

* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registrable Interests

<p>You have a personal interest in any business of your authority where it relates to or is likely to affect:</p> <ul style="list-style-type: none">a) any body of which you are in general control or management and to which you are nominated or appointed by your authorityb) any body<ul style="list-style-type: none">(i) exercising functions of a public nature(ii) any body directed to charitable purposes or(iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)



Purchase of Further Temporary Accommodation Unit

Summary:	This report recommends purchase of a further property which the Council will use to temporarily accommodate homeless households.
Options considered:	Do not use the allocated budget to purchase property and place households in expensive and inferior bed and breakfast style accommodation.
Conclusions:	The Council has a duty to provide temporary accommodation for homeless households. The Council purchases much of this accommodation from the private sector with a significant net cost to the Council. The council has identified an annual capital budget of £250k per annum (2022/23-2025/26) to purchase further properties to provide better quality and better value for money options for homeless households needing temporary accommodation. This report recommends purchase of a 2-bedroom flat in Mundesley
Recommendations:	That Cabinet note the purchase
Reasons for Recommendations:	Expenditure over £100,000.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report, which do not contain exempt information and which are not published elsewhere)

Purchase of two properties for use as Temporary Accommodation for homeless households – Cabinet, 2 March 2020
Purchase of further property for use as Temporary Accommodation for homeless households - Cabinet 18 May 2020 and Cabinet 7 July 2020
Purchase of four units of Temporary / Move-on accommodation for Rough Sleepers – Purchase recommendations - Cabinet 7 December 2020
Use of Underspends to fund further TA purchase - Cabinet 15 March 2021
Purchase of Temporary Accommodation Unit - Cabinet 6 September 2022

Cabinet Member(s) Cllr Wendy Fredericks	Ward(s) affected: Mundesley
Contact Officer, telephone number and email: Nicky Debbage, Housing Strategy & Delivery Manager, 01263 516027, nicky.debbage@north-norfolk.gov.uk	

1. Background - The case for additional Temporary Accommodation

- 1.1 The Council has a legal duty to provide Temporary Accommodation (TA) to homeless households under the Homeless Reduction Act 2017; both at Relief

stage (whilst investigations are carried out) and where a full duty is owed (ahead of securing more permanent accommodation). The number of households requiring TA has increased in recent years and remains high - currently there are 51 households in TA. During the Covid19 pandemic and the government's "Everyone In" initiative (which aimed to ensure vulnerable rough sleepers were accommodated during the pandemic) the majority of those accommodated were single people. However, more recently with the ending of the ban on private rent evictions, the profile of homeless households needing TA has changed. 20 of those currently accommodated are single persons/couples, the remaining 31 are families. Therefore the priority for additional council owned properties is for two or more bedroom homes that can be used flexibly (for sharing singles or for families).

- 1.2 There is not just a human cost to homelessness and the need to use TA, there is also a financial cost to the Council. The Council is only able to recover (in Housing Benefit) an amount based on 90% of the relevant government set Local Housing Allowance (LHA) level from 2011 against the cost of TA. Typical rates for bed and breakfast are £290 per week, whereas 90% of the 2011 LHA rate would be £88.27 per week for a 1-bed and £109.04 for a 2-bed – with NNDC covering the shortfall. The net cost of external TA to NNDC in 2021/22 was £368,754.
- 1.3 These issues have been the driver for NNDC investing in TA. NNDC has held one unit of TA since early 2017, four more (originally to be from the new development at Laundry Loke) were purchased in 2020, together with bringing back into use two empty homes compulsory purchased. A successful bid for Government grant helped us to purchase four 1-bed units and to convert storage space above public toilets to provide a total of five move-on homes for ex-rough sleepers. Disabled Facilities Grant funding has been used to purchase two accessible homes for use as TA and other homelessness and housing funding in reserves was released to purchase two further homes. An annual budget of £250k was provided for 2022/23-2025/26 which has enabled us to purchase a further property – bringing the current total of NNDC owned units to 17 units. Details of these 17 TA/move-on properties are set out in the table below:

NNDC Temporary Accommodation		
Location	Property Type	Purchase date
Holt	2 bed bungalow	31-Mar-17
Sculthorpe	3 bed house	27-Jun-18
Sculthorpe	3 bed house	27-Jun-18
North Walsham	2 bed bungalow	23-Mar-20
Hempton	1 bed house	27-Apr-20
North Walsham	2 bed flat	04-Jun-20
North Walsham	2 bed house	04-Aug-20
North Walsham	1 bed flat	31-Mar-21
North Walsham	1 bed flat	31-Mar-21
Fakenham	1 bed flat	13-Apr-21
Melton Constable	1 bed flat	30-Jun-21
Ludham	2 bed bungalow	07-Jun-21
North Wlsham	3 bed bungalow	21-Dec-21
Sheringham	1 bed flat	30-Apr-22

Holt	4 bed house	10-Nov-21
Hoveton	3 bed house	17-Dec-21
Sheringham	2 bed house	23 Sept 22

2. Further purchase – 2 bed flat in Mundesley

2.1 As can be seen from the table above, as a result of availability and cost, much of the current TA is in North Walsham. Therefore the priority for the next purchase was a family home in a town with good facilities/transport links, but preferably in the coastal area of the district to provide a better geographical spread of TA options.

2.2 An offer has now been made and accepted on a 2-bed flat in Mundesley which will bring the council's stock up to 18 units. The flat is in good condition so needs limited works to bring it up to lettable standards. The purchase price is £103,500 and this, together with associated legal costs (including stamp duty) will mean a total forecast cost of £115k, which will expend the remainder of year's existing TA capital budget. As is the case with all TA purchases, this home will be subject to an independent valuation to ensure it represents a good investment.

3. Corporate Plan Objectives

This proposal helps deliver the Corporate Plan objective "Local Homes for Local Need" and specifically the action 1.5.1b.2 The Council will explore options to provide better forms of temporary accommodation, including further direct delivery of temporary housing.

4. Medium Term Financial Strategy

Use of NNDC owned TA helps to deliver savings compared to more costly (and poorer quality) alternative such as bed and breakfast, and will help reduce the net spend on TA.

5. Financial and Resource Implications

The Council has a budget for the purchase of TA. Council owned TA units can deliver savings compared to other forms of TA. The table below illustrates an example viability assessment of purchasing a property for £115k to be used for TA compared to relying on purchasing B&B accommodation.

Option	Income per annum		Expenditure per annum		Net Cost/ Income to Council
	Interest	90% of LHA*	B&B Cost **	Manage- ment & maintenance	
Invest £115k @ 3.3%	£3,795	£5,670	-£15,132	0	-£5,667
Buy 2-bed property for £115k and let for TA	£0	£5,670	0	-£2,300	£3,370

*The cost the council can recoup from government at £109.04p.w.

**Typical costs for 2-bedroom household in B&B at £291p.w.

As the table shows, investing capital but having to pay for B&B represents a net annual cost of £5,667 to NNDC, compared to a net income of £3,370 from purchasing and letting a home for TA.

6. Legal Implications

The council is able to hold in the General Fund, and let on license, homes to be used for TA for homeless households. Legal input will be required to ensure effective conveyancing and to identify any legal constraints on properties that are considered for purchase.

7. Risks

The key risks and mitigations associated with purchase of this property for TA is:

- The property is a poor investment – mitigated by purchases being subject to an independent valuation
- The property has unforeseen major investment needs – mitigated by purchases being subject to a full survey
- The property is not required for TA in the future – mitigated by future sale of the asset

8. Sustainability

Homes purchased for use as TA will achieve good energy standards and improvements to heating and insulation will be undertaken where required to ensure this. However, as they will still have a negative impact on the Council's net zero strategy. This property has a current Energy Performance Certificate rating of 67 (D band) but could achieve 71 (C band).

9. Equality and Diversity

No direct implications in this report

10. Section 17 Crime and Disorder considerations

No direct implications in this report

11. Conclusion and Recommendations

The Council has a duty to provide temporary accommodation for homeless households. The Council purchases much of this accommodation from the private sector with a significant net cost to the Council. The council has identified an annual capital budget of £250k per annum (2022/23-2025/26) to purchase further properties to provide better quality and better value for money options for homeless households needing temporary accommodation. Purchase of this 2-bedroom flat in Mundesley is recommended.

Budget Monitoring Report 2022/23 – Period 6

Summary: This report summarises the budget monitoring position for the revenue account, and reserves statement to the end of September 2022

Options considered: Not applicable

Conclusions: The overall position at the end of September 2022 shows a £4,191,298 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year overspend of £909,235. (At the end of 2021/22 £616k was added to the General reserve to help offset the impacts of pay and inflation in the current year)

Recommendations: **It is recommended that Cabinet:**

- 1) **Note the contents of the report and the current budget monitoring position.**
- 2) **Recommend to Council that any outturn deficit is funded from a contribution from the use of the General Reserve**
- 3) **Agree that a regular update should be provided to Members on the measures being undertaken to mitigate and reduce the current forecast deficit**

Reasons for Recommendations: To update Members on the current budget monitoring position for the Council.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report, which do not contain exempt information, and which are not published elsewhere)

System Budget monitoring reports

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected All
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Contact Officer, telephone number and email: Alison Chubbock 07967 325037 Alison.chubbock@north-norfolk.gov.uk

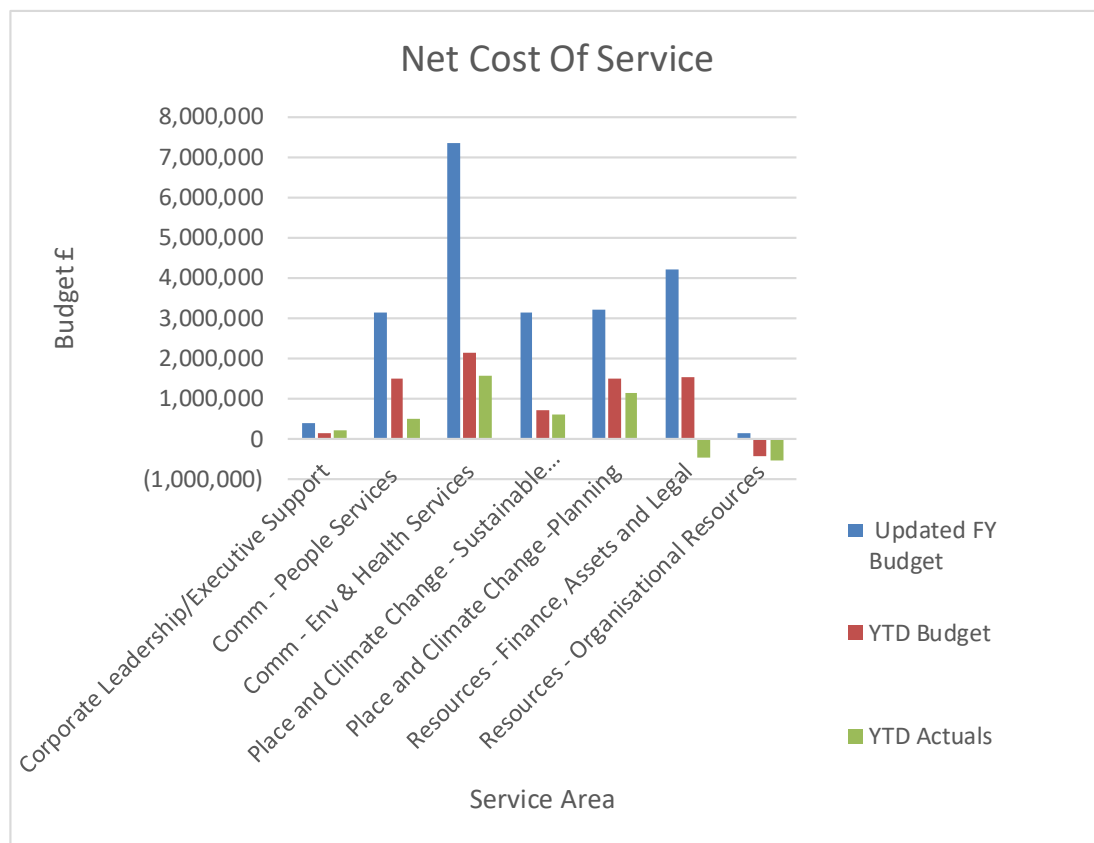
1.1 This report compares the actual expenditure and income position at the end of September 2022 to the Updated budget for 2022/23. The original Base Budget as agreed by Full Council in February 2022 has been updated to reflect approved budget virements.

2. Revenue

2.1 The General Fund Summary at Appendix A shows the high level budget monitoring position as at 30 September 2022 and highlights a year to date underspend of £4,191,298 against the profiled updated budget. There is an under spend of £4,026,585 in relation to the service variances with the remainder relating to non-service specific budgets.

2.2 The Chart below illustrates these variances per service area and Appendix B provides further details of the individual service variances. Variances are reported against the updated budget in the Council's General Fund summary as shown in Appendix A. There has been movement within the service areas between the Base budget approved by Full Council and the current updated budget position, this reflects changes in service budget allocation including the transfer of the car park budget and management. From 1 June 2022 this budget transferred from Communities to Resources.

Variance by Service Area



2.3 A significant part of the year to date surplus (£1,808,096) relates to accruals made in respect of Covid business grant balances that have not yet been repaid to Central Government. It is anticipated that reconciliation work and

subsequent repayments will be completed before the end of the financial year.

- 2.4 (£452,102) relates to the Serco waste contract and specifically the 2022/23 variable billing payments for which we have not received invoices yet
- 2.5 As a result of current economic trends, estimates have been prepared as to the likely impacts on North Norfolk District Council finances. These impacts will continue to be monitored with mitigating action taken where possible.
- 2.6 At period 4 a favourable variance of (£487,234) was forecast for 2022/23 Investment activities, changes to market conditions and the weaker pound have now reduced this estimate to (£139,915), details of this can be found within section 3 of this report.
- 2.7 As reported at P4 the 2022/23 base budget allowed for a 2% increase on employee budgets, currently the national pay award is likely to be far higher than this value once agreed. Based on current negotiations the shortfall could be in the region of £474,000.
- 2.8 Due to global shortages in energy supplies prices have increased significantly on Electricity, Gas and Oil. The current year to date variance against budget is £49,473, however some of this overspend is due to electrical vehicle charging point usage which will be offset by recoverable charges. Vertas, a facilities management company purchase electricity on the council's behalf. The first 6 months were at a rate of 0.29pkwh, October to March kwh price will increase to 0.42pkw. It is currently estimated the energy costs will come in at £200,000 above budget.
- 2.9 The renegotiated leisure contract will result in a net £114,150 increase in 2022/23. This follows contract negotiations for a five-year extension with the current provider, the outcome of which was not forecast as part of the budget process. Beyond 2022/23 a profit share will be budgeted for.
- 2.10 Increased inflation on the Serco Waste Contract is calculated at £250,000. In addition, there are additional costs of £160,000 in relation to 2021/22 variable contract payments. This growth is partially offset by an anticipated surplus of £190,000 from trade waste income.
- 2.11 Table 1 below shows the over/underspend to date for the more significant variances, this is compared to the updated budget. The estimated full year variance is what the likely financial position will be at the end of the financial year.

Table 1 – Service Variances	Over/(Under) spend to date against updated budget +/- £20,000 As per General Fund Summary £	Estimated Full Year Variance Against Updated Budget £
Corporate		
Corporate Leadership and Executive support – Additional employee costs alongside planned recruitment for Director of Resources and interim Section 151	49,363	60,000

cover.		
Human Resources and Payroll - The majority of this variance is in respect of recruitment costs, which will be allocated to the service areas.	29,538	20,000
Corporate Delivery Unit - (£26,628) Staff turnover saving due to vacant posts.	(28,358)	(20,000)
Communities – Environment & Leisure		
Parks and Open Spaces – £15,405 Higher repair & maintenance costs. £4,295 Surveyors fees.	20,147	20,000
Foreshore – £6,432 Staffing costs (to be transferred to Markets); £17,132 R&M - Sheringham Prom & shelters.	24,751	15,000
Leisure Complexes – (£69,763) Accruals brought forward from 2021/22 for the hire of school halls; £4,226 Consultancy fees in connection with the negotiation of management fees; £101,257 Higher management fees (new contracts). This will lead to a potential full year overspend of c. £120k.	36,668	See 2.9
Other Sports – £14,579 Net costs associated with the Mammoth Marathon; £10,358 Staffing costs - to include a redundancy payment.	23,166	15,000
Waste Collection and Disposal – (£250,381) No variable billing contract invoices received from Serco; £20,924 NEWS contractor payments; £9,782 Consultancy costs associated with legal advice. (£168,707) Additional commercial fee income against profiled budget; £35,838 Accruals brought forward relating to the shares for the Deed of Variation and recharge of clinical waste disposal.	(345,188)	See 2.10
Cleansing – No variable billing contract invoices received from Serco. (£13,461) Additional income from recharging for dog and litter bins; (£4,895) Sale of vehicle.	(230,427)	0
Communities – Peoples Services		
Benefits Administration – Grants received from the Department for Works and Pensions (DWP) to offset additional costs of legislative changes and service improvements.	(132,453)	0
Homelessness - Increased Bed and Breakfast accommodation charges offset by subsidy and client contributions. Additional grant funding to be allocated to staffing and service provision.	(488,847)	0
Housing Options – (See Homelessness) – Additional grant income to be allocated to	53,246	0

staffing budgets.		
Community – This significant variance is mostly made up of grants and contributions drawn down which were not budgeted for, this is being used to fund additional staffing and partnership payments.	(407,524)	0
Place and Climate Change – Planning		
Development Management – (£50,339) Staff turnover saving due to vacant posts. (£3,979) Travel costs. £16,850 Legal fees. (£35,127) Fee income and pre-application advice. (£58,775) Section 111 & Section 106 income ringfenced to be offset by appropriate expenditure. To be allocated to fixed term contracts additional staffing contracts. The service Manager is looking to use this underspend to finance additional temporary staffing to help service provision and performance.	(131,370)	(20,000)
Planning Policy – Staff turnover savings due to vacant posts. Recruitment is currently in process.	(35,663)	(20,000)
Conservation, Design & Landscape – (£52,501) Staff turnover savings due to vacant posts. £12,072 Enforcement board works. (£10,047) Grant income received from Department for Environment, Food and Rural Affairs (DEFRA). A number of the vacant posts were fixed term funded from earmarked reserves.	(52,498)	(10,000)
Major Developments – Staff turnover due to vacant posts. Some of this understand relates to a vacant post funded from earmarked reserves.	(55,632)	0
Building Control – Staff turnover due to vacant posts. Fee income over the profiled budget - as this is a self-financing service any surplus/deficit position on the fee earning element of the service will be met with a corresponding earmarked reserve movement at the year end.	(53,292)	0
Place and Climate Change – Sustainable Growth		
Coastal Management – Staff turnover due to vacant posts, this will not result in a full year effect but will require less financing from earmarked reserves.	(70,336)	0
Resources – Finance, Assets and Legal		

Parklands – This asset has now been sold; we are expecting some final account adjustments to be made.	(33,975)	(25,000)
Revenue Services – (£1,759,283) Covid - 19 Grant accruals b/f from 2021/22 awaiting final reconciliation work and repayment to Department for Business, Energy & Industrial Strategy (BEIS).	(1,766,521)	0
Corporate Finance – Staff Turnover savings due to vacant posts - this will be offset by temporary agency support costs. Subscription budget not included in the base budget. (£67,490) Accrual in relation to Business rate contributions which have not yet been offset by expenditure.	(84,638)	15,000
Investment properties – Additional Repair and Maintenance costs, service charge accruals not yet offset by income.	71,537	30,000
Corporate and Democratic Core – Accrual in respect of 2021/22 audit fees not yet offset by expenditure. (£125k) Unbudgeted grant received from Central Government for consultancy, admin and support costs relating to the Levelling Up Bid process.	(230,734)	0
Legal – (£20,499) Vacant post, partly offset by other prof. fees in relation to a legal case £7,266. No other major variances. Reduction in income forecast due to reduction in work carried on behalf of BCKLWN.	(14,661)	51,000
Resources – Organisational Resources		
Car parking – Higher than anticipated R & M costs of £30,224. (£174,409) Car park income is up against the profiled budget. This budget will continue to be monitored.	(144,185)	(100,000)
Public Conveniences - £8,125 R&M Buildings Overspend due to unbudgeted vandalism and arson costs. £6,713 Overspend in relation to £10,900 Overspend in relation to Electricity Costs. £8,435 Overspend in relation to Toilet Unit Hire at Weybourne. £9,280 Unbudgeted costs in relation to Sanitary & Nappy waste collection service. £8,868 Overspend in relation to Cromer Melbourne - removal of internal walls.	45,835	20,000
Customer Services - Corporate – (£24,847) Staff turnover savings due to vacant posts. (£10,610) Service charge Income.	(41,964)	(25,000)
Net Position	(3,972,561)	41,000

2.13 Table 2 below summarises the bottom-line position of all the current Full Year effects.

Table 2 – Full Year Effects

	Budget YTD £	Actuals YTD £	YTD Variance £	Estimated FYE £
Net Cost of Service	7,139,887	3,113,302	(4,026,585)	41,000
Employee Inflation				474,000
Energy Costs				200,000
Leisure Contract				114,150
Serco Waste Contract				220,000
External interest – Received/Paid	(495,558)	(660,264)	(164,706)	(139,915)
Income from Government Grant and Taxpayers	(7,770,840)	(7,770,840)	0	0
Total FYE				909,235

2.14 This report recommends funding any out-turn deficit from the general reserve. At the end of 2021/22 £616k was added to this reserve to help offset the national impacts of additional costs such as pay inflation, contract inflation and energy price increases. At the current forecasts this would result in an additional £293k being needed from the general reserve compared to budgets, we will continue to try and address the forecast deficit for the year by looking to make further savings and reallocate resources within the current budget.

3. Non-Service Variances to period 6 2022/23

Investment Interest

- 3.1 The interest budget for 2022/23 anticipates that a total of £1,149,481 will be earned from treasury investments and loans made for service purposes. Overall an average balance of £42.8m is assumed, at an average interest rate of 2.68%.
- 3.2 At the end of period 6, a total of £714,335 has been earned, resulting in a favourable variance against the year to date budget of £139,751. The average rate of interest achieved was 3.25% from an average balance available for investment of £43.8m. At the end of the year a favourable variance against the budget of £279,195 is anticipated. A total of £32.0m has been invested in pooled funds which are valued at £34.1m at the end of period 6. The high return of interest and variance over budget is a market consequence of the base rate increases following the economic events of Russia. Capital values are not as high as they have been in previous years, this is attributed to the market uncertainty following the election of the new Prime Minister. Both of these forces are outside of Council control but have a direct impact in the total investment return.

- 3.3 The Council has a balanced portfolio with a diverse range of funds investing in different instruments. The Council can expect the valuation of its pooled investments to continue to be volatile, but this is in line with expectations when the investments were placed. The risks inherent in the volatile nature of these investments are mitigated as the Council intends to hold them for the long term, subject to accounting rules remaining constant for the treatment of the valuation changes.
- 3.4 Interest rates no longer outperform borrowing rates due to world events outside of the Council's control as mentioned in point 3.2 above. However this is viewed as a temporary setback, with predictions of rates returning to an acceptable level by the end of March 2023. Holding onto investments still provides the best rate of return for the Council at this time, a significant portion of the extra interest earned in point 3.2 above will be required to pay the increased borrowing interest as outlined below.

Borrowing Interest

- 3.5 The budget for 2022/23 anticipates that £2,000 would be paid in interest for short-term borrowing for cash flow purposes.
- 3.6 At period 6, a total of £59,246.57 has been paid resulting in an adverse variance against the budget of £57,246.57. At the end of the year an adverse variance against the budget of £143,280 is anticipated. This is following increased borrowing interest rates from economic events as highlighted in point 3.2. No extra levels of borrowing have been carried out compared to the previous year, the amount of money borrowed is the same. However there is a consistent deficit of liquid cash.
- 3.7 The figure of £143,280 is likely to be the end of year cost of borrowing. Borrowing arrangements were agreed on the 24th September (before the predicted rates increase on the 25th) to secure necessary funds to fulfil the Council's financial needs to the end of March 2023. Borrowing for a longer duration at much lower rates (1.3% for 3 month borrowing, 2.8% for 6 month borrowing) was more favourable than borrowing at a higher rate for a shorter period of time due to the rapid increases in the borrowing rate (rate of borrowing was 3.1% for 3 month, 3.55% for 6 month as at 30/09/2022).
- 3.8 Interest for long-term borrowing has been budgeted for £143,532 for financing the re-provision of Splash Leisure Centre and purchase of Waste Vehicles.
- 3.9 At period 6, there had been no commitments to long-term borrowing for capital purposes. At end of the year, if long-term borrowing is not undertaken a favourable variance of £143,532 against budget is forecast, although at the present time we are assuming that the borrowing will be taken. This may change dependent on future cash inflows and the timing of the repayment of excess grant funding from central government. The decision to undertake short-term or long-term borrowing will be made in line with our borrowing strategy.

Summary

- 3.10 Please be aware that borrowing rates have increased significantly as of the 25th September 2022, the gap between the rate of return of interest and

borrowing is the highest it has been in the last few years. (Interest approximately 2.2%, Borrowing 3.4%). In prior years the interest return rate has always been higher than the borrowing rate. This is again due the world events mentioned in point 3.2.

- 3.11 The Council's treasury advisors Arlingclose have recommended that all Council's take due caution in making any large capital expenditure outside of the current approved programmes as the costs for these will need to be borrowed at an expense to the Council. The current projections is that the difficult market situation will be resolved by the end of March 2023.
- 3.12 The Council still maintains a strong overall investment position. The predicted borrowing cost of £143,280 is outweighed by the predicted favourable variance on interest earned of £279,195 (as mentioned in 3.2.) Leaving a total favourable gain of £135,915 at the end of the 2022/23 financial year

Retained Business Rates

- 3.13 There is currently no variance showing against Non-Domestic Rates income for the financial year at this stage of the year. The final variance will not be known until the NNDR3 form is completed at the end of the financial year and the grant actually due to the authority has been determined. Any large value appeals or anything which may significantly affect the NNDR income will be reported in future reports if required.

4. Capital

- 4.1 Total Capital expenditure amounted to £1,100,731.59 (including budgeted capital salaries) across all projects up to 30 September 2022.
- 4.2 The Capital Programme has is being updated to reflect any current year adjustments and will be presented alongside the next budget monitoring report.

5. Reserves – update for changes including the capital expenditure

- 5.1 The Council's current Reserve Statement is included at Appendix C, this gives the latest position of amounts allocated to services. Included in this position is the £615,740 outturn surplus from 2021/22 contribution to the general reserve.

6. Corporate Plan Objectives

- 6.1 Corporate Plan objectives are supported by the Councils allocated budgets

7. Medium Term Financial Strategy

The report provides an update on the budget monitoring position to the end of September 2022 which forms part of the Medium Term Financial Strategy

8. Financial and Resource Implications

The report is financial in nature and financial implications are included within the content of the report.

9. Legal Implications

None as a direct consequence of this report

10. Risks

10.1 The detail within section 2 of the report highlights the more significant variances including those that are estimated to result in a full year impact.

10.2 The estimated outturn will continue to be monitored during the year.

11. Sustainability

None as a direct consequence of this report

12. Climate / Carbon impact

None as a direct consequence of this report

13. Equality and Diversity

None as a direct consequence of this report

14. Section 17 Crime and Disorder considerations

None as a direct consequence of this report

15. Conclusion and Recommendations

15.1.1 The revenue budget is showing an estimated full year overspend for the current financial year of £909,235. The overall financial position continues to be closely monitored.

15.1.2 The Council will continue to try and address the forecast deficit which may arise during the year by looking to make further savings and reallocate resources within the current budget as the reserves are already under pressure and only represent a one-off source of funding which is not sustainable in the medium term. Should the Council not be able to make these adjustments in year then reserves will be required to balance

General Fund Summary P6 2022-23

	2022-23 Base Budget £	2022-23 Updated Budget £	2022/23 YTD Budget £	2022/23 YTD Actuals £	2022/23 YTD Variance £	Commitments £	Remaining Budget £
Directorate							
Corporate Leadership/Executive Support	350,720	397,430	137,143	207,447	70,304	39,103	150,880
Communities	9,765,875	10,512,392	3,642,335	2,093,691	(1,548,644)	2,978,329	5,440,372
Place and Climate Change Resources	5,530,289	6,368,062	2,231,198	1,764,665	(466,533)	371,686	4,231,711
	5,967,695	4,383,405	1,129,211	(952,502)	(2,081,713)	1,428,103	3,907,803
Net Cost of Services	21,614,579	21,661,289	7,139,887	3,113,302	(4,026,585)	4,817,221	13,730,766
Parish Precepts	2,724,873	2,724,873	2,724,873	2,724,872	(1)	0	1
Capital Charges	(2,456,953)	(2,456,953)	(1,228,476)	(1,228,482)	(6)	0	(1,228,471)
Refcus	(1,677,167)	(1,677,167)	0	0	0	0	(1,677,167)
Interest Receivable	(1,136,652)	(1,136,652)	(568,326)	(715,244)	(146,918)	0	(421,408)
External Interest Paid	145,532	145,532	72,768	54,980	(17,788)	0	90,552
Revenue Financing for Capital:	1,173,426	1,413,426	0	0	0	0	1,413,426
MRP Waste Contract	562,500	562,500	0	0	0	0	562,500
IAS 19 Pension Adjustment	265,496	265,496	0	0	0	0	265,496
Net Operating Expenditure	21,215,634	21,502,344	8,140,726	3,949,428	(4,191,298)	4,817,221	12,735,695
Contribution to/(from) the Earmarked Reserves							
Asset Management	5,466	(24,534)	0	0	0	0	(24,534)
Benefits	(32,303)	(32,303)	0	0	0	0	(32,303)
Business Rates	(18,000)	(18,000)	0	0	0	0	(18,000)
Coast Protection	(62,422)	(62,422)	0	0	0	0	(62,422)
Communities	(275,000)	(275,000)	0	0	0	0	(275,000)
Delivery Plan	(2,117,608)	(2,117,608)	0	0	0	0	(2,117,608)
Elections	50,000	50,000	0	0	0	0	50,000
Grants	(51,476)	(131,476)	0	0	0	0	(131,476)
Housing	(544,192)	(544,192)	0	0	0	0	(544,192)
Legal	(29,612)	(29,612)	0	0	0	0	(29,612)
Major Repairs Reserve	280,000	150,000	0	0	0	0	150,000
New Homes Bonus Reserve	(160,000)	(160,000)	0	0	0	0	(160,000)
Organisational Development	(12,446)	(59,156)	0	0	0	0	(59,156)
Restructuring/Invest to save	130,453	130,453	0	0	0	0	130,453
Contribution to/(from) the General Reserve	(76,043)	(76,043)	0	0	0	0	(76,043)
Amount to be met from Government Grant and Local Taxpayers	18,302,451	18,302,451	8,140,726	3,949,428	(4,191,298)	4,817,221	9,535,802
Collection Fund – Parishes	(2,724,873)	(2,724,873)	(1,444,238)	(1,444,238)	0	0	(1,280,635)
Collection Fund – District	(6,513,398)	(6,513,398)	(3,452,102)	(3,452,102)	0	0	(3,061,296)
Retained Business Rates	(7,206,520)	(7,206,520)	(1,936,322)	(1,936,322)	0	0	(5,270,198)
Revenue Support Grant	(93,540)	(93,540)	(56,124)	(56,124)	0	0	(37,416)
New Homes bonus	(886,575)	(886,575)	(443,288)	(443,288)	0	0	(443,287)
Rural Services Delivery Grant	(507,661)	(507,661)	(253,831)	(253,831)	0	0	(253,830)
Lower Tier Services Grant	(147,545)	(147,545)	(73,770)	(73,770)	0	0	(73,775)
Services Grant	(222,339)	(222,339)	(111,165)	(111,165)	0	0	(111,174)
Income from Government Grant and Taxpayers	(18,302,451)	(18,302,451)	(7,770,840)	(7,770,840)	0	0	(10,531,611)
(Surplus)/Deficit	0	0	369,886	(3,821,412)	(4,191,298)	4,817,221	(995,809)

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Service Area Summaries P6 2022/23

Communities

Ad Environment & Leisure Services

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Commercial Services							
Gross Direct Costs	343,343	159,706	146,797	(12,909)	7,257	189,289	Professional fees offset by lower income.
Gross Direct Income	(24,500)	(11,404)	(1,755)	9,649	0	(22,745)	Reduced income from recovery of fixed penalties and re-rating visits.
Support Service Charges	173,440	86,712	86,712	0	0	86,728	No Major Variances.
	492,283	235,014	231,754	(3,260)	7,257	253,272	
Internal Drainage Board Levies							
Gross Direct Costs	432,200	216,100	219,413	3,313	0	212,787	Higher inflation than budgeted.
Support Service Charges	250	126	126	0	0	124	No Major Variances.
	432,450	216,226	219,539	3,313	0	212,911	
Travellers							
Gross Direct Costs	49,600	19,462	21,999	2,537	41,094	(13,493)	No Major Variances.
Capital Charges	23,174	11,586	11,586	0	0	11,588	No Major Variances.
Gross Direct Income	(2,000)	(1,002)	(440)	562	0	(1,560)	No Major Variances.
Support Service Charges	6,940	3,474	3,474	0	0	3,466	No Major Variances.
	77,714	33,520	36,619	3,099	41,094	1	
Public Protection							
Gross Direct Costs	201,959	95,550	98,097	2,547	11,647	92,215	No Major Variances.
Capital Charges	0	0	0	0	0	0	No Major Variances.
Gross Direct Income	(202,100)	(97,393)	(104,835)	(7,442)	0	(97,265)	Street Trading fee income.
Support Service Charges	127,140	63,582	63,582	0	0	63,558	No Major Variances.
	126,999	61,739	56,845	(4,895)	11,647	58,507	
Street Signage							
Gross Direct Costs	12,000	1,250	1,259	9	1,259	9,482	No Major Variances.
Capital Charges	0	0	0	0	0	0	No Major Variances.
Gross Direct Income	0	0	0	0	0	0	No Major Variances.
Support Service Charges	21,040	10,524	10,524	0	0	10,516	No Major Variances.
	33,040	11,774	11,783	9	1,259	19,998	
Environmental Protection							
Gross Direct Costs	682,128	326,992	316,743	(10,249)	25,802	339,583	Out of hours contract payments being paid from Env Health Service management.
Capital Charges	52,962	26,484	26,484	0	0	26,478	No Major Variances.
Gross Direct Income	(45,000)	(17,258)	(27,119)	(9,862)	0	(17,881)	Rechargeable works.
Support Service Charges	227,770	113,898	113,898	0	0	113,872	No Major Variances.
	917,860	450,116	427,321	(22,795)	25,802	462,052	
Env Health - Service Mgmt							
Gross Direct Costs	0	0	20,705	20,705	32,521	(53,227)	Cost centre now obsolete - expenditure to be allocated to various Environmental Health services.
	0	0	23,390	23,390	32,521	(53,227)	
Environmental Contracts							
Gross Direct Costs	310,999	155,500	159,605	4,105	418	150,976	Higher staffing costs.
Capital Charges	4,521	2,262	2,262	0	0	2,259	No Major Variances.
Support Service Charges	(315,520)	(157,746)	(157,758)	(12)	0	(157,762)	No Major Variances.
	0	16	4,109	4,093	418	(4,527)	

Markets

Gross Direct Costs	56,250	25,900	23,064	(2,836)	1,231	31,955 No Major Variances.
Gross Direct Income	(40,000)	(35,000)	(34,690)	311	0	(5,311) No Major Variances.
Support Service Charges	22,680	11,352	11,352	0	0	11,328 No Major Variances.
	38,930	2,252	(273)	(2,525)	1,231	37,972

Parks & Open Spaces

Gross Direct Costs	311,273	126,180	146,900	20,720	43,561	120,813 £15,405 Higher repair & maintenance costs. £4,295 Surveyors fees.
Capital Charges	16,206	8,100	8,100	0	0	8,106 No Major Variances.
Gross Direct Income	(8,500)	(252)	(825)	(573)	0	(7,675) No Major Variances.
Support Service Charges	127,370	63,714	63,714	0	0	63,656 No Major Variances.
	446,349	197,742	217,889	20,147	43,561	184,900

Foreshore

Gross Direct Costs	130,663	49,040	73,791	24,751	8,282	48,590 £6,432 Staffing costs (to be transferred to Markets); £17,132 R&M - Sheringham Prom & shelters.
Capital Charges	27,880	13,938	13,938	0	0	13,942 No Major Variances.
Support Service Charges	111,360	55,692	55,692	0	0	55,668 No Major Variances.
	269,903	118,670	143,421	24,751	8,282	118,200

Leisure Complexes

Gross Direct Costs	141,946	69,956	108,583	38,627	43,062	(9,699) See Note A below:
Capital Charges	492,459	246,234	246,234	0	0	246,225 No Major Variances.
Gross Direct Income	0	0	(1,959)	(1,959)	0	1,959 No Major Variances.
Support Service Charges	90,150	45,102	45,102	0	0	45,048 No Major Variances.
	724,555	361,292	397,960	36,668	43,062	283,533

Note A: (£69,763) Accruals brought forward from 2021/22 for the hire of school halls; £4,226 Consultancy fees in connection with the negotiation of management fees; £101,257 Higher management fees (new contracts). This will lead to a potential full year overspend of c. £120k.

Other Sports

Gross Direct Costs	80,749	39,986	100,627	60,641	2,385	(22,263) £52,054 Costs associated with the Mammoth Marathon; £10,358 Staffing costs - to include a redundancy payment.
Gross Direct Income	0	0	(37,475)	(37,475)	0	37,475 Fees for Mammoth Marathon.
Support Service Charges	60,520	30,264	30,264	0	0	30,256 No Major Variances.
	141,269	70,250	93,416	23,166	2,385	45,468

Recreation Grounds

Gross Direct Costs	12,400	5,166	6,130	964	3,509	2,761 No Major Variances.
Capital Charges	5,632	2,814	2,814	0	0	2,818 No Major Variances.
Gross Direct Income	(1,000)	(498)	(740)	(242)	0	(260) No Major Variances.
Support Service Charges	3,410	1,710	1,710	0	0	1,700 No Major Variances.
	20,442	9,192	9,914	722	3,509	7,019

Pier Pavilion

Gross Direct Costs	9,000	4,500	8,784	4,284	3,766	(3,551) Fixed wire testing and servicing of pumps.
Capital Charges	17,020	8,508	8,508	0	0	8,512 No Major Variances.
Support Service Charges	25,770	12,888	12,888	0	0	12,882 No Major Variances.
	51,790	25,896	30,180	4,284	3,766	17,843

Beach Safety

Gross Direct Costs	416,930	236,902	234,031	(2,871)	100,490	82,409 £5,349 Additional costs for the Lifeguard contract. (£7,788) Variable billing invoice not received from Serco.
Support Service Charges	69,990	35,004	35,004	0	0	34,986 No Major Variances.
	486,920	271,906	269,035	(2,871)	100,490	117,395

Woodlands Management						
Gross Direct Costs	214,413	106,934	117,334	10,400	48,865	48,213 Tree safety works and signage at Pretty Corner Woods - this is offset by income from Woodland Trust.
Capital Charges	1,346	672	672	0	0	674 No Major Variances.
Gross Direct Income	(33,960)	(16,974)	(34,389)	(17,415)	0	429 (£4,264) Community Tree Nursery; (£2,267) Sale of firewood; (£10,878) Grant and contribution from Woodland Trust.
Support Service Charges	152,570	76,296	76,296	0	0	76,274 No Major Variances.
	334,369	166,928	159,913	(7,015)	48,865	125,591
Cromer Pier						
Gross Direct Costs	126,140	113,818	44,625	(69,193)	2,256	79,259 Invoice not received for insurance premium.
Capital Charges	20,737	10,368	10,368	0	0	10,369 No Major Variances.
Support Service Charges	97,720	48,858	48,858	0	0	48,862 No Major Variances.
	244,597	173,044	103,851	(69,193)	2,256	138,490
Waste Collection And Disposal						
Gross Direct Costs	4,467,050	1,625,610	1,414,430	(211,180)	1,879,808	1,172,812 See Note A below:
Capital Charges	459,571	229,788	229,788	0	0	229,783 No Major Variances.
Gross Direct Income	(3,824,500)	(2,741,011)	(2,875,013)	(134,002)	0	(949,487) See Note B below:
Support Service Charges	472,660	236,316	236,310	(6)	0	236,350 No Major Variances.
	1,574,781	(649,297)	(994,485)	(345,188)	1,879,808	689,458
Note A: (£250,381) No variable billing contract invoices received from Serco; £20,924 NEWS contractor payments; £9,782 Consultancy costs associated with legal advice.						
Note B: D144						
Cleansing						
Gross Direct Costs	718,000	293,334	81,264	(212,070)	113,266	523,470 No variable billing contract invoices received from Serco.
Capital Charges	85,500	42,750	42,750	0	0	42,750 No Major Variances.
Gross Direct Income	(60,000)	(60,000)	(78,356)	(18,356)	0	18,356 (£13,461) Additional income from recharging for dog and litter bins; (£4,895) Sale of vehicle.
Support Service Charges	46,540	23,268	23,268	0	0	23,272 No Major Variances.
	790,040	299,352	68,925	(230,427)	113,266	607,849
Leisure						
Gross Direct Costs	200,512	100,254	78,296	(21,958)	30	122,186 Staffing savings following restructure.
Gross Direct Income	0	0	(15)	(15)	0	15 No Major Variances.
Support Service Charges	(200,512)	(97,296)	(97,296)	0	0	(103,216) No Major Variances.
	0	2,958	(19,015)	(21,973)	30	18,985
Community Safety						
Gross Direct Costs	25,873	10,932	5,463	(5,469)	0	20,410 Vacant post - secondment.
Support Service Charges	22,220	11,112	11,112	0	0	11,108 No Major Variances.
	48,093	22,044	16,575	(5,469)	0	31,518
Civil Contingencies						
Gross Direct Costs	87,641	42,452	42,412	(40)	245	44,984 No Major Variances.
Gross Direct Income	0	0	(2,520)	(2,520)	0	2,520 Sale of vehicle.
Support Service Charges	37,810	18,912	18,912	0	0	18,898 No Major Variances.
	125,451	61,364	58,804	(2,560)	245	66,402
Ad Environmental & Leisure Svs						
Gross Direct Costs	77,440	38,718	38,988	270	0	38,452 No Major Variances.
Support Service Charges	(77,440)	(38,718)	(38,718)	0	0	(38,722) No Major Variances.
	0	0	270	270	0	(270)
Total Environment & Leisure	7,377,835	2,141,998	1,567,739	(574,259)	2,370,756	3,439,340

Service Area Summaries P6 2022/23

Communities

People Services

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances
Health							
Gross Direct Costs	0	0	0	0	0	0	No Major Variances.
Gross Direct Income	0	0	(253)	(253)	0	253	No Major Variances.
Support Service Charges	0	0	0	0	0	0	No Major Variances.
	0	0	(253)	(253)	0	253	
Benefits Administration							
Gross Direct Costs	978,961	476,731	464,103	(12,628)	19,520	495,338	See Note A below:
Capital Charges	31,700	15,852	15,852	0	0	15,848	No Major Variances.
Gross Direct Income	(350,000)	(13)	(119,839)	(119,826)	0	(230,162)	Grants received from the Department for Works and Pensions (DWP) to offset additional costs of legislative changes and service improvements.
Support Service Charges	403,670	201,840	201,840	0	0	201,830	No Major Variances.
	1,064,331	694,410	561,957	(132,453)	19,520	482,855	
Note A: (£18,013) Underspend in staffing costs - vacant posts and secondments; £20,582 Professional fees and consultancy costs (to be funded from grant/reserve). (£9,613) Creditor provision brought forward for Civica on-line change in circumstances; (£5,500) Purchase order accrual carried forward in error - to be cancelled.							
Homelessness							
Gross Direct Costs	1,091,244	494,941	564,808	69,867	587,698	(61,262)	See Note A below:
Capital Charges	28,482	14,244	14,244	0	0	14,238	No Major Variances.
Gross Direct Income	(998,392)	(498,948)	(1,057,632)	(558,684)	0	59,240	See Note B below:
Support Service Charges	873,130	436,572	436,542	(30)	0	436,588	No Major Variances.
	994,464	446,809	(42,038)	(488,847)	587,698	448,804	
Note A: £72,033 B&B charges and rent deposits - offset by subsidy and client contributions; £20,578 Bad debts written off; (£5,192) Communications and computing costs; £2,912 Higher R&M costs; (£17,964) Lower running costs - invoices not received for some utilities.							
Note B: (£365,830) Additional grant funding received over and above the Homeless Prevention grant - to be used to fund various posts; (£192,676) Rent collections and service charges for temporary accommodation.							
Housing Options							
Gross Direct Costs	493,333	246,672	299,936	53,264	195	193,202	Additional staffing - costs to be allocated from grants.
Gross Direct Income	0	0	0	0	0	0	No Major Variances.
Support Service Charges	(493,333)	(246,660)	(246,678)	(18)	0	(246,655)	No Major Variances.
	0	12	53,258	53,246	195	(53,453)	
Community							
Gross Direct Costs	984,767	312,594	504,418	191,824	160	480,189	See Note A below:
Gross Direct Income	(114,101)	(77,052)	(676,399)	(599,347)	0	562,298	See Note B below:
Support Service Charges	205,096	123,558	123,558	0	0	81,538	No Major Variances.
	1,075,762	359,100	(48,424)	(407,524)	160	1,124,026	
Note A: £68,201 Staffing costs- to be funded by grants; £123,305 Health & Community grant payments paid from the Covid Recovery Fund.							
Note B: (£35k) Contribution from NHS for the Community Transformation Fund (Waiting Well); Grants of (£347k) Covid Recovery Fund, (£125k) Contain Outbreak Management Fund (COMF) and (£120k) Ukraine Funding - received against a budget of £50k - all to be used for staffing and partnership payments.							
Ad People Services							
Gross Direct Costs	74,104	37,056	38,503	1,447	0	35,601	No Major Variances.
Support Service Charges	(74,104)	(37,050)	(37,050)	0	0	(37,054)	No Major Variances.
	0	6	1,453	1,447	0	(1,453)	
Total People Services	3,134,557	1,500,337	525,952	(974,385)	607,573	2,001,032	
Total Communities	10,512,392	3,642,335	2,093,691	(1,548,644)	2,978,329	5,440,372	

Service Area Summaries P6 2022/23

Corporate Leadership/Executive Support

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitment	Remaining Budget	Explanation for Major Variances.
	£	£	£	£	£	£	
Human Resources & Payroll							
Gross Direct Costs	408,056	180,661	213,463	32,802	23,786	170,807	£11,028 Unplanned staffing costs. £12,691 Prepaid recruitment costs to be redistributed to individual service areas. £10,158 unplanned professional advice fees.
Gross Direct Income	(1,000)	(498)	(3,750)	(3,252)	0	2,750	(£3,000) Apprenticeship Grant.
Support Service Charges	(360,346)	(180,174)	(180,186)	(12)	0	(180,160)	No Major Variances.
	46,710	(11)	29,527	29,538	23,786	(6,603)	
Registration Services							
Gross Direct Costs	186,310	75,168	51,440	(23,728)	19	134,851	(£19,809) Staff turnover saving due to vacant posts. Difference is made up of a number of minor variances.
Gross Direct Income	(1,500)	(750)	28,985	29,735	0	(30,485)	£29,000 2019 General Election costs reclaim awaiting payment.
Support Service Charges	165,910	82,974	82,968	(6)	0	82,942	No Major Variances.
	350,720	157,392	163,393	6,001	19	187,308	
Corporate Leadership Team							
Gross Direct Costs	704,386	355,514	408,640	53,126	13,009	282,737	Employee costs including recruitment for the Director of Resources and Interim Section 151 cover.
Gross Direct Income	0	0	(3,733)	(3,733)	0	3,733	Kickstart funding to cover fixed term staff member.
Support Service Charges	(704,386)	(352,176)	(352,206)	(30)	0	(352,180)	No Major Variances.
	0	3,338	52,701	49,363	13,009	(65,710)	
Communications							
Gross Direct Costs	253,547	106,918	121,469	14,551	2,289	129,789	£16,854 Maternity cover staffing costs. Difference is made up of a number of minor variances.
Capital Charges	55,954	27,978	27,978	0	0	27,976	No Major Variances.
Gross Direct Income	0	0	(792)	(792)	0	792	No Major Variances.
Support Service Charges	(309,501)	(152,472)	(152,472)	0	0	(157,029)	No Major Variances.
	0	(17,576)	(3,816)	13,760	2,289	1,528	
Corporate Delivery Unit							
Gross Direct Costs	187,312	87,654	59,296	(28,358)	0	128,016	(£26,628) Staff turnover saving due to vacant posts. Difference is made up of a number of minor variances.
Support Service Charges	(187,312)	(93,654)	(93,654)	0	0	(93,658)	No Major Variances.
	0	(6,000)	(34,358)	(28,358)	0	34,358	
Total Corporate Directorate							
	397,430	137,143	207,447	70,304	39,103	150,880	

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Service Area Summaries P6 2022/23

Place And Climate Change

Planning

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Immediate Commitments £	Remaining Budget £	Explanation for Major Variances.
Development Management							
Gross Direct Costs	1,082,938	572,756	535,288	(37,468)	118,982	428,668	(£50,339) Staff turnover saving due to vacant posts. (£3,979) Travel costs. £16,850 Legal fees.
Capital Charges	76,501	38,250	38,250	0	0	38,251	No Major Variances.
Gross Direct Income	(858,216)	(429,098)	(523,001)	(93,902)	0	(335,215)	(£31,540) Planning fee income. (£3,893) Legal fees. (£58,787) Sections 106 & 111 income.
Support Service Charges	751,570	375,798	375,798	0	0	375,772	No Major Variances.
	1,052,793	557,706	426,336	(131,370)	118,982	507,475	
Planning Policy							
Gross Direct Costs	713,547	234,274	198,611	(35,663)	86	514,850	Staff turnover saving due to vacant posts.
Support Service Charges	167,770	83,910	83,910	0	0	83,860	No Major Variances.
	881,317	318,184	282,521	(35,663)	86	598,710	
Conservation, Design & Landscape							
Gross Direct Costs	415,826	181,408	138,957	(42,451)	15,387	261,482	(£52,501) Staff turnover saving due to vacant posts. £12,072 Enforcement board works.
Gross Direct Income	0	0	(10,047)	(10,047)	0	10,047	DEFRA Grant not budgeted for.
Support Service Charges	89,550	44,790	44,790	0	0	44,760	No Major Variances.
	505,376	226,198	173,700	(52,498)	15,387	316,289	
Major Developments							
Gross Direct Costs	390,652	197,828	142,196	(55,632)	25,354	223,103	Staff turnover saving due to vacant posts.
Support Service Charges	118,380	59,214	59,214	0	0	59,166	No Major Variances.
	509,032	257,042	201,410	(55,632)	25,354	282,269	
Building Control							
Gross Direct Costs	496,299	245,658	222,086	(23,572)	5,747	268,466	Staff turnover saving due to vacant posts.
Gross Direct Income	(429,000)	(214,506)	(244,226)	(29,720)	0	(184,774)	(£69,894) Influx of Building Reg Plan income due to regulation change. £38,842 lower Inspection Fee income.
Support Service Charges	174,840	87,432	87,432	0	0	87,408	No Major Variances.
	242,139	118,584	65,292	(53,292)	5,747	171,100	
Combined Enforcement Team							
Gross Direct Costs	232,648	116,328	99,393	(16,935)	7,882	125,373	(£30,492) Staff turnover saving due to vacant posts. £13,937 Agency staff fee.
Support Service Charges	(232,648)	(116,322)	(116,322)	0	0	(116,326)	No Major Variances.
	0	6	(16,929)	(16,935)	7,882	9,047	
Property Information							
Gross Direct Costs	166,268	72,374	72,358	(16)	41,892	52,018	No Major Variances.
Gross Direct Income	(182,190)	(69,500)	(71,097)	(1,597)	0	(111,093)	No Major Variances.
Support Service Charges	53,090	26,556	26,556	0	0	26,534	No Major Variances.
	37,168	29,430	27,816	(1,614)	41,892	(32,541)	
Ad Planning							
Gross Direct Costs	91,203	45,606	46,252	646	734	44,218	No Major Variances.
Support Service Charges	(91,203)	(45,594)	(45,594)	0	0	(45,609)	No Major Variances.
	0	12	658	646	734	(1,391)	
Total Planning	3,227,825	1,507,162	1,160,804	(346,358)	216,064	1,850,958	

Service Area Summaries P6 2022/23

Place And Climate Change

Sustainable Growth

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Immediate Commitments £	Remaining Budget £	Explanation for Major Variances.
Economic Growth							
Gross Direct Costs	102,000	20,255	26,835	6,581	8,437	66,728	£4,084 Grant payments funded from reserves. £2,176 Sheringham Little Theatre boiler report.
Capital Charges	2,037	1,020	1,020	0	0	1,017	No Major Variances.
Gross Direct Income	(27,000)	0	(16,782)	(16,782)	0	(10,218)	(£10,782) 21/22 Norfolk County Council business rates pool claim not accrued. (£6,000) Visitor Economy Network Initiative project income not budgeted for.
Support Service Charges	238,720	119,364	119,352	(12)	0	119,368	No Major Variances.
	315,757	140,639	130,425	(10,214)	8,437	176,895	
Tourism							
Gross Direct Costs	81,600	31,200	29,025	(2,175)	0	52,575	No Major Variances.
Support Service Charges	138,030	69,018	69,000	(18)	0	69,030	No Major Variances.
	219,630	100,218	98,025	(2,193)	0	121,605	
Coast Protection							
Gross Direct Costs	666,500	142,250	141,082	(1,168)	129,343	396,075	No Major Variances.
Capital Charges	508,701	254,352	254,352	0	0	254,349	No Major Variances.
Gross Direct Income	(405,000)	(405,000)	(405,000)	0	0	0	No Major Variances.
Support Service Charges	309,650	154,830	154,830	0	0	154,820	No Major Variances.
	1,079,851	146,432	145,264	(1,168)	129,343	805,244	
Business Growth Staffing							
Gross Direct Costs	353,291	176,646	157,571	(19,075)	315	195,405	Staff turnover saving due to vacant posts.
Gross Direct Income	0	0	(1,223)	(1,223)	0	1,223	No Major Variances.
Support Service Charges	(353,291)	(153,606)	(153,612)	(6)	0	(199,679)	No Major Variances.
	0	23,040	2,736	(20,304)	315	(3,051)	
Housing Strategy							
Gross Direct Costs	210,286	89,772	85,070	(4,702)	13,285	111,932	Staff turnover saving due to vacant posts.
Capital Charges	777,167	0	0	0	0	777,167	No Major Variances.
Gross Direct Income	(22,500)	(9,000)	(8,600)	400	0	(13,900)	No Major Variances.
Support Service Charges	61,380	30,702	30,702	0	0	30,678	No Major Variances.
	1,026,333	111,474	107,172	(4,302)	13,285	905,877	
Environmental Strategy							
Gross Direct Costs	486,416	82,691	71,381	(11,311)	2,542	412,493	Staff turnover saving due to vacant posts.
Gross Direct Income	(15,000)	0	(1,000)	(1,000)	0	(14,000)	No Major Variances.
Support Service Charges	27,250	13,626	13,614	(12)	0	13,636	No Major Variances.
	498,666	96,317	83,995	(12,323)	2,542	412,129	
Coastal Management							
Gross Direct Costs	497,229	240,124	169,788	(70,336)	1,702	325,739	Staff turnover saving due to vacant posts.
Gross Direct Income	(130,000)	0	0	0	0	(130,000)	No Major Variances.
Support Service Charges	(367,229)	(134,202)	(134,202)	0	0	(233,027)	No Major Variances.
	0	105,922	35,586	(70,336)	1,702	(37,288)	
Ad Sustainable Growth							
Gross Direct Costs	84,324	42,162	42,838	676	0	41,486	No Major Variances.
Support Service Charges	(84,324)	(42,168)	(42,180)	(12)	0	(42,144)	No Major Variances.
	0	(6)	658	664	0	(658)	
Total Sustainable Growth	3,140,237	724,036	603,861	(120,175)	155,623	2,380,753	
Total Place and Climate Change	6,368,062	2,231,198	1,764,665	(466,533)	371,686	4,231,711	

Service Area Summaries P6 2022/23

Resources

Ad Finance, Assets & Legal

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Industrial Estates							
Gross Direct Costs	44,200	22,348	26,373	4,025	1,121	16,706	£7,787 Legal fees for lease of Industrials units. Offset by underspend of (£4,000) in relation to Marketing and Hornbeam. No other major variances.
Capital Charges	19,246	9,624	9,624	0	0	9,622	No Major Variances.
Gross Direct Income	(191,000)	(98,164)	(80,735)	17,429	0	(110,265)	Lower rental income due to vacant units.
Support Service Charges	89,740	44,868	44,868	0	0	44,872	No Major Variances.
	(37,814)	(21,324)	130	21,454	1,121	(39,065)	
Surveyors Allotments							
Gross Direct Costs	3,000	1,500	(200)	(1,700)	0	3,200	No Major Variances.
Gross Direct Income	(100)	(62)	(50)	12	0	(50)	No Major Variances.
Support Service Charges	18,660	9,330	9,330	0	0	9,330	No Major Variances.
	21,560	10,768	9,080	(1,688)	0	12,480	
Parklands							
Gross Direct Costs	36,768	18,113	14,175	(3,938)	1,141	21,453	Parklands has now been sold, we are expecting electrical charges to come through and other final payments to be made.
Gross Direct Income	(66,160)	(55,780)	(85,817)	(30,037)	0	19,657	Parklands has now been sold, income may slightly increase between now and the end of March 2023, due to some customers paying annual rent on a monthly basis.
Support Service Charges	47,560	23,778	23,778	0	0	23,782	
	18,168	(13,889)	(47,864)	(33,975)	1,141	64,892	
Revenue Services							
Gross Direct Costs	929,998	437,814	430,614	(7,200)	37,468	461,916	(£7,200) Underspend on employee costs due to Apprenticeship vacancies. No other major variances.
Gross Direct Income	(513,882)	(217,677)	(1,976,968)	(1,759,291)	0	1,463,086	(£1,759,283) Covid -19 B/f accruals from 2021/22 awaiting final reconciliation work and repayment to Department for Business, Energy & Industrial Strategy (BEIS).
Support Service Charges	605,740	302,874	302,844	(30)	0	302,896	No Major Variances.
	1,021,856	523,011	(1,243,511)	(1,766,521)	37,468	2,227,898	
Benefits Subsidy							
Gross Direct Costs	19,857,260	24,230	104,242	80,012	0	19,753,018	£103,534 Household support funded grants .
Gross Direct Income	(19,857,260)	(24,230)	(136,103)	(111,873)	0	(19,721,157)	(£13,367) Recoverable Charges. (£122,736) Household Support Fund allocation Two Funding.
	0	0	(31,861)	(31,861)	0	31,861	
Non Distributed Costs							
Gross Direct Costs	0	124,512	162,197	37,685	0	(162,197)	£37,663 Overspend in relation to Superannuation - Act. Strain. No other major variances.
	0	124,512	162,197	37,685	0	(162,197)	
Estates							
Gross Direct Costs	313,916	148,850	136,651	(12,199)	245	177,020	(£13,555) Underspend in relation to a vacant post, this has recently been recruited into. No other major variances.
Gross Direct Income	0	0	1,279	1,279	0	(1,279)	No Major Variances.
Support Service Charges	(313,916)	(151,110)	(151,110)	0	0	(162,806)	No Major Variances.
	0	(2,260)	(13,181)	(10,921)	245	12,936	
Admin Buildings							
Gross Direct Costs	590,702	292,440	327,658	35,218	29,400	233,644	See Note A.
Capital Charges	43,174	21,582	21,582	0	0	21,592	No Major Variances.
Gross Direct Income	(328,439)	(101,730)	(73,352)	28,378	0	(255,087)	See Note B.
Support Service Charges	(238,177)	(119,082)	(119,082)	0	0	(119,095)	No Major Variances.
	67,260	93,210	156,805	63,595	29,400	(118,945)	
Note A: £18,369 Overspend in relation to Scaffolding at Fakenham Connect. £31,261 Overspend in relation to Electricity Charges. (£7,500) Creditor Provision that has not yet had expenditure offset against it. Remainder is offset by various other minor variances.							
Note B: There was an error in the Zero Based Budgeting where a £19,508 Rental income budget was set against North Walsham Kings Arms Street that is not going to be achievable. Invoices are in the process of being raised totalling £6,875 to DWP in relation to Fakenham Service Charge. No other major variances.							
Corporate Finance							
Gross Direct Costs	501,010	250,512	165,904	(84,608)	411,970	(76,864)	See Note A.
Capital Charges	13,631	6,816	6,816	0	0	6,815	No Major Variances.
Support Service Charges	(514,641)	(257,352)	(257,382)	(30)	0	(257,259)	No Major Variances.
	0	(24)	(84,662)	(84,638)	411,970	(327,308)	
Note A: £10,906 Overspend in relation to subscriptions, no budget set for this during Zero Based Budgeting. (£67,490) Accrual in relation to Business rate contributions which have not yet been offset by expenditure, this will have no full year effect. (£30,051) in relation to staffing, however there will not be any full year effect due to costs of Interim Accountant and additional hours being worked by exchequer team in relation to system replacement. Full year effect will be around £15,000.							

Insurance & Risk Management

Gross Direct Costs	211,059	9,190	7,553	(1,638)	0	203,507	No Major Variances.
Gross Direct Income	0	0	376	376	0	(376)	No Major Variances.
Support Service Charges	(211,059)	(105,516)	(105,516)	0	0	(105,543)	No Major Variances.
	0	(96,326)	(97,587)	(1,261)	0	97,587	

Internal Audit

Gross Direct Costs	80,000	16,600	15,935	(665)	138,321	(74,256)	No Major Variances.
Support Service Charges	(80,000)	(39,996)	(39,996)	0	0	(40,004)	No Major Variances.
	0	(23,396)	(24,061)	(665)	138,321	(114,260)	

Chalets/Beach Huts

Gross Direct Costs	50,599	29,750	37,942	8,192	7,439	5,217	See Note A.
Gross Direct Income	(236,300)	(137,668)	(166,170)	(28,502)	0	(70,130)	(£5,720) Unbudgeted storage cost income and (£24,576) beach hut income. No other major variances.
Support Service Charges	102,760	51,378	51,378	0	0	51,382	No Major Variances.
	(82,941)	(56,540)	(76,850)	(20,310)	7,439	(13,531)	

Note A: £7,000 Overspend in relation chalet doors, to be funded from Major Repairs Reserves. £6,380 Overspend in relation to transportation of beach huts. Underspends of (£3,795) against Equipment Purchases and an underspend of (£3,200) in Other Professional Fees. No other major variances.

Investment Properties

Gross Direct Costs	172,176	78,654	121,529	42,875	28,637	22,010	See Note A.
Capital Charges	76,841	38,424	38,424	0	0	38,417	No Major Variances.
Gross Direct Income	(192,676)	(131,571)	(102,909)	28,662	0	(89,767)	See Note B.
Support Service Charges	147,150	73,590	73,590	0	0	73,560	No Major Variances.
	203,491	59,097	130,634	71,537	28,637	44,220	

Note A: £6,340 Overspend in relation to Repairs & Maintenance (Programmed) at Rocket House. £10,731 Overspend in relation to fencing support and other minor variances within Reactive Repairs and Maintenance. £4,150 Overspend in relation to R&M Service Charge at Rocket House in Cromer. £6,368 Overspend in relation to the Servicing of Lifts at Rocket House. £11,383 Overspend in Electric across all Other Lettings Sites. £5,455 Overspend in relation to Fakenham Travellers Site Rent. No other Major Variances.

Note B: £17,500 Debtor provisions for Rocket House in relation to 20/21 and 21/22 service charge. £5,000 Overspend due to debtor provision for Rocket House insurance recharge. £9,876 Overspend in relation to Rocket House Service Charge for 22/23. (£5,903) Underspend in relation to rental income in Other Lettings. No other major variances.

Central Costs

Gross Direct Costs	94,080	38,910	32,296	(6,614)	4,506	57,278	(£4,513) Underspend in relation to staffing. (£2,580) Underspend on Other Professional Fees.
Support Service Charges	(94,080)	(47,058)	(47,058)	0	0	(47,022)	No Major Variances.
	0	(8,148)	(14,762)	(6,614)	4,506	10,256	

Corporate & Democratic Core

Gross Direct Costs	229,700	117,268	11,183	(106,085)	8,282	210,235	(£130,000) Creditor provision in relation to audit fees for 20/21 and 21/22. £7,860 Overspend in relation to subscriptions. £9,355 Overspend in relation to bank charges. No other major variances.
Capital Charges	900,000	0	0	0	0	900,000	No Major Variances.
Gross Direct Income	0	0	(124,613)	(124,613)	0	124,613	(£125,000) Unbudgeted income from DCLG - Support for Levelling Up bid process.
Support Service Charges	1,265,540	632,778	632,742	(36)	0	632,798	No Major Variances.
	2,395,240	750,046	519,312	(230,734)	8,282	1,867,645	

Members Services

Gross Direct Costs	530,613	257,672	263,396	5,724	3,981	263,236	£9,376 Unbudgeted costs in relation to Youth Council Support, partly offset by various minor underspends.
Support Service Charges	76,050	38,052	38,052	0	0	37,998	No Major Variances.
	606,663	295,724	301,448	5,724	3,981	301,234	

Legal Services

Gross Direct Costs	553,481	288,958	273,536	(15,422)	1,911	278,034	(£20,499) Vacant post, partly offset by other prof. fees in relation to a legal case £7,266. No other major variances.
Gross Direct Income	(329,896)	(269,080)	(268,318)	762	0	(61,578)	See Note A.
Support Service Charges	(223,585)	(111,810)	(111,810)	0	0	(111,775)	No Major Variances.
	0	(91,932)	(106,593)	(14,661)	1,911	104,682	

Note A: Currently ahead of YTD budget, however due to staffing vacancies/capacity issues Legal are unable to continue to do some of the additional work outside of/in addition to SLA for extra income. It is therefore likely that this will impact on any further income achieved in 2022/23. Also, due to a further member of the legal team about to take up post with BCKLWN, there is a possibility of the Council having to pay back some of the SLA income due to not having the staff to fulfil that area of work. Potential Year end Effect of being £51,000 under budget.

Ad Finance, Assets & Legal

Gross Direct Costs	80,898	40,458	57,637	17,179	0	23,261	Employee costs in relation to unbudgeted supplement.
Support Service Charges	(80,898)	(40,452)	(40,452)	0	0	(40,446)	No Major Variances.
	0	6	17,185	17,179	0	(17,185)	

Total Finance Assets and Legal

	4,213,483	1,542,535	(444,139)	(1,986,674)	674,423	3,983,200	
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Service Area Summaries P6 2022/23

Resources

Ad Organisational Resources

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances.
	£	£	£	£	£	£	
Carparking							
Gross Direct Costs	963,000	598,176	628,400	30,224	300,039	34,561	In relation to Repairs and Maintenance.
Capital Charges	75,820	37,908	37,908	0	0	37,912	No Major Variances.
Gross Direct Income	(2,772,799)	(1,888,030)	(2,062,439)	(174,409)	0	(710,360)	(£166,401) In relation to credit card income.
Support Service Charges	149,690	84,852	84,852	0	0	64,838	No Major Variances.
	(1,584,289)	(1,167,094)	(1,311,279)	(144,185)	300,039	(573,049)	
It - Support Services							
Gross Direct Costs	1,802,688	792,093	795,821	3,728	254,003	752,864	See Note A.
Capital Charges	127,978	63,990	63,990	0	0	63,988	No Major Variances.
Gross Direct Income	0	0	(5,000)	(5,000)	0	5,000	(£5000) income from Local Government Authority (LGA), to be spent on cyber training.
Support Service Charges	(1,930,666)	(965,370)	(965,424)	(54)	0	(965,242)	No Major Variances.
	0	(109,287)	(110,613)	(1,326)	254,003	(143,390)	
Note A: (£21,932) Underspend in relation to staff vacancies. £12,402 Overspend in relation to Filestore Implementation and Upgrade. £9,491 overspend in relation to software licence for 21/22 financial year being paid in current financial year.							
Poppyfields							
Gross Direct Costs	22,814	10,156	8,025	(2,131)	13,750	1,039	No Major Variances.
Support Service Charges	21,820	10,908	10,908	0	0	10,912	No Major Variances.
	44,634	21,064	18,933	(2,131)	13,750	11,951	
Property Services							
Gross Direct Costs	606,813	306,708	327,058	20,350	35,274	244,481	(£3,356) Underspend on employee costs, £4,460 overspend in relation to waste storage/disposal, £5,410 Material purchase overspend including barrier replacements. £11,490 miscoded capital costs in revenue. Remainder made up of other minor variances.
Capital Charges	47,755	23,880	23,880	0	0	23,875	No Major Variances.
Gross Direct Income	(10,000)	(2,500)	(595)	1,905	0	(9,405)	No Major Variances.
Support Service Charges	(644,568)	(322,278)	(322,308)	(30)	0	(322,260)	No Major Variances.
	0	5,810	28,035	22,225	35,274	(63,309)	
Playgrounds							
Gross Direct Costs	77,200	36,450	50,508	14,058	21,061	5,631	£3075 Supplying and installing equipment, to be funded from Major Repairs Reserve. £5,938 Equipment purchases. The remaining balance consists of minor variances.
Support Service Charges	59,340	29,670	29,670	0	0	29,670	No Major Variances.
	136,540	66,120	80,178	14,058	21,061	35,301	
Community Centres							
Gross Direct Costs	5,800	5,684	12,521	6,837	1,081	(7,802)	£6,476 Over budget on Rep & Maintenance (Reactive) due to roof repairs at Fakenham. No other major variances.
Support Service Charges	16,010	8,010	8,010	0	0	8,000	No Major Variances.
	21,810	13,694	20,531	6,837	1,081	198	
Tourist Information Centres							
Gross Direct Costs	95,580	50,375	66,078	15,703	13,482	16,020	£9,091 Electricity costs, no other major variances.
Capital Charges	6,040	3,018	3,018	0	0	3,022	No Major Variances.
Gross Direct Income	(30,170)	(21,324)	(20,726)	598	0	(9,444)	No Major Variances.
Support Service Charges	51,550	25,788	25,788	0	0	25,762	No Major Variances.
	123,000	57,857	74,158	16,301	13,482	35,360	
Public Conveniences							
Gross Direct Costs	603,314	299,886	345,721	45,835	64,571	193,022	See Note A.
Capital Charges	82,028	41,016	41,016	0	0	41,012	No Major Variances.
Support Service Charges	190,120	95,058	95,058	0	0	95,062	No Major Variances.
	875,462	435,960	481,795	45,835	64,571	329,096	
Note A: £8,125 R&M Buildings Unbudgeted vandalism and arson costs. £6,713 Drain down of water for most public conveniences. £10,900 Electricity Costs. £8,435 Toilet Unit Hire at Weybourne. £9,280 Sanitary & Nappy waste collection service. £8,868 Cromer Melbourne - removal of internal walls.							
Digital Transformation							
Gross Direct Costs	164,485	82,242	65,613	(16,629)	14,630	84,242	(£16,754) Vacant Systems Administration Officer, however it has been agreed that this budget can be moved to IT infrastructure to create a new Technical Support Officer Level 1 post.
Support Service Charges	388,280	194,148	194,148	0	0	194,132	No Major Variances.
	552,765	276,390	259,761	(16,629)	14,630	278,374	
Reprographics							
Gross Direct Costs	82,889	38,328	37,853	(475)	24,638	20,398	No Major Variances.
Gross Direct Income	(7,500)	(3,750)	(1,309)	2,441	0	(6,191)	Reduction in income from external clients since COVID, some customers no longer exist and other customers are not ordering as much to keep costs down.
Support Service Charges	(75,389)	(37,686)	(37,686)	0	0	(37,703)	No Major Variances.
	0	(3,108)	(1,143)	1,965	24,638	(23,495)	

Customer Services - Corporate

Gross Direct Costs	929,444	457,332	414,228	(43,104)	11,152	504,064	Staff vacancies. No other major variances.
Capital Charges	54,056	27,024	27,024	0	0	27,032	No Major Variances.
Gross Direct Income	(17,250)	(11,936)	(10,760)	1,176	0	(6,490)	No Major Variances.
Support Service Charges	(966,250)	(483,150)	(483,186)	(36)	0	(483,064)	No Major Variances.
	0	(10,730)	(52,694)	(41,964)	11,152	41,542	

Ad Organisational Resources

Gross Direct Costs	76,955	38,472	42,447	3,975	0	34,508	Employee being paid on a higher spinal point than budgeted.
Support Service Charges	(76,955)	(38,472)	(38,472)	0	0	(38,483)	No Major Variances.
	0	0	3,975	3,975	0	(3,975)	

Total Organisational Resources

	169,922	(413,324)	(508,363)	(95,040)	753,681	(75,395)
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Total Resources

	4,383,405	1,129,211	(952,502)	(2,081,714)	1,428,103	3,907,804
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Reserves Statement 2021-22 Outturn + Budgeted movements 2022-23 onwards

Reserve	Purpose and Use of Reserve	Balance 01/04/22	Updated Budgeted Movement 2022/23	Balance 01/04/23	Budgeted Movement 2023/24	Balance 01/04/24	Budgeted Movement 2024/25	Balance 01/04/25	Budgeted Movement 2025/26	Balance 01/04/26
		£	£	£	£	£	£	£	£	£
General Fund - General Reserve	A working balance and contingency, current recommended balance is £2.1 million.	2,945,766	(76,043)	2,869,723	(63,206)	2,806,517	0	2,806,517	0	2,806,517
Earmarked Reserves:										
Capital Projects	To provide funding for capital developments and purchase of major assets.	555,618	0	555,618	0	555,618	0	555,618	0	555,618
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	882,030	(24,534)	857,496	5,466	862,962	10,466	873,428	10,466	883,894
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	749,248	(32,303)	716,945	(8,877)	708,068	0	708,068	0	708,068
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	224,115	0	224,115	0	224,115	0	224,115	0	224,115
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	4,256,294	(18,000)	4,238,294	(18,000)	4,220,294	(18,000)	4,202,294	(18,000)	4,184,294
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	299,889	(62,422)	237,467	0	237,467	0	237,467	0	237,467
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	569,776	(275,000)	294,776	(275,000)	19,776	0	19,776	0	19,776
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	4,326,421	(2,117,608)	2,208,813	(577,865)	1,630,948	(61,708)	1,569,240	0	1,569,240
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	197,621	0	197,621	0	197,621	0	197,621	0	197,621
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	103,000	50,000	153,000	(150,000)	3,000	50,000	53,000	50,000	103,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	90,125	0	90,125	0	90,125	0	90,125	0	90,125

Reserves Statement 2021-22 Outturn + Budgeted movements 2022-23 onwards

Appendix C

Reserve	Purpose and Use of Reserve	Balance	Updated	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance
		01/04/22	Budgeted Movement 2022/23	01/04/23	Movement 2023/24	01/04/24	Movement 2024/25	01/04/25	Movement 2025/26	01/04/26
		£	£	£	£	£	£	£	£	£
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	311,193	0	311,193	0	311,193	0	311,193	0	311,193
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	150,000	0	150,000	0	150,000	0	150,000	0	150,000
Grants	Revenue Grants received and due to timing issues not used in the year.	2,357,656	(131,476)	2,226,180	0	2,226,180		2,226,180		2,226,180
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	2,107,358	(544,192)	1,563,166	(517,411)	1,045,755	0	1,045,755	0	1,045,755
Land Charges	To mitigate the impact of potential income reductions.	339,152	0	339,152	0	339,152	0	339,152	0	339,152
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	124,323	(29,612)	94,711	(29,612)	65,099	0	65,099	0	65,099
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	329,207	150,000	479,207	280,000	759,207	280,000	1,039,207	280,000	1,319,207
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	222,543	(160,000)	62,543	0	62,543	0	62,543	0	62,543
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	173,097	(59,156)	113,941	0	113,941	0	113,941	0	113,941
Pathfinder	To help Coastal Communities adapt to coastal changes.	89,566	0	89,566	0	89,566	0	89,566	0	89,566
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	217,926	0	217,926	50,000	267,926	50,000	317,926	50,000	367,926
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	898,995	130,453	1,029,448	0	1,029,448	0	1,029,448	0	1,029,448
Sports Hall Equipment & Sports Facilities	To support renewals for sports hall equipment. Amount transferred in the year represents over or under achievement of income target.	(0)	0	(0)	0	(0)	0	(0)	0	(0)
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	500,000	0	500,000		500,000	0	500,000	0	500,000
Total Reserves		23,020,918	(3,199,893)	19,821,025	(1,304,505)	18,516,520	310,758	18,827,278	372,466	19,199,744

PRUDENTIAL INDICATORS 2021-22

Summary:	This report presents the out-turn position in respect of the Prudential Indicators for 2021-22.
Options considered:	To approve the out-turn position in respect of the 2021-22 Prudential Indicators, or Do nothing.
Conclusions:	The Prudential Indicators for 2021-22 are fully complied with.
Recommendations:	Members are asked to consider the report and recommend the following to Full Council: That the out-turn position in respect of the 2021-22 Prudential Indicators are approved
Reasons for Recommendations:	To meet the requirements of the CIPFA Prudential Code and the CIPFA Treasury Management code of Practice.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report, which do not contain exempt information and which are not published elsewhere)

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Cabinet Member(s) Cllr Eric Seward	Ward(s) affected N/A
Contact Officer, telephone number and email: Alison Chubbock, 07967 325037, alison.chubbock@north-norfolk.gov.uk	

1. Introduction

- 1.1 The Local Government Act requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Council has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

This report is usually an appendix to the out-turn report, but has been brought as a separate item as not all indicators were available for the September/October committee cycle.

2. Prudential Indicators

Capital Expenditure

- 2.1 This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax.

Capital Expenditure	2021-22 Estimate £'000	2021-22 Out-turn £'000
Total	20,649	9,183

- 2.2 Capital expenditure will be financed or funded as follow:

Capital Financing	2021-22 Estimate £'000	2021-22 Out-turn £'000
Capital receipts	3,259	1,211
Government grants and other contributions	8,806	2,343
Revenue contributions & Reserves	4,094	1,319
Internal/external borrowing	4,490	4,310
Total Financing	20,649	9,183

Capital Financing Requirement

- 2.3 The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and financing.

Capital Financing Requirement	2021-22 Estimate £'000	2021-22 Out-turn £'000
Total CFR	13,957	15,952

A portion of CFR indicated in the table relates to loans provided under the Local Investment Strategy. Although initially this would have increased the CFR, the capital receipts generated by the annual repayments on the loans will be applied to reduce the CFR across subsequent years. The remainder of the CFR relates to capital projects undertaken during the year that were funded through internal borrowing.

Authorised Limit and Operational Boundary for External Debt

- 2.4 The Council has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Council, and not just those arising from capital spending reflected in the CFR.

The Authorised Limit sets the maximum level of external debt on a gross basis (i.e. excluding investments) for the Council. It is measured against all external debt items (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities). The indicator separately identifies borrowing from other long term liabilities such as finance leases. It is

consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.

The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

The Operational Boundary is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario, and without the additional headroom included within the Authorised Limit for unusual cash movements.

	2021-22 Estimate £'000	2021-22 Out-turn £'000
Authorised limit for borrowing	28,400	28,400
Authorised limit for other long-term liabilities	3,000	3,000
Authorised limit for external debt	31,400	31,400
Operational boundary for borrowing	23,530	23,530
Operational boundary for other long-term liabilities	2,000	2,000
Operational boundary for external debt	25,530	25,530

Ration of Financing Costs to Net Revenue Stream

- 2.5 This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs. The definition of financing costs is set out in the Prudential Code.

The ratio is based on the costs net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2021-22 Estimate £'000	2021-22 Out-turn £'000
Total	(5.02%)	(5.66%)

The indicator is negative because the Council has interest receivable and minimal financing costs.

Adoption of the CIPFA Treasury Management Code

- 2.6 This indicator demonstrates that the Council has adopted the principles of best practice.

Adoption of the CIPFA Code of Practice in Treasury Management
The Council approved the adoption of the CIPFA Treasury Management Code at Full Council on 28 April 2022

3. Corporate Plan Objectives

3.1 This report is regulatory in nature as does not directly support any individual corporate plan objectives.

4. Medium Term Financial Strategy

4.1 None as a result of this report

5. Financial and Resource Implications

5.1 The Prudential indicators form part of overall financial indicators for the 2021-22 year

6. Legal Implications

6.1 None as a result of this report

7. Risks

7.1 None as a result of this report

8. Impact on Climate Change

8.1 None as a result of this report

9. Equality and Diversity

9.1 None as a result of this report

10. Section 17 Crime and Disorder considerations

10.1 None as a result of this report

11. Conclusion (including recommendations)

The Prudential Indicators for 2021-22 are fully complied with

PERFORMANCE MANAGEMENT FRAMEWORK

Summary: To present to Cabinet the outcome of the Performance Management Framework Project. That is a new Performance Management Framework

Options considered:

1. Continue with the current performance management framework.
2. Withdraw the current framework and not replace it.
3. Produce a new Performance Management Framework.

Conclusions: The attached Performance Management Framework, Appendix A, meets the needs of the Council and provides a framework that is fit for purpose.

Recommendations: **Cabinet is recommended to approve the Performance Management Framework and delegate authority to the Chief Executive to approve any amendments to the framework prior to the full review in four years' time.**

Reasons for Recommendations: To ensure the Council has a Performance Management Framework that is fit for purpose.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report, which do not contain exempt information and which are not published elsewhere)

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Cabinet Member(s) Cllr T Adams	Ward(s) affected All
Contact Officer, telephone number and email: Helen Thomas, Policy & Performance Management Officer	

1. Introduction

1.1 Audit Recommendation

In October 2021 the audit report for Performance Management, Corporate Policy and Business Planning recommended a review and update of the Performance Management Framework.

On reviewing the framework we found that it was no longer fit for purpose and a new framework document was required.

1.2 Project Proposal

Earlier in 2022 (May) a project proposal to produce a new framework was approved by CLT and the work outlined in the proposal started. The objectives of the project are:

- To have a framework that is fit for purpose.
- A clear understanding of the outcomes required and the expectations the Council have of staff and management with regard to:
 - measurable outcomes,
 - approaches to problem solving and
 - delivery.
- Achievement of corporate objectives as laid out in the Corporate Plan and Delivery Plan.

2. Producing the framework

2.1 From April to August a new framework has been developed building on best practice at other local authorities and guidance available online, developments in recent years at NNDC and consultation with officers and officer groups at NNDC as follows.

- Discussions with Service Managers Group performance management themed group
- Review by Management Team
- Approval by CLT
- Shared with the portfolio holder the Leader of the Council
- Pre-scrutiny at Overview and Scrutiny Committee meeting on 28 September 2022 (no recommendations for amendments made)

2.2 We are now at the point of approving the final draft.

3. Next Steps

3.1 After approval of the draft framework, it will be implemented with all staff and Members.

3.2 While there will be a formal review period of four years the document will be under continuous review and amendment as the need and developments in managing performance are brought forward. This is likely to include:

3.2.1 Developments proposed by the recently constituted Managers Group Performance Management Themed Group.

3.2.2 Developments to manage the delivery of the next Corporate Plan.

3.3 These interim amendments will require the approval of the Chief Executive.

4. Corporate Plan Objectives

4.1 The Performance Management Frameworks purpose is to ensure that the Council achieves the objectives as set out in the Corporate Plan and provides the means to do so. It also aims to ensure that services are managed and delivered efficiently and effectively to meet the needs of residents, businesses and visitors.

4. **Medium Term Financial Strategy**
None
5. **Financial and Resource Implications**
Working efficiently and effectively will be achieved with a good understanding of performance and what leads to good performance.
6. **Legal Implications**
None.
7. **Risks**
The implementation of the revised framework and effective performance management will reduce the risk to the Council of; not achieving the objectives in the Corporate Plan and poor service delivery.
8. **Sustainability**
The framework will provide guidance in setting and achieving environmental goals.
9. **Climate / Carbon impact**
The framework will provide guidance in setting and achieving environmental goals.
10. **Equality and Diversity**
The framework encourages setting clear goals to meet local need. This will enhance equality and diversity.
11. **Section 17 Crime and Disorder considerations**
None.
12. **Conclusion and Recommendations**
The attached Performance Management Framework, Appendix X, meets the needs of the Council and provides a framework that is fit for purpose.
Cabinet is recommended to approve the Performance Management Framework and delegate authority to the Chief Executive to approve any amendments to the framework prior to the full review in four years' time.

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**NORTH
NORFOLK
DISTRICT
COUNCIL**

Performance Management Framework



**24 August 2022
Version 03.05**

Foreword

The purpose of this document is to introduce North Norfolk District Council's (NNDC) Performance Management Framework, promote its communication and understanding, and to provide guidance to those with responsibilities for ensuring that it is applied effectively and consistently.

As a Council, we are accountable for delivering in a complex and changing environment. Establishing and embedding effective Performance Management is critical to the successful delivery of the Council's Vision, Mission, Corporate Plan Themes and Strategies.

The Performance Management Framework sets out an enhanced and integrated approach that builds on our existing practice. The Framework is intended to support the links from our Vision, Mission, Corporate Plan Themes and Strategies with service delivery for Departments and Teams and individual goals.

We are committed to implementing an organisation-wide planning and performance management culture that exemplifies high levels of trust, honesty, and transparency, enabling us to celebrate success but also identify areas for improvement as early as possible to establish effective remedial action.

In a climate of increased uncertainty alongside opportunities to innovate, this framework is considered critical to our future direction and progress as an organisation; it provides essential guidance by articulating our performance management objectives and approach.

Steve Blatch
Chief Executive
North Norfolk District Council

Cllr Tim Adams
Leader of the Council
North Norfolk District Council

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Introduction

Strong performance management and a culture of striving for continuous improvement and high standards of service delivery through corporate learning and a willingness to reflect and learn lessons from what goes well and not so well alongside reviewing best practice from elsewhere, should underpin North Norfolk District Council's vision of wanting to make North Norfolk an even better place to live, work, do business and visit.

The Council has had a Performance Management Framework since 2007, and whilst this has periodically been reviewed and updated, there has not been a fundamental review of the principles underpinning the framework.

This revised framework shows the relationship between the outcomes the Council wants to achieve, and the inputs, processes and outputs required to achieve those outcomes, assist in its communication and understanding and provide guidance to those with responsibilities for ensuring that it is applied effectively and consistently.

Performance management is central to achieving the Council's vision and delivering our mission for the residents, businesses and communities of North Norfolk:

Vision - making North Norfolk an even better place to live, work, do business and visit

Mission - Engaging with our communities to create a fair, welcoming and inclusive North Norfolk where everyone can thrive and secure quality homes, good jobs whilst protecting and conserving our environment and delivering a sustainable future

Effective performance management comes from the Council having a clear idea of what we want to do, where we want to get to, what impact we want to have and how we will do that. For the Council, this starts with our Corporate Plan and Delivery Plan.

Public services in North Norfolk, as elsewhere, are facing a range of challenges. Performance management helps us make informed choices about how to respond to these challenges and measure the impact of our decisions and performance. We review our progress against our corporate priorities:

Local Homes for Local Need -
residents have access to a home they can afford

Boosting Business Sustainability and Growth -
support new job-creating investment which strengthens and broadens the business base and employment opportunities

Customer Focus -
customers are at the heart of everything we do

Climate, Coast and the Environment -
tackling climate change and reducing the Council's carbon footprint

Quality of Life -
improving the wellbeing of older people and providing and supporting facilities and activities which improve local people's mental and physical wellbeing

Financial Sustainability and Growth -
work smarter in maintaining the Council's sound finances whilst delivering better for our residents and communities

This Performance Management Framework sets out how we manage the performance of the Council. The framework ensures that there is a consistent, streamlined and joined-up approach to performance across the Council. It sets out:

- the purpose and scope of performance management
- how our culture underpins our performance management
- the elements that make up our performance management system
- the roles of our Councillors, our employees, our residents and businesses
- our Key Performance Measures (KPMs)
- the procedure for adding and removing KPMs
- a KPMs quality standards checklist

What is Performance Management?

Performance management focuses on outcomes

Increasingly, the Council is faced with having to deliver more for less – i.e. seeing increased demand for its services against a background of less money. In these circumstances, strong performance management needs to be seen as a key tool, integrated into policy making and management processes, in transforming practices to focus on achieving improved outcomes for the district.

Performance management requires an ongoing commitment to assess needs and improve service delivery, quality and outcomes. Traditionally local authorities have measured outputs and inputs, efficiency and overall effectiveness. Such measurement and reporting is a critical component of performance management. However, measuring and reporting on their own have rarely led to organisational learning and improved outcomes. Effective performance management systematically uses measurement data to facilitate learning and improvement; to embed a focus on outcomes; and evidence improvement.

Performance information provides the facts for leaders to act on

Better information enables elected representatives, leaders, managers, residents and local businesses to:

- recognise success;
- identify problem areas;
- respond with appropriate actions; and
- learn from experience and apply that knowledge to better serve the public.

A good framework of performance measures provides factual information which can be used in making decisions for the planning, budgeting, management, and evaluation of the Council's performance, allowing residents to see what they are getting for their money and enabling the Council to assess if objectives are being met and learn how to achieve them more effectively and at a lower cost.

Components of Performance Management

Performance management begins with setting priorities that are relevant to Corporate Plan themes, taking account of stakeholders' needs and expectations. It provides a focus for the Council's resources and establishes a direction of travel that will deliver results and provide the greatest contribution towards achieving the desired outcomes.

The Council's elected members, staff and partners at all levels need to develop an understanding of the public's needs and expectations, including at a local level, and incorporate these into decision-making, by engaging with residents and businesses about what they want and need from the service provided.

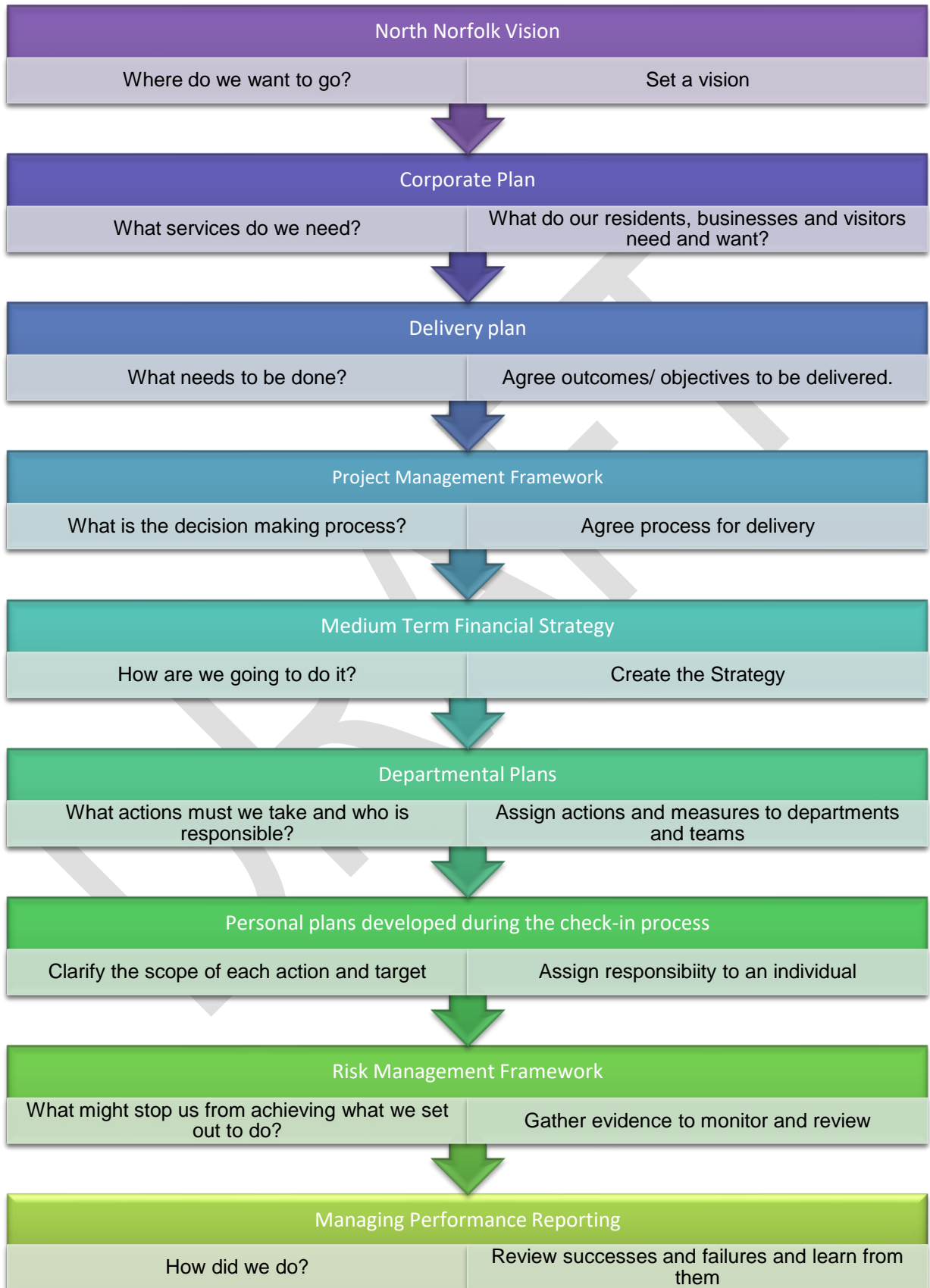
The Council needs to maintain a deep understanding of the legal, political, technological, economic, and operating context within which the council operates to achieve their objectives. The Council has a range of statutory obligations, while political commitments might change with each administration and new obligations also arise frequently in response to national and increasingly international issues – most recently in response to issues such

as climate change, the COVID pandemic, cost of living increases. Strategic planning should systematically address the organisation's purpose, internal and external environment, and value to stakeholders, and it should be used to set long-term aims. In addition to setting direction, performance-driven strategic planning enables the Council to evaluate performance in relation to objectives, so information on past performance can inform and help improve future performance.

Performance Management Plans

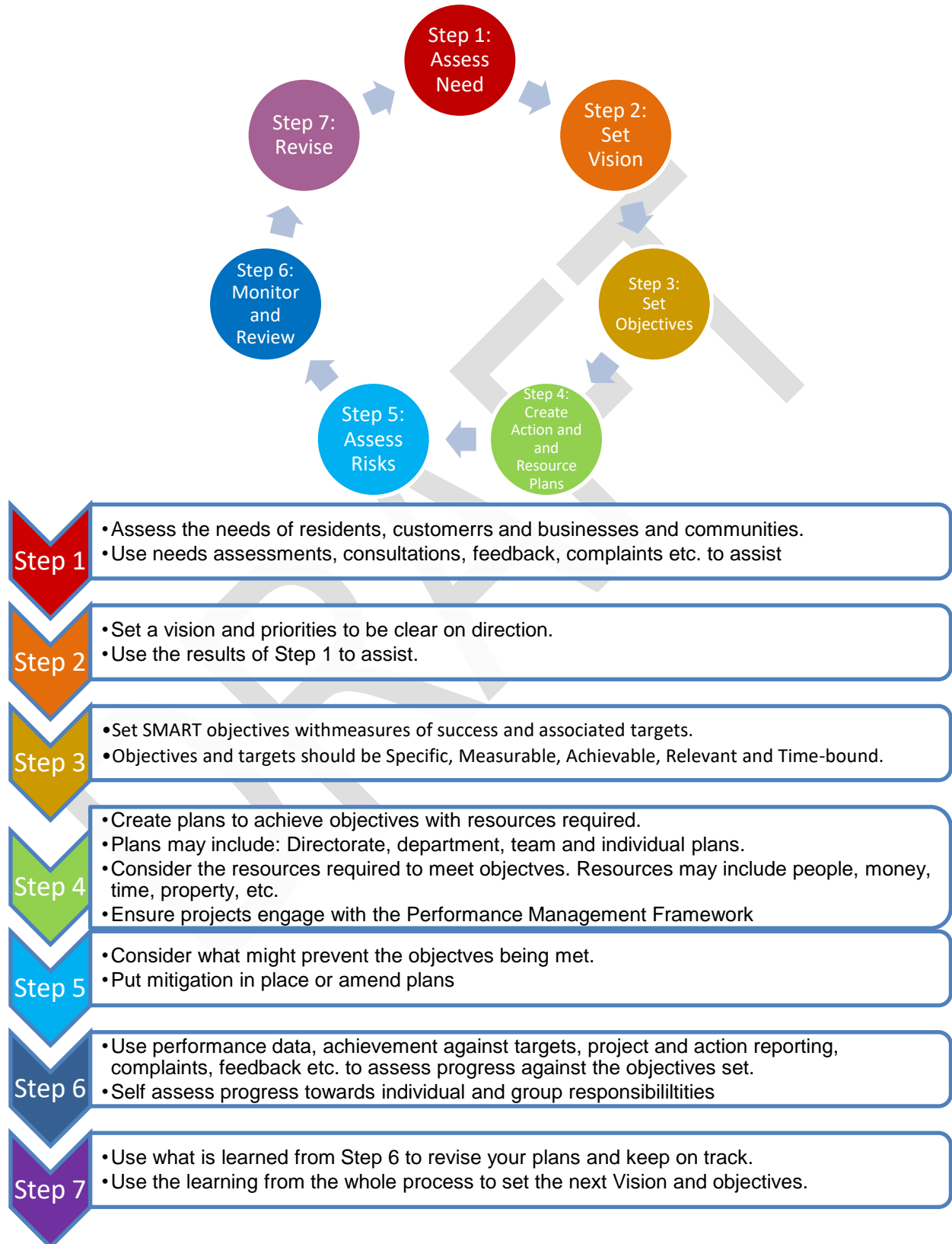
- **The Corporate Plan (where do we want to go?)**
A four-year plan that sets out the Council's medium-term vision and priorities and the outcomes it hopes to achieve for North Norfolk's communities within the resources available. This is turning local political ambitions as outlined to residents through party manifestos at the four yearly Full Council elections into policy and delivery.
- **The Delivery Plan (what needs to be done?)**
A regularly reviewed plan which sets out the key delivery outcomes and activities for the whole Council, and supports the delivery of the Corporate Plan
- **The Medium Term Financial Plan (how are we going to do it?)**
A plan which sets out the Council's strategic approach to the management of its finances and how it will allocate available resources to strategic priorities and deliver planned outcomes. The MFTP is reviewed annually.
- **Department/Team Plans (what actions must we take and who is responsible?)**
Annual plans that act as the interface between the Corporate Plan and service delivery – turning ambition into delivery. They set out the operational activities that will be undertaken to ensure the priority outcomes are met. Integrated within these plans are relevant performance measures and delivery plan actions.
- **The Quarterly Check-in process (what actions must we take and who is responsible?)**
These is a compulsory process which includes reviewing progress and agreeing personal objectives for each individual member of staff. These are agreed between staff and their line manager once each quarter. Agreed targets must be monitored throughout the year. These plans also set out the development activities that are deemed necessary to assist officers to successfully achieve their agreed targets and should make clear reference to which performance indicators and actions the individuals contribute towards.

The diagram below shows how the vision for North Norfolk reaches into all parts of the Council so that each person in the authority can make a contribution to achieving the vision.



The Business Planning Cycle

These documents are the parts of a cycle of activity that needs to be undertaken and repeated on a regular basis as set out below. The diagram shows the cycle of activity involved in business planning and performance management. The following table provides further information to explain each stage of the steps.



A strong performance management culture - Values and Behaviours

In addition to what we do – our vision and strategy, it is important to consider how we do it – our values and behaviours/principles. Alongside the setting of the vision, objectives, and development of plans our set of values needs to be reviewed and implemented. These values should be consistent with and complementary to the Vision.



To build on these values a set of behaviours has been developed to demonstrate to staff what those values mean in terms of how we work and achieve our vision. The proposed behaviours are listed below with an outline for each of the behaviours expected when carrying out business planning and performance management.

Putting customers first - goals or targets which are challenging but achievable and realistically reflect the level of funding and resources available – so that we deliver the best possible outcomes for the people of North Norfolk. Services do not shy away from setting a goal or target when it would be appropriate to do so; and that elected members and management also recognise that goals and targets can change as the situation requires.

Being adaptable – performance management adapts to the needs of each service including the legal, regulatory and policy frameworks of each area; as well as the needs of the authority. Where possible, departments are flexible in working together to adopt common reporting arrangements.

Always improving – a learning culture where performance management is used to understand what went well, what did not work as planned, and what could be done better. There is no blame culture; poor performance is not used to apportion blame to a service area; but is used to help recognise where things can be done better and work collaboratively to make that happen.

Working together – where possible, performance information is shared openly between people who need to or have a right to know; whether they are in another part of the Council or in a partner organisation. Information is shared by default, and not suppressed just because they may reveal something uncomfortable.

Leading by example – everybody works together collaboratively and recognises that they have a role in the Council’s performance management no matter where they are in the formal hierarchy; and everyone takes steps to ensure information is recorded accurately.

Understanding how we work – to ensure that performance reports and dashboards provide the right information to the right people at the right time. Departments work together in having a simple, consistent set of performance indicators to minimise duplication: write once, use anywhere.

All performance management processes including the business planning cycle, developing performance measures to the check-in process need to support and embed these behaviours. To ratify and update these values and behaviours will require regular review and implementation processes thereafter.

Performance Measures

Measures can inform decision-makers on a wide variety of topics, including quantity and quality; efficiency and effectiveness; and impact. The performance information therefore needs to be accurate, timely and meaningful.

When developing performance information, it is important to keep things simple. Performance measures should add value: there is little purpose in developing large suites of performance measures, but it is important that the right measures are identified. Successful delivery of an outcomes-focused Corporate Plan depends on identifying the actions and interventions that will contribute best to delivering the desired outcomes.

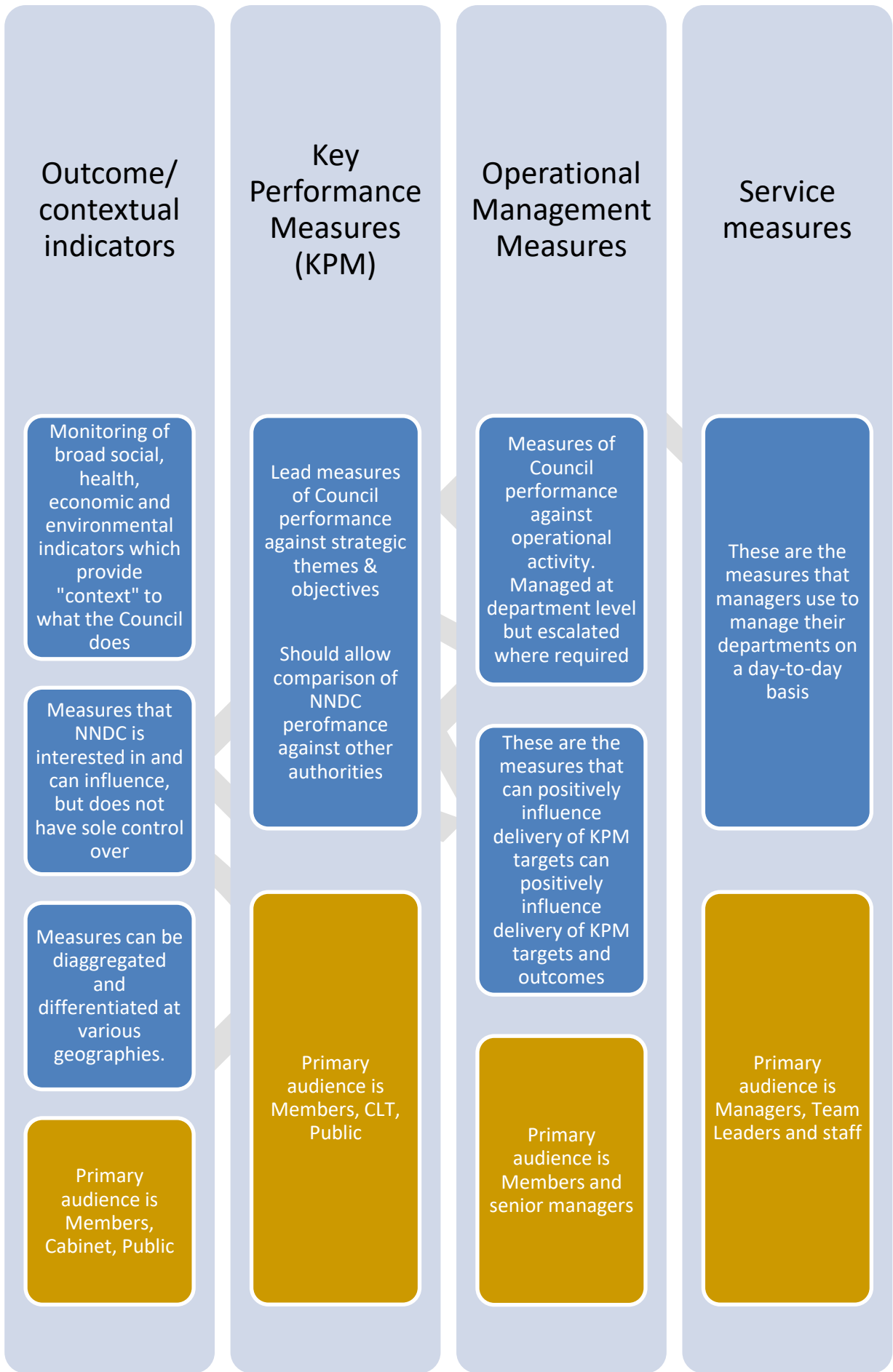
Useful performance information depends on SMART measures i.e. Specific, Measureable, Achievable, Relevant and Time-bound. Measures should be clear and concise and easy for anyone with no prior knowledge of the area to understand.

Types of Measure

Measures used to assess achievement at the Council are on four levels. A set of outcome/contextual indicators, Key Performance Measures (KPM), operational Management Measures and day-to-day service delivery measures.

Outcome indicators, or contextual measures, monitor broad social, health, economic and environmental indicators. They are indicators that the Council is interested in and to some extent can influence but does not have sole control over. They are indicators that will be useful in the business planning process when making decisions regarding the priorities of the Council.

The table below outlines the purpose of each level of measure.



Measures can also be categorised as follows. To ensure a balanced view of performance is achieved at every level a mix of the performance measure types below should be used where data is available.

- **Outcomes or contextual indicators** that our strategies can influence but not directly control and show whether or not people are better off in some way (e.g. long-term ones like life expectancy or short-term ones like unemployment). These measures should be reviewed as absolute numbers and percentages to give a full picture where the data is available;
- **Outputs** showing how much a service has delivered of something i.e. a quantity measure (e.g. businesses supported); and allows comparison with other local authorities or service providers, albeit seen with reference to the contextual indicators above in that no two areas are exactly the same
- **Inputs** demonstrating efficiency in our resource usage (e.g. savings delivered) or the quality of the input (e.g. % on time); and
- **Perceptions** showing what residents think of our services (e.g., respondents satisfied).

For longer-term goals, both leading and lagging indicators may be needed to ensure performance is on track. They tell the Council whether or not we are accomplishing our goals (lagging) and whether we are on the right track to accomplish future goals (leading). In general, leading indicators can be thought of as drivers, and lagging indicators can be thought of as outcomes.



The terms performance measures and performance indicators are often used interchangeably. However, there is a distinction. A performance measure is a quantifiable expression of the amount, cost or result of activities. By contrast, performance indicators provide a proxy where it is not feasible to develop a clear and simple measure.

The KPMs to be used in 2022/23 and onwards are presented in Appendix A. These have been through a development process since the Corporate Plan 2019-23 was adopted. The KPMs have been mapped against the six themes in the Corporate Plan, enabling the Council to monitor and manage performance in these priority areas. Other KPMs and Management Measures are continually in development following the process laid down in Appendix B. These new measures emerge due to the development, approval and implementation of new Council strategies.

Benchmarking

The comparison of key performance data against other local authorities, other public and private sector bodies, allows us to put performance into context with similar services. It allows measurement of whether outturn is above average, average or below average and whether value for money is being secured for the investments made. It helps to evaluate our own position and should be undertaken regularly as part of effective performance management

activities. It also helps us to provide links between our levels of performance and any unique factors faced in North Norfolk. Benchmarking allows the Council to;

1. See how we fare against our peers, albeit recognising that no two local authority areas are exactly the same
2. Decide whether or not the areas where we don't do well relatively or appear to be overspending is important to North Norfolk District Council or our residents, communities and businesses; and then
3. Take action to improve performance by learning lessons from those authorities that are achieving high performance and/or low cost.

Types of performance benchmarks that allow comparisons to be made may include:

Time – comparing a month/quarter/year's performance with that of previously

Standards - comparing performance against a local, regional, national or statutory requirement

Intra-service – comparing performance of one internal department against another

Inter-service – comparing performance against other local authorities or public sector bodies

External – comparing performance against private sector organisations or other types of service providers

Data maintenance

- All monthly performance measures will be updated by the 10th of the month following the end of the month including management progress reports/ action notes where performance is below target or going in the wrong direction where a target is not set.
- All quarterly performance measures will be updated by the 10th of the month following the end of the quarter including management progress reports/ action notes where performance is below target or going in the wrong direction where a target is not set.
- All annual performance measures will be updated by the end of the month following the end of the year including management progress reports/ action notes where performance is below target or going in the wrong direction where a target is not set.
- Progress in delivering all actions will be reviewed and updated at least quarterly.
- Actions should be developed, approved and implemented in compliance with the Project Management Framework.
- Exceptions may be made with prior agreement from the relevant Assistant Director.
- Data will be collected and managed in accordance with the Data Quality Policy.

Reporting Framework

Our Cabinet and Overview and Scrutiny Committee receive and consider performance reports quarterly.

Reports contain information about each measure including:

- Red / Amber / Green (RAG) status (for the year-to-date).
- The actual value of the measure (for the year-to-date).
- Current targets (YTD).

- Direction of change in performance, showing whether performance is improving or deteriorating.
- Commentary on the measure. The commentary adds qualitative information about the service or circumstances the indicator measures. If the indicator is off target, it explains what action is being taken to return to target.

Progress in implementing the Delivery Plan is reported.

Reports contain information about each action including:

- Red / Amber / Green (RAG) status.
- Commentary on the indicator. The commentary adds qualitative information about the action. If there is an issue with the action it explains the issue and explains what action is being taken to return to ensure delivery.
- The officer responsible for the action.
- Start date – when the action actually started.
- The planned due date.
- The estimated end date/ completion date – the date the officer responsible expects the action to be completed or, where the action has been completed, the date that occurred.

Overview and Scrutiny Committee receive benchmarking reports based on the LGInform benchmarking data quarterly. Management reports are provided where measures are in the worst quartile compared to our CIPFA nearest neighbours group of local authorities. The measures monitored are reviewed and updated every six months.

Full Council receive Portfolio Holder Reports giving detail about the operational performance of the Departments in their portfolio. The reports include; Progress on Portfolio Matters, Forthcoming Activities and Developments and Meetings attended.

Development Committee reviews the performance of Planning caseload on a monthly basis.

Our Committee meetings are open to the public. We record and publish them on our YouTube channel.

Corporate Leadership Team review monthly the performance of all Key Performance Measures and all Management Measures on an exceptions basis.

Management Team will review all Management Measures on a monthly basis.

Transparent Communication

We commit to being accountable to our residents and businesses. We publish our performance information on public websites and social media, so that people can review our performance.

- Visit the Council section of our website to read our Corporate Plan and performance reports. Performance reports are provided to Committees which are published and discussed publicly. These are available on the Council's 'Agenda and Minutes' pages.
- The progress in achieving the Corporate Plan and implementing the Delivery Plan is presented in an accessible and user friendly way on our Performance Portal, accessible from our website.
- LG Inform is the local area benchmarking tool from the Local Government Association. All English councils submit statutory data returns to the Government. This website draws together this data and statistics from other sources. This allows comparisons and benchmarking by region, county or district.

- Norfolk Insight is a shared knowledge base for Norfolk. It enables users to access and share information and research for deeper insights about their local area.
- We share information about our performance via social media. This includes our corporate Twitter feed and Facebook page. Councillors also share information on their own social media accounts.

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Roles and Responsibilities

Within the Council roles and responsibility for Performance Management are as follows:

<p>All Councillors (Full Council)</p>	<ul style="list-style-type: none"> • Set corporate priorities and outcomes at annual budget setting meeting of Full Council • Contribute to the formation and challenge of policies, budget, strategies and service delivery
<p>Cabinet</p>	<ul style="list-style-type: none"> • Defines corporate priorities and outcomes • Oversees performance management culture and system • Selects and approves addition and removal of strategic KPMs • Reviews and approves Performance Management Framework • Tracks progress against corporate priorities quarterly using strategic KPMs • Considers whether performance is at an acceptable level • Seeks to understand the reasons behind the level of performance
<p>The Leader of the Council</p>	<ul style="list-style-type: none"> • Senior Member responsibility for Performance Management and is Member Performance Management Champion
<p>Cabinet Members/ Portfolio Holders</p>	<ul style="list-style-type: none"> • Responsible to Full Council for operational performance and delivery of the departments within their portfolio
<p>Overview and Scrutiny Committee</p>	<ul style="list-style-type: none"> • The constitution of the Council states that 'monitoring the performance of services provided by or to the Council;' is part of the role of the Committee • The committee reviews the performance reports provided to Cabinet and the decisions made as a result and makes recommendations to Cabinet • The Committee reviews benchmarking data and make requests for further information or recommendations to Cabinet
<p>Development Management Committee</p>	<ul style="list-style-type: none"> • Responsible for reviewing the performance of Planning departments on a monthly basis and making suggestions to management or recommendations to Cabinet.
<p>Corporate Leadership Team (CLT)</p>	<ul style="list-style-type: none"> • Responsible for delivering our corporate priorities. • Tracks achievement of corporate priorities, focussing on Strategic KPMs • Monitors and manages performance • Challenges slippage • Identifies remedial action

	<ul style="list-style-type: none"> • Agrees actions to overcome problems and changes to timescales • Ensure actions are developed, approved and implemented in compliance with the Project Management Framework
Chief Executive and Directors	<ul style="list-style-type: none"> • Have senior management responsibility for performance management and are the officer Performance Management Champions
Management Team	<ul style="list-style-type: none"> • Review all Management Measures, including exceptions, on a monthly basis and recommend action to Managers and CLT.
Service Managers Group (including Performance Management Themed Group)	<ul style="list-style-type: none"> • Manage performance of their departments as appropriate according to risk and priority • Translate corporate priorities into team outcomes, strategies and action plans • Develop, obtain approval and implement actions in compliance with the Project Management Framework • Develop milestones, targets and responsibilities • Ensure staff have the right training and tools • Link team performance to individual performance • Extract and process information from data systems and other sources • Quality assure data and KPMs produced by Departments and external contractors • Ensure that Information Asset Registers are complete and up-to-date • Track progress against departmental plans • Assess and communicate the impact of services • Analyse and investigate issues, to understand them and identify appropriate remedial action • Report performance to Committees • Responsible for developing and implementing processes to embed performance management into the culture of departments.
Internal Audit	<ul style="list-style-type: none"> • Audits Performance Management Framework and KPMs regularly. • Undertakes sample tests of KPMs
Corporate Delivery Unit	<ul style="list-style-type: none"> • Edits and communicates revisions of the framework and KPMs • Maintains a register of KPMs • Manages the performance management system • Extracts and processes information from data systems and other sources • Quality assures data and KPMs produced by departments

	<ul style="list-style-type: none"> • Supports CLT to produce performance reports for Cabinet, including technical commentary on suitable indicators and interpretation of trends • Extracts and analyses data in response to performance issues and investigations
All employees	<ul style="list-style-type: none"> • Identify actions required to achieve priorities and objectives • Identify measures and set targets for achievement of desired outcomes • Identify risks to achieving good performance and manage them • Record data using Council systems

Equality Impact Analysis

Considered and not required. Guidance on monitoring Equality Impact is provided in the Equality Impact Assessment Monitoring Guidelines available on the Intranet.

Implementing the Framework

Using this framework we will:

- provide clarity to our stakeholders on our vision, strategic outcomes and objectives;
- demonstrate how we set our delivery priorities and how we will measure our success are also described across the framework;
- ensure that information will be made available and accessible to the public through appropriate channels;
- develop Team Plans through engagement with departments bringing together all key service information, including finance, risk, human resources and change activity, into one plan within the performance management system to ensure integrated planning is delivered;
- show staff how their roles contribute to delivery of our priorities and specific activity is reflected in their personal objectives. This there is a strong link between personal objectives and the actions and measures in the Corporate Delivery Plan and team plans which in turn are linked to the strategic objectives in the Corporate Plan;
- identify success and performance measures within the team planning process and clearly demonstrate delivery of objectives and strategy. This ensures the alignment between departments actions/activities and performance measures;
- develop measures which are corporately owned (shared), not siloed, to individual service areas. The Corporate Plan is a collective plan and therefore the measures used to report progress against this should also have a shared ownership, to ensure a one Council approach, hence many key performance measures (KPMs) being at a Council level;
- include a blend of operational, strategic and outcome measures ensuring the business-as-usual activity is addressed as it supports delivery of strategic measures and core actions as well as supporting staff visibility to their personal objectives;

- link and consider finance, risk, workforce and performance indicators collectively to ensure interdependencies are captured and consistency in approach to reporting;
- agree appropriate relevant performance targets which are set in consultation with members, partners, staff and reviewing previous performance simultaneously setting action plans to achieve the target;
- use, where appropriate, performance indicators to monitor current risk levels against risk appetite;
- create a framework which is responsive, and indicators can be added/ removed to reflect changing priorities. If actions are completed, and new actions need to be considered, departmental team plans will be updated to ensure they are kept 'live' and not seen as being a start to end process, rather it is a continuous improvement cycle. Likewise, with performance measures, if they need to be reviewed due to, for example, national drivers or key local issues, this should be considered and raised as applicable, not waiting until a 'refresh' of the framework; and,
- provide transparent and accessible performance data which is used to drive day-to-day activity, enabling ownership and a sense of responsibility at all levels within the Council.

As a result of implementing the Framework using this approach, and through strong performance management rather than just performance reporting, we can clearly see whether our performance is improving.

Review Process

The framework will be reviewed at least every four years and approved by CLT and Cabinet. Overview and Scrutiny Committee will recommend any changes to the framework. The Internal Audit Team audits the framework periodically. Corporate Delivery Unit officers edit and communicate revisions of the framework in response to Audit, Overview and Scrutiny, Councillor, Director and officer group recommendations. These minor revisions will be approved by the Chief Executive.

Distribution and Amendment







This policy will be available to all staff and Members on the Records Centre on the Intranet and will be published on the Council's website.






Related Documents

Corporate Plan 2019-2023 and Delivery Plan
 North Norfolk Performance Portal - <https://northnorfolkperformance.inphase.com/>
 Managing Performance Reports to Cabinet and Overview & Scrutiny Committee
 Risk Management Framework
 Corporate Risk Register
 Partnership Governance Framework
 Project Management Framework






Symbols

Indicators and Measures

Performance	
	Performance better than target
	Performance just off target
	Performance worse than tolerance
	No information
	Missing comparator
	No actual value
-	Measure is a quarterly measure so there is no data reported for this month

Direction of Change	
	Value Increasing (Smaller is Better)
	Value Decreasing (Smaller is Better)
	Value Increasing (Bigger is Better)
	Value Decreasing (Bigger is Better)
	No change

Actions

	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action has been completed as planned
n/r	Not relevant as the action has previously been completed or is not yet due to start.
	The start date for the action is in the future
not set	The action is an ongoing activity throughout the life of the Corporate Plan so does not have a set Due Date
?	Missing information

References

Cambridgeshire Performance Management Framework 2022-2023

Coventry Performance Management Framework 2021/22

Isle of Wight Performance Management Framework October 2021

Northern Ireland Audit Office – Performance Managements for Outcomes – A good practice guide for public bodies

Stroud District Council Performance Management Framework November 2021

Warwickshire County Council – Business Planning and Performance Management Framework

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Appendix A: Key Performance Measures (KPMs)

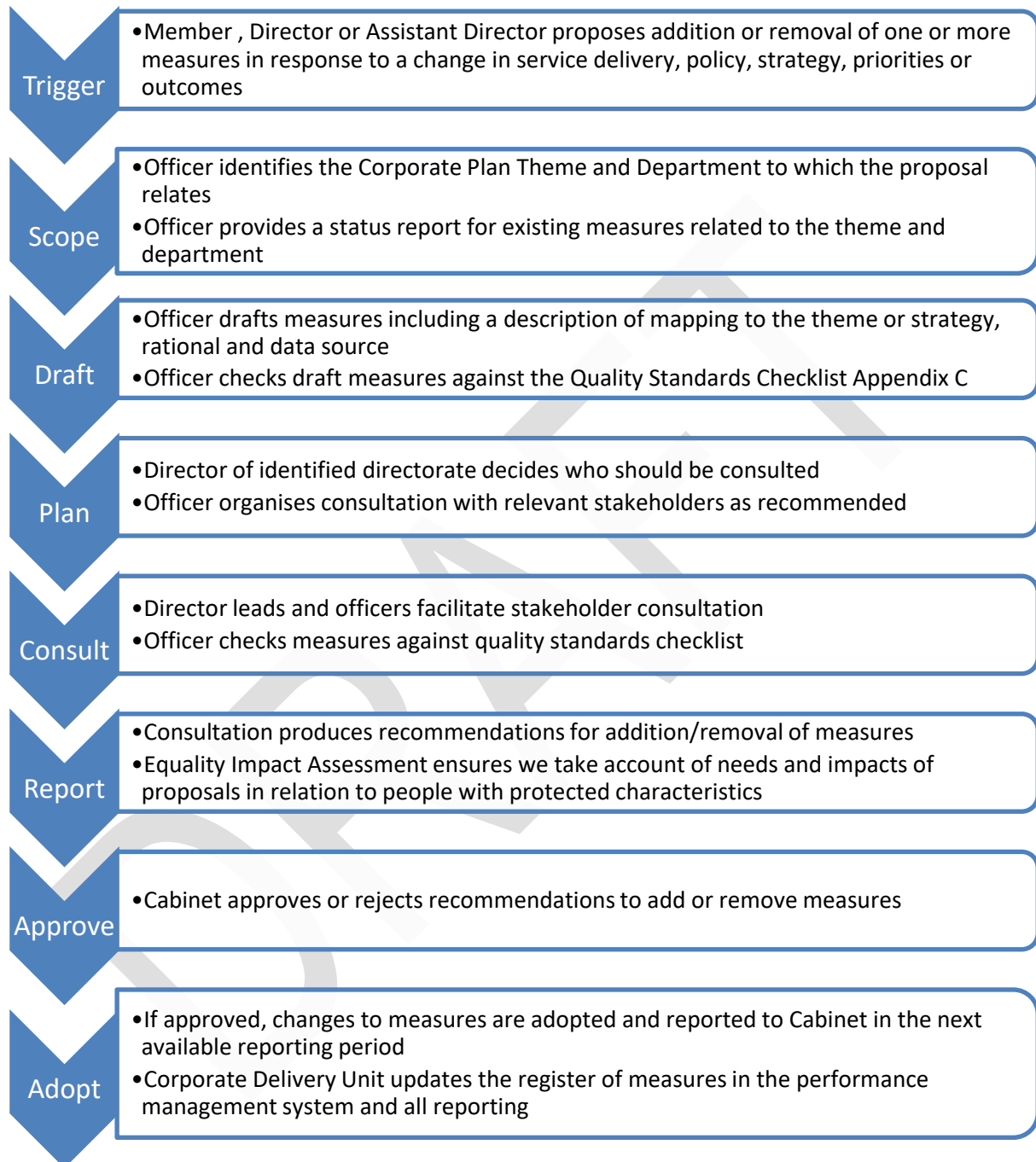
Corporate Plan Theme	Outcome/ contextual indicators	Key Performance Measures (KPMs)
Local Homes for Local Need	Affordability indicator Number of new homes built of all tenures	Number of affordable homes built Number of long term empty homes Numbers on the Housing Register
Boosting Business Sustainability and Growth	Percentage of newly born businesses surviving three years Employment rate of residents aged 16 to 64 Claimant count of residents age 16+, as a proportion of residents aged 16 to 64 Number of visitors to North Norfolk Value of visitors in North Norfolk	Number of businesses supported
Customer Focus	<i>Levels of customer satisfaction measured through formal surveys or feedback mechanisms</i>	Number of Ombudsman referral decisions Number of Ombudsman referral decisions successful outcomes for the Council Number of complaints Number of compliments
Climate, Coast and the Environment	<i>Carbon footprint of North Norfolk</i>	Council carbon footprint Number of trees planted
Quality of Life	Review of Annual North Norfolk Health Profile Percentage of people active in North Norfolk Index of Multiple Deprivation average score Crime rate per 1,000 population <i>Life expectancy at birth (females)</i>	Level of investment made in upgrading public conveniences Number of Changing Places facilities provided Participation at Council Sporting Facilities Number of Blue Flag beaches Number of Green Flag open spaces

Corporate Plan Theme	Outcome/ contextual indicators	Key Performance Measures (KPMs)
	<i>Life expectancy at birth (males)</i>	
Financial Sustainability and Growth		Balanced budget Band D Council Tax

Measures/ indicators under development.

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Appendix B: Procedure for adding and removing Key Performance Measures (KPMs)



While the main steps of this process, on the left, should be used for developing all measures, managers are not required to carry out all the actions on the right hand side for operational Management Measures or service measures. The process used can be tailored o the level of the measure.

Appendix C: Performance measures quality standards checklist

Performance measures are produced by the Corporate Delivery Unit, departments and external contractors. This checklist is used for assuring the quality of our performance measures.

Measure	Data	Balance	Presentation
Does the measure measure a relevant priority, strategy, or outcome?	Is the data included in the relevant information asset register?	Are the measures balanced? (input, output, outcome, perception)	Are the measures being reported in the best way to provide clear and meaningful information for stakeholders?
Is there a comparator?	Is the data source reliable?	Do the measures have an optimal number to be fit for use?	Should a target be used?
Are the calculations used to produce the measure accurate?	Is the data sufficiently recent?		If used, is the target appropriate and not likely to cause bias?
	Is a time series available if needed?		

Document Information and Version Control

This framework will take effect from 1 October 2022.

The master copy of this document, a record of review and decision-making processes will be held by the Corporate Delivery Unit. All documentation will be available for audit as necessary.

This policy will be available to all staff and Members on the corporate document register on the Intranet.

Document Name	Business Planning and Performance Management Framework
Document Description	Framework
Document Status	Under Review
Lead Officer	Helen Thomas
Sponsor	Lynda McElligott
Produced by (service name)	Corporate Delivery Unit
Relevant to the services listed or all NNDC	All NNDC
Approved by	Cabinet
Approval date	6 September 2022 subject to approval by Cabinet
Type of document	Procedure/ Protocol/
Equality Impact Assessment details	Not required
Review interval	Every 4 years
Next review date	

Version	Originator	Description including reason for changes	Date
1		First version	January 2007
V01.01		Minor updates	26 th March 2010
V01.51		Review first draft	2 nd November 2011
V01.52		Review second draft for consultation	4 th November 2011
V02.00		Final for approval	17 th November 2011
V02.01		Reviewed subsequent to development of the Annual Action Plan 2012/13 and revised management structure	26 th March 2012
V02.02		Minor amendments at Performance and Risk Management Board Approved by Cabinet 14 th May 2012 and Full Council 30 th May 2012	27 th April 2012
V02.03		Minor amendments approved by Heads of Paid Service	July 2017
V03.01	Helen Thomas	Full review	31 March 2022
V03.02	Helen Thomas	Minor amendments to integrate references to the Project Management Framework	8 April 2022
V03.03	Helen Thomas	Incorporating revised values	11 August 2022
V03.04	Helen Thomas	Incorporating amendments from Managers Group (Performance Management Themed Group) and Management Team. Added	16 August 2022

Version	Originator	Description including reason for changes	Date
		Foreword. Added Full Council and Development Committee reporting and responsibilities.	
V03.05	Helen Thomas	Amendments from the Chief Executive and other minor amendments	24 August 2022

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North Norfolk Corporate Plan

Review of delivery February 2020 – October 2022 and agreement of priority objectives for the period to the Full Council elections in May 2023

Summary:

Following the District Council elections in May 2019 the Council developed and agreed a Corporate Plan in November 2019 and a Delivery Plan in February 2020, which detailed the authority's key priorities and objectives over the four-year period to 2023.

Soon after agreement of the Delivery Plan the COVID pandemic spread to the UK and much of the Council's focus during 2020 moved towards a response to this unprecedented situation supporting our residents and businesses. Over the following two and a half years the Council has balanced its response to the pandemic and new and emerging situations including delivery of the Homes for Ukraine programme locally and the rising cost of living pressures whilst delivering against the Delivery Plan objectives and maintaining core service provision.

During this time the Cabinet has reviewed the Delivery Plan objectives and actions in October 2020 and November 2021 reviewing progress and setting priorities for the forthcoming twelve months.

This report details the progress made in delivering against the Delivery Plan and outlines where priority focus will be directed over the next six months – ie until the Full Council elections in May 2023, following which the newly elected Council will have an opportunity to develop a new Corporate Plan.

Options considered:

Given the changing context in which the Council has needed to operate over the period since March 2020 due to COVID and issues arising as a result of the war in Ukraine, the Council could have resolved not to progress any of the Corporate Plan objectives because of the need to direct capacity and resources in responding to those unprecedented world events.

However, the Cabinet has considered the capacity of the Council to take forward actions detailed in the Corporate Plan Delivery Plan, sometimes over extended timescales, reflecting the changed context in which the Council has had to operate.

The alternative options considered were:-

- do nothing to re-profile the Delivery Plan actions, or
- agree to “pause” all Delivery Plan actions and concentrate on the COVID, Homes for Ukraine and cost of living pressures responses and Business As Usual service provision.

Conclusions: The report details a practical and measured response to the Council prioritising its Delivery Plan actions for the remaining period of this Council administration – ie through until May 2023.

Recommendations: Cabinet is asked to review and comment on the progress made against the original and revised Delivery Plan objectives and agree those objectives where they would wish focus to be directed over the period to May 2023.

Reasons for Recommendations: To reflect the changed circumstances in which the Council has operated over the period since March 2020 in seeking to balance its Corporate Plan priorities against unforeseen developments such as COVID and the war in Ukraine.

Cabinet Member(s) Cllr Tim Adams, Leader of the Council	Ward(s) affected All
Contact Officer, telephone number and email: Steve Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232	

1.0 Introduction

1.1 Following the May 2019 District Council elections, the Council adopted a new Corporate Plan, for the period through until 2023, in November 2019. The Cabinet then agreed a detailed Delivery Plan detailing the specific actions

which would be undertaken to deliver the Corporate Plan objectives at its meeting of 3rd February 2020.

1.2 The Corporate Plan has six priority themes, with actions proposed in the Delivery Plan under each of these theme headings:-

- Local Homes for Local Need
- Boosting Business Sustainability and Growth
- Customer Focus
- Climate, Coast and the Environment
- Financial Sustainability and Growth
- Quality of Life

In total some 39 objectives were to be delivered through 90 detailed actions over the period through until 2023.

1.3 Within a matter of weeks following agreement of the Delivery Plan, the rapidly developing Coronavirus pandemic situation meant that national and local focus turned to responding to this unprecedented event. At that time the Council's focus moved to strategic partnership working and frontline community response in supporting our residents who were shielding and self-isolating, and local businesses, which had to close during the national lockdown(s).

1.4 Whilst the demands on the Council in responding to the COVID pandemic initially reduced over the summer / autumn of 2020 allowing a re-prioritisation of the Delivery Plan actions in October 2020, incidences of COVID rose during the 2020/21 winter months (December 2020 – February 2021) and then again with the Omicron variant in the winter of 2021/22 (November 2021 – February 2022) meaning that the Council has had to direct resources and capacity to the pandemic response for a period of almost two years of the four-year Council term.

1.5 Further, in Spring 2022, the worsening security situation in Ukraine saw the UK Government offer refuge to people fleeing Ukraine and asked local authorities to assist with this situation through managing local delivery of the Homes for Ukraine programme. This has involved the Council's Environmental Health and People Services teams supporting our local response through undertaking property inspections and providing advice and support to hosts and guests with a range of issues including initial settlement advice, access to public services and, as time has passed, offering move on housing advice to some guests looking to remain in the UK for perhaps longer than initially anticipated as the situation back in the Ukraine remains uncertain.

1.6 This report therefore reviews the progress made against the original Corporate Plan and Delivery Plan objectives. This review is set in the context of wider reporting against the Council's Performance Management Framework and identifies those actions and projects upon which focus will be maintained over the remaining period of this Council administration – ie through until the District Council elections in May 2023.

2.0 The revised (November 2021) Delivery Plan priorities:-

2.1 The following objectives were identified by Cabinet under a re-focussed Delivery Plan, for delivery in the period November 2021 - October 2022.

2.2 Local Homes for Local Need

- Investigate the viability of methods to help reduce fuel poverty amongst vulnerable local residents in the context of rapidly rising fuel prices and the climate change / Net Zero Carbon agenda.
- Investigate ways to support and assist affordable housing providers, including the potential for a Council loan scheme for Registered Providers, to facilitate a supply of affordable homes for our communities, whilst supporting the Council's financial sustainability.
- Explore ways to help households into owner-occupation, including consideration of mortgage facilitation schemes; lending to allow people to buy their own home, meaning that more local people can remain in the communities that they call home.
- Increase the provision of Housing with Extra Care schemes in the District to provide increased choice and better quality outcomes for independent living by older people in the District.

2.3 Business Growth

- Develop a new Economic Growth Strategy for the District
- Re-purposing the High Street – to include leadership of the North Walsham Heritage Action Zone programme

2.4 Customer Focus

- Establish a training and development programme to enable all employees to deliver excellent customer focused services aimed at delivering the Customer Charter. This will give our teams, the skills, abilities and tools to deliver on our service commitment.
- Establish a Youth Council to give a stronger voice for younger people in Council decisions, specifically to:
 - better understand the views of younger people in the community
 - reflect opinions
 - identify actions
 - inform policy development
- Development of an Engagement Strategy to:
 - help define and design local priorities and policies
 - deliver and evaluate services
 - inform council decision-making in areas that impact on our residents lives

2.5 Climate, Coast and the Environment

- Ensure that the carbon impact of all activities are evidenced in all relevant decisions by establishing new processes/procedures for decision making and report writing
- Develop and implement targeted campaigns to educate and influence the consumption and waste practices of residents, communities and local businesses.
- Continue to develop and roll-out more rapidly the Council's programme of tree-planting in support of the stated ambition to plant 110,000 over the four-year term of this Council

2.6 Financial Sustainability and Growth

- Implement the outcomes of the Zero-Based Budgeting process
- Review the Car Parking Policy in order to maximise the revenue generated from car parking income, as an important source of funding for council services
- Explore options to expand Electric Vehicle Charging Points (EVCP) pilot following a review of the success of the EVCP pilot and expand it as required, based on the assessment of a business case

2.7 Quality of Life

- Develop a new Quality of Life Strategy for the District
- Deliver a minimum of 4 new Changing Place facilities in the District as part of the Council's objective of inclusion and accessibility for all
- Maintain and develop the quality and offer of our beaches, woodland and open spaces

2.8 The progress made in respect of these 18 priority objectives, as well as the original 39 Corporate Plan objectives agreed in February 2020 is reported in detail Appendix 1 attached to this report.

3.0 Priorities for the period to May 2023

3.1 Having reflected on the progress made against the priority objectives agreed in previous years (as per the appendix to this report); Cabinet has proposed the following priority objectives and actions to be pursued in the period November 2022 – May 2023.

3.2 Local Homes for Local Need

- Continue to investigate the viability of methods to help reduce fuel poverty amongst vulnerable local residents in the context of rapidly rising fuel prices and the climate change / Net Zero Carbon agenda
- Maintain focus on the numbers of people / households presenting as homeless to the Council to understand causes / reasons for

presentation and develop appropriate responses – cost of living pressures, longer-term accommodation for Ukrainian refugees

- Look to continue to increase the provision of Housing with Extra Care schemes in the District to provide increased choice and better quality outcomes for independent living by older people in the District

3.3 Business Growth

- Publish a new Economic Growth Strategy for the District
- Complete delivery of the North Walsham Heritage Action Zone programme
- Support the work of the High Street Task Force in undertaking community engagement work in Stalham in Qtr 1 of 2023
- Look to deliver the Levelling Up bids (if approved by Government) and the UK Shared Prosperity Fund and England Rural Prosperity Fund programmes
- Continue to explore with private sector bodies and investors new investment opportunities in the District including in renewable energy schemes (hydrogen production, Carbon Capture and Storage), film studio proposals, new manufacturing and hospitality proposals.

3.4 Customer Focus

- Delivery of programme of Customer Service training throughout 2023.
- Further develop and embed the new Youth Council arrangements to give a stronger voice for younger people in Council decisions, specifically to:
 - better understand the views of younger people in the community
 - reflect opinions
 - identify actions
 - inform policy development

3.5 Climate, Coast and the Environment

- Progress discussions with DEFRA and the Environment Agency around detailed proposals to be delivered under the Coastal Transition Accelerator Programme
- Make an application to the Public Sector De-carbonisation Programme in seeking to further improve the carbon reduction performance of the Council's main office building
- Submit business case for installation of solar car port development at The Reef to Cabinet
- Conclude consultation on the review of the Glaven Valley Conservation Area

- Deliver the balance of 40,000 new trees during the 2022/23 planting season in support of the stated ambition to plant 110,000 over the four-year term of this Council

3.6 Financial Sustainability and Growth

- Deliver Cost of Living Summit and outcomes from the event which seek to provide support to residents facing hardship as a result of rising energy, food and housing costs
- Prepare 2023/24 Council budget in the face of increasing cost pressures on the local government sector whilst being mindful of our organisational position and the pressures our residents will face in meeting increased levels of Council Tax
- Implement and develop new engagement processes with Town and Parish Councils following introduction of new S106 planning agreement monitoring system so that funds are released in a timely manner to local communities in accordance with key development milestones

3.7 Quality of Life

- Develop policy and programmes with partners as appropriate in response to the Cost of Living pressures faced by the District's residents as a result of rising energy, food and housing costs
- Develop a new Play Strategy for the District
- Deliver new Changing Place facilities at North Walsham and Sheirngham and support development of detailed proposals at Holt and Stalham
- Production and publication of District Accessibility Guide
- Maintain and develop the quality and offer of our beaches, woodland and open spaces

4.0 Financial and Resource Implications

4.1 The Director of Resources and Finance Team are to present an updated Medium-Term Financial Strategy and draft budget papers for the 2023/24 budget to Cabinet and Overview and Scrutiny Committee at their meetings in January and February 2023.

4.2 These key reports will describe the progress made in delivering the Corporate Plan objectives over the past three and a half years against the Delivery Plan Reserve and the anticipated costs involved in financing Delivery Plan proposals in the process of delivery and the context of the Council's wider financial position in relation to COVID, inflation and local government funding.

5.0 Legal Implications

5.1 There are no legal implications arising directly from this report.

6.0 Risks

6.1 Given the uncertainties which exist globally and nationally around energy supply and security, inflationary costs and the UK political response in the coming months, and how this might impact on the Council's agreed priorities – especially construction and contract inflation, there might be some risks for the Council in delivering against the Delivery Plan objectives proposed moving forward. However, it is believed that these risks are relatively small in terms of delivery of actions already in progress for the next six months.

6.2 These will however be significant issues for the new Council beyond May 2023 when it develops its Corporate Plan priorities translating manifesto commitments into a delivery programme for the period 2023 – 2027.

7.0 Sustainability

7.1. This report does not in itself raise any issues in respect of sustainability. However, it does detail the priority actions of the Council in seeking to respond to climate change issues within the Climate, Coast and the Environment theme within the Corporate Plan.

8.0 Equality and Diversity

8.1. This report does not in itself raise any issues in respect of equality and diversity. It does however identify key themes of housing, the economy, quality of life and customer service, all of which seek to address equality and diversity issues across the District and within the Council's delivery of services.

9.0. Section 17 Crime and Disorder considerations

9.1. This report does not directly raise any issues relating to Crime and Disorder.

10.0 Recommendation:-

Cabinet is asked to confirm the revised Delivery Plan priorities as detailed in Section 3.0 of the report.

Corporate Plan Delivery Plan – November 2022

Key:-

Green – Original delivery date met, objective on target for delivery as scheduled

Amber – Original target date not set / question over delivery, revised action / date for delivery now proposed

Red – Original delivery date not met; target delivery date still not agreed, delayed or unlikely to be met

	DP action	Original delivery timescale	November 2021 priority objective	Action completed	Revised delivery timescale	
Local Homes for Local Need						
Objective 1: Developing and adopting a new Local Plan						
Page 89	1.1	Formulate suitable policies and proposals in the new Local Plan to facilitate the delivery of forecasted housing supply to meet the needs of the District. Through the Local Plan, North Norfolk Design Guide, Building Control Regulations and other approaches, we will ensure high quality design and environmental sustainability standards are met in new housing, including: <ul style="list-style-type: none"> measures to reduce water consumption improved fuel efficiency compliance with the National Design Guide and Design Code provision of Development Briefs to ensure new development sites are sympathetic local environmental characteristics maintaining a custom/self-build register 	Winter 2022	Yes	Reg 19 consultation Winter 2021 completed Regular meetings of the Planning Policy and Built Heritage Working Party staged throughout 2022. Some delay in submission of the Plan for Examination due to Natural England issuing new guidance in March 2022 on Nutrient Neutrality Revised programme for submission of Plan for Examination agreed	Delayed due to Nutrient Neutrality issues which is beyond the control of the District Council – Revised date now proposed for Submission for Examination January 2023
	1.2	Monitor the availability of brownfield sites and evaluate the opportunities these present to increase the supply of development land available in a sustainable way	Annually	No	2022 Register to be published in November 2022	Annually – November 2022
Objective 2: Developing and implementing a new Housing Strategy						

2.1	<p>Formulate a new Housing Strategy to encourage new and innovative ways of delivering affordable housing, including:</p> <ul style="list-style-type: none"> • engagement of key stakeholders to identify evidence and gaps in understanding; • measures which will enable the Council to better target its resources and to focus on priority issues 	December 2020	No	New Housing Strategy adopted after consultation, engagement and scrutiny July 2021	Complete with strategy adopted July 2021
2.2	<p>To improve both housing conditions of occupants and address environmental objectives, we will identify the most effective interventions to improve conditions and energy efficiency in private sector housing, including:</p> <ul style="list-style-type: none"> • investigating the viability of housing improvement grants/loans; • Investigating the viability of using incentives to renovate and retrofit existing housing stock through grants/loans: 	December 2020	No	Building Research Establishment report on housing stock condition received. This has been used to inform actions within the Housing Strategy	Complete
2.3	<p>Seek to identify and analyse the condition of private sector housing stock to inform consideration of initiatives such as:</p> <ul style="list-style-type: none"> • selective licensing schemes • landlord accreditation • certification • grants for housing stock improvement 	December 2020	No	<p>Building Research Establishment report provides background information on stock condition.</p> <p>North Norfolk is part of the Norfolk Warm Homes partnership which was successful in securing grant funding of £3.95 million, meaning approximately £750,000 coming to North Norfolk.</p> <p>Appointment of new Energy Efficiency Officer post from March 2022, who has developed and delivered a programme of energy efficiency advice and grant schemes.</p> <p>Cabinet agreed at its meeting of the 3rd October 2022 that Council</p>	In progress and ongoing

				would sign up to the ECO4-flex programme as soon as the programme is signed off nationally by OFGEM.	
2.4	Investigate the viability of methods to help reduce fuel poverty amongst vulnerable local residents	Review complete: April 2021	No	Energy Efficiency Officer recruited March 2002	Complete

Objective 3: Forming a housing delivery / development company

Page 91	3.1	<p>Develop a business case for a housing company with a view to providing the Council with a way of addressing some of the housing needs in the district. Such an approach will take into account:</p> <ul style="list-style-type: none"> • provision of temporary accommodation • housing affordability • becoming a trusted (private sector) landlord • potential sites for new housing development, including those for self- build • engaging with development partners • exploring external funding sources • exemplar homes <p>Explore through the development of a business model whether the District Council should consider the acquisition of older Victory (Flagship) Housing Trust properties in rural locations and then upgrade and make available for market rent, so as to increase the availability of housing in some of the District's most unaffordable housing areas, due to high property prices fueled by demand for second and holiday homes.</p>	Business Case; March 2020	Yes	<p>The context of the Council operating a Housing Development Company has changed significantly as a result of Government restricting opportunities for local authorities to Borrow to Invest.</p> <p>Also NNDC does not have a land bank such that we would be competing to purchase land for housing development against local builders and RSLs.</p>	<p>Member workshop held November 2021 to promote understanding of the changed policy environment relating to the Council having a Housing Development Company which has allowed the Council to close this action down</p>
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Objective 4: Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan

4.1	Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can:	Strategy adoption December 2019	Yes – continued investment in stock of Temporary Accommodation	<p>Strategy developed and adopted December 2019</p> <p>Strong support for Homeless and Rough Sleepers under the</p>	<p>Strategy delivered on time</p> <p>Have completed purchase of 17</p>
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	<ul style="list-style-type: none"> • intervene early and support households to avoid homelessness; • increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and • invest in its own accommodation to meet the needs of our community and also to reduce the cost of temporary accommodation to Council Tax payers (links to Objective 3 above) 			<p>Everyone In initiative during COVID pandemic</p> <p>Have increased supply of Temporary Accommodation owned and managed by the Council</p> <p>Rising caseload of homeless presentations increasing pressures on Revenue Budget as we move beyond the COVID pandemic, changing economic pressures and a loss of private-rented stock to Air BnB status.</p> <p>Potential increased demand for housing in the private rented sector from Ukrainian refugees if their hosted accommodation arrangements come to an end after six or twelve months</p> <p>So strong strategy position, but changing context in terms of implementation</p>	<p>units of Temporary Accommodation; including one newly created unit of accommodation in a void space above public conveniences in Sheringham (March 2022) and purchase and adaptation to accessible unit of accommodation of property in North Walsham.</p> <p>Implementation operating in different context presenting new / ongoing financial risks to the Council impacted by changes in Government funding and benefits payments</p>
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Objective 5: Delivering new affordable homes both directly as a Council and through partnership working with Registered Providers

5.1	Investigate ways to support and assist affordable housing providers, including the potential for a Council loan scheme for Registered Providers to facilitate a supply of affordable homes for our communities, whilst supporting the Council's financial sustainability	Scheme approval; February 2021	No	Grants offered to Homes to Wells and Stable Door for purchase of affordable housing units and have piloted a loan arrangement for Homes to Wells, so the financial assistance models to Registered Providers can be seen as complete	Loan facilities for community housing led schemes now in place
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				However, it was also proposed to develop a procedure and guidance note for Registered Social Landlords to make the development of proposals and their progress through the planning system easier and at present this action is not complete and the completion date has been extended.	Planning Guidance Note still to be drafted – revised date March 2023
5.2	Explore ways to help households into owner-occupation, including consideration of mortgage facilitation schemes; lending to allow people to buy their own home, meaning that more local people can remain in the communities that they call home	Scheme approval; February 2021	No	Research was undertaken with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this have been shared with Cabinet and it was concluded that the Council should not provide mortgages at this time.	Complete
Objective 6: Working with partners to deliver 500 units of Housing with Care / Extra Care					
6.1	<p>As the local demographic continues to age, to make sure that people can obtain the housing and support that they need throughout their lives we will work with partners to deliver 500 units of Housing-with-Care/ExtraCare. The Council will seek to be an investment partner, where appropriate, to speed delivery and secure financial sustainability</p> <p>Explore funding opportunities, for example through:</p> <ul style="list-style-type: none"> ● One Public Estate ● Living Well Programme ● Homes England 	Initial Business Case April 2020	No Note: the Council has an enabling / facilitating role and is not a direct deliverer	<p>Grant support provided for 66-unit scheme developed and managed by Housing21 at Meadow Walk, Fakenham – opened May 2021</p> <p>Similar 62-unit proposal at Stalham approved in principle but delayed due to need to resolve Nutrient Neutrality issue</p> <p>Early consideration given to similar proposals with developers / partners at North Walsham and Wells</p> <p>Planning permission granted for two care / nursing homes which</p>	<p>66-unit scheme delivered at Fakenham – opened May 2021</p> <p>Planning application approved in principle for 62-unit scheme at Stalham – March 2022</p> <p>Other schemes under discussion</p>

				are under construction at Holt and one at Sheringham which is yet to commence construction		
Boosting Business Growth						
Objective 1: Developing and adopting a new Local Plan						
Page 94	1.1	Deliver the local plan, ensuring a sufficient focus on facilitating business development in suitable locations. It should create a fertile environment for the establishment of suitable new enterprises and the growth and expansion of existing businesses in the area, as well as meeting the broader needs of business (such as homes for key workers).	Winter 2022	Yes	<p>Reg 19 consultation Winter 2021 completed</p> <p>Regular meetings of the Planning Policy and Built Heritage Working Party staged throughout 2022.</p> <p>Some delay in submission of the Plan for Examination due to Natural England issuing new guidance in March 2022 on Nutrient Neutrality</p> <p>Revised programme for submission of Plan for Examination agreed</p>	<p>Delayed due to Nutrient Neutrality issues which is beyond the control of the District Council –</p> <p>Revised date now proposed for Submission for Examination January 2023</p>
	Objective 2: Developing and implementing of new Economic Growth Strategy					
	2.1	Formulate an Economic Growth Strategy (2020 – 2023) to provide a framework for activities that facilitate growth and investment opportunities. It will include ways of meeting local workforce and training needs, as well as support for business initiatives that address environment concerns and climate change. The Strategy will set out innovative approaches to intervention and investment, where there is a wider economic and environmental benefit.	Autumn 2020	No	<p>This action has been significantly delayed due to the Economic Growth Team focussing on the delivery of over COVID Business Support and Grants programmes; preparation of Levelling Up bids and the UK Shared Prosperity Fund and more recently the Rural England shared Prosperity Fund Investment Plans.</p> <p>Significant work has been undertaken in preparing a Growth Strategy, including an extensive Workforce Skills Survey, but this</p>	December 2022

				hasn't been brought together in a single strategy document as yet because of pressures within the Economic Growth Team in responding to Government programmes and liaison with some business investment proposals across the District which have required priority focus.	
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Objective 3: Taking a proactive approach to unlocking development sites and enabling local businesses to grow across the District

Page 95	3.1	Complete a 'Growth Sites Delivery Strategy' to realise local business growth and investment opportunities and encourage the delivery and take-up of serviced land with suitable infrastructure to support the growth of local businesses.	April 2020	Yes	<p>Second stage of Growth Sites Delivery Strategy Report provided to the Council in June 2021 after delays due to COVID both through the Council's team and the consultants</p> <p>Options for the Council to invest in sites / premises development for business opportunities not progressed</p> <p>Council purchased three new commercial units for lease to businesses at Hornbeam Road, North Walsham in April 2021; with units let to national trade business from summer 2022</p>	December 2022
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Objective 4: Analysis local business needs

	4.1	Analyse evidence of local business needs and opportunities and engage local businesses to understand: workforce needs; digital infrastructure; skills needs; sites and premises; growth ambitions; and to test options to address these.	April 2020 onwards	No	Business survey and regular contact with businesses but in response to COVID rather than in the context originally proposed	Ongoing
				Yes	A number of inward investment / business investment enquiries being taken forward following	

	October 2020 - Post COVID support for tourism businesses	Delivery of Tourism Sector Support Grant Scheme, COVID Discretionary Additional Restrictions Grants and promotion of North Norfolk to staycation markets		<p>advice / support of the Economic Growth Team.</p> <p>Liaison with a number of investors / developers taking forward significant proposals for investment in new / upgraded hospitality businesses in the District with at least nine schemes being progressed currently strengthening the District's tourism offer post COVID – many with new approaches to staff recruitment, development and retention improving the quality of employment and opportunities for career development and progression</p>	
2	Develop a range of engagement tools to build relationships with local businesses: including an interactive website, communications platforms, workshops and other interactive forums.	January 2021	No	<p>Throughout the pandemic the District Council has been positively recognised for the approach it has adopted and spend of distributing Government COVID support grants to our local businesses</p> <p>The Council has supported as number of Countywide initiatives such as Go-Digital and the LEADER programmes and submitted a Local Investment Plan for the UK Shared Prosperity Fund and is currently developing a similar proposition under the Rural England Prosperity Fund As we come out of the COVID pandemic and awareness of labour and supply chain issues are being articulated we are finding</p>	Ongoing conversations with local businesses about their need for support in a challenging economic environment so as to position the District positively in the context of the UK Shared Prosperity Fund and Rural England Prosperity Fund programmes

				that the needs of businesses are changing and are therefore amending our objectives and support for businesses moving forward	
Objective 5: Providing support and advice for new business start-ups and growing businesses					
5.1	Develop a mechanism for providing suitable support to assist in the establishment and growth of business start-ups and micro businesses, including the establishment of a 'virtual business hub'.	Summer 2020	No	<p>There have been delays in the launch of the Virtual Business Hub proposal because of capacity issues and competing demands on Economic Growth, Revenues and IT teams which have delivered COVID grant support schemes and more recently the Revenues and IT teams facilitated the payment of the Energy Rebate payments.</p> <p>Much preparatory work has been undertaken in developing the self-service "Business Hub" but at the present time much advice and support is being delivered directly to businesses through the Economic Growth Team</p>	Virtual business hub to be launched December 2022
Objective 6: Encouraging links between local education providers, apprentices and businesses					
6.1	Work with partners to identify skills deficiencies, and undertake an 'Apprenticeship Survey' which will monitor apprenticeship opportunities and take-up and identify problems and corresponding solutions.	Not set	No	<p>The Economic Growth Team has undertaken a skills and apprenticeship survey and this is supporting conversations and delivery of recruitment advice and support with businesses and training providers.</p> <p>The Council itself has recruited 8 apprentices this year one of whom attained the Local Government Apprentice of the Year; all are</p>	Ongoing

				<p>working towards recognised qualifications.</p> <p>The Council has recently supported the launch of the North Norfolk 100 Apprenticeships Challenge developed as a partnership with Duncan Baker MP, the DWP and Norfolk County Council</p>	
6.2	<p>Nurture the concept of inclusive growth in order to develop and add value to career opportunities and the generation of wealth in the local economy. Foster an open approach within the Council (as a significant local employer) to training and development, social value (in procurement) and corporate social responsibility, and propagate this amongst partner organisations and significant local employers.</p>	Not set	No	<p>Increasing understanding of the needs of communities across North Norfolk based on wide range of data sets – recognised by Government in the Levelling Up White Paper and Priority 1 status awarded to the District by Government for the Round 2 Levelling Up Fund.</p> <p>Ongoing conversations with a number of businesses in the tourism and hospitality sectors about career pathways to improve employment and prospects within the sector</p> <p>As an employer the District Council continues to invest significantly in workforce training and development and has a strong apprentice recruitment and training programme – including having an employee who won the Local Government Apprentice of the Year 2022.</p>	Ongoing

6.3	Together with relevant agencies, draw up a workforce development, skills and apprenticeship plan	Not set	No	<p>As an employer the District Council continues to invest significantly in workforce training and development and has a strong apprentice recruitment and training programme – including having an employee who won the Local Government Apprentice of the Year 2022.</p> <p>The Council has recently supported the launch of the North Norfolk 100 Apprenticeships Challenge developed as a partnership with Duncan Baker MP, the DWP and Norfolk County Council</p>	Ongoing
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Objective 7: Facilitating the transition of our town centres to be places which are attractive and accessible for living, working and for leisure

Page 99	6.1 Deliver the North Walsham Town Centre Heritage Action Zone and arising cultural activities.	2024	Yes	Significant progress made with respect to the delivery of the North Walsham High Street Heritage Action Zone during 2022 with works to re-model the Church Approach area completed July 2022; delivery of extensive community cultural programme; commencement of place-making works to the Market Place commencing in September 2022; launch of the Building Improvement Grant programme with five grants approved to date by Historic England; works ongoing to The Cedars building.	On track
	Evaluate and report on the outcomes of the Market Towns Initiative and other local town centre projects, publishing examples of best practice for other towns to follow. Support local community organisations to encourage the development of 'place-based' approaches to maintain the vitality of local towns and town centres.	Spring 2021	No	Delivery of North Walsham Travel Hub, refurbishment of New Road	

				Public Toilets and Mundesley Road Public Car Park Planning approval obtained for new public toilets on Vicarage Street Car Park, North Walsham Stalham proposed and agreed for support through the High street Task Force programme in Qtr1 2023	
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Customer Focus

Objective 1: Developing a new Customer Charter with published service standards

Page 100	1.1	Undertake a Customer Contact Survey to understand: <ul style="list-style-type: none"> How well we deliver to our customer needs Service specific issues Ideas for reshaping our services to better meet customer needs 	In progress	No	Context of Customer Contact Survey changed due to COVID but still tracked customer satisfaction. Significant customer contact volumes seen through the COVID pandemic.	Ongoing – continuous monitoring and review
	1.2	Review and refine our Customer Strategy, to: <ul style="list-style-type: none"> respond to the survey findings improve the way that we understand our customers’ changing needs/preferences better serve our customers embed customer focused service delivery throughout the Council Cabinet October 2020 - Development and implementation of the “Digital by Design” programme to capture the benefits of “channel-shift” seen through COVID through further development of the website to allow greater self-	Strategy Delivery; May 2020 Implementation commencement; May 2020	Yes Yes	New Customer Service Strategy presented to Cabinet October 2021 and has been followed by customer service training and a new Improvement Plan.	Strategy adopted by Cabinet October 2021 Implementation to follow – ongoing

	service options for customers to obtain Council services				
1.3	<p>Develop an action plan and draft, adopt and publish Customer Charter, to set out how we will:</p> <ul style="list-style-type: none"> • listen to our customers views about what service they want to receive from the Council • establish clearly what customers can expect from us based on that feedback • reflect best practice 	May 2020	No	<p>Adoption of new Customer Service Strategy in October 2021</p> <p>New Customer Charter drafted and now being implemented</p> <p>New Complaints process agreed and implemented from April 2022</p>	<p>New systems and processes to be implemented and then monitored</p> <p>Six month review of new Complaints Process to ensure quality and efficiency currently being undertaken</p>
1.4	<p>Establish a training and development programme to enable all employees to deliver excellent customer focused services aimed at delivering the Customer Charter. This will give our teams, the skills, abilities and tools to deliver on our service commitment.</p>	Commencing May 2020	No	<p>A programme of corporate Customer Training had been developed for all managers and team leaders for delivery through 2023 to ensure understanding of the Corporate Customer Service Strategy and Charter and how best to implement them in their own service areas.</p> <p>Additionally, the Customer Services Team is working with its contact developer C3 to launch an automated Customer Satisfaction Survey for each customer contact we deal with via the C3 contact centre with testing of this module to take place in November 2022. This will provide an insight into how the new Customer Services Strategy is impacting our customers. The information can then be used to give real time</p>	<p>Ongoing</p> <p>Testing of C3 Customer Contact Centre module to be progressed in November 2022</p> <p>An extensive programme of Customer Service training has been developed for delivery through 2023.</p>

				feedback to departments across the council.	
1.5	Monitor the implementation of the Charter and evaluate and review it in the light of the findings. Routine monitoring procedures will be established across all teams (including staff and councillors), at an operational and strategic level.	Sep 2020 onwards	No	Monitoring of new Customer Service standards from October 2021	Ongoing Proposal to commission independent Mystery Shopper survey of telephone answering across the authority

Objective 2 and 3: Undertaking an annual resident’s survey and responding to results AND benchmarking of the Council’s services to learn from best practice elsewhere

Page 102	2.1	<p>Undertake an annual Residents Survey, in order to help the Council to understand how well we are performing for our community and to improve what we do.</p> <p>The survey will be based upon six key themes contained in the LGA approach to resident satisfaction ‘are you being served?’ which includes:</p> <ul style="list-style-type: none"> • satisfaction with the local area • satisfaction with the way the council runs things • trust in the council • responsiveness of the council • how informed residents feel • their perception of the value for money the council provides. <p>This will help us drive service delivery improvements and allow us to check our performance against other councils.</p>	<p>Procurement; Jan 2020.</p> <p>Delivery of results; May 2020</p>	No	Re-launch of the Council’s Outlook publication in June 2022 with second edition now with printers and to be distributed to households in November 2022 with four-page feature on supporting residents with the cost of living pressures.	New “Outlook” magazine delivered in June and November 2022
	3.1	Benchmark service delivery against the LGA key themes and learn from best practice elsewhere.	Benchmarking; May 2020	No	Reporting on some key comparative performance	Complete

				indicators (across the East of England Region and an LGA family group) through the LG Inform Tool and monitoring our performance / improvement accordingly with initial focus on the performance of Benefits delivery		
Objective 4: Developing an Engagement Strategy to set out how we will consult with our customers and our local communities						
Page 103	4.1	<p>Develop an Engagement Strategy to:</p> <ul style="list-style-type: none"> • help define and design local priorities and policies • deliver and evaluate services • inform council decision-making in areas that impact on our residents lives <p>Cabinet October 2020 – Development of new Communications Strategy</p>	May 2020	No	<p>Development of Engagement Strategy progressed and due for presentation to Cabinet in December 2022</p> <p>Communications Strategy adopted January 2021</p>	<p>December 2022</p> <p>Ongoing - Strategy adopted, now being implemented through publication of new Outlook magazine; growing social media followers through initiatives such as the Battle of the Beaches</p>
	4.2	<p>Establish quarterly forums with Town and Parish Councils, to:</p> <ul style="list-style-type: none"> • strengthen our relationship with communities • share information • seek views • identify actions • inform policy development 	December 2019	No	<p>Regular meetings of the Town and Parish Forum meeting being held strengthening communications with local communities</p>	<p>During 2022 deliver four Forum meetings - complete</p>
	4.3	<p>Establish a Youth Council to give a stronger voice for younger people in Council decisions, specifically to:</p>	December 2019	No	<p>Youth Council “launched” in summer 2022 as schools had more capacity to engage post-COVID</p>	<p>Establish Youth Forum by end March 2022 – delayed because</p>

	<ul style="list-style-type: none"> • better understand the views of younger people in the community • reflect opinions • identify actions • inform policy development 			with first meeting of Steering Group held October 2022	of further COVID lockdowns in autumn / winter 2021/22; so formal launch in summer 2022 with structures, ways of working and priorities agreed from October 2022
4.4	<p>Establish Environment Panels to:</p> <ul style="list-style-type: none"> • Garner ownership • Reflect opinions • Identify actions • Inform policy development 	December 2019	Yes	<p>Environment Forum established in April 2021</p> <p>Greenbuild online staged in November 2021 and September 2022; Greenbuild Live in September 2022 had to be cancelled due to the passing of Her Majesty The Queen</p>	Forum established
4.5	Implement Online consultation feedback portals for key corporate projects/workstreams	December 2019	No	Online consultations undertaken on 2022/23 budget; the two Levelling Up proposals and currently in support of the Cost of Living Summit and with further proposal to consult on 2023/24 budget in December	Ongoing

Climate, Coast & Environment

Objective 1: Developing and implementing an Environmental Charter and Action Plan

1.1	<p>Establish a framework by which the Council can work with interested parties as climate champions – organisations/individuals who will make collective or personal pledges to take the steps to reduce omissions and address the impacts of climate change. Environment panels will be set up in order to:</p> <p>a. garner ownership</p>	From March 2020 to Sept 2020	Yes	Greenbuild online staged in November 2021 and September 2022; Greenbuild Live in September 2022 had to be cancelled due to the passing of Her Majesty The Queen	Forum established
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	<ul style="list-style-type: none"> b. reflect opinions c. identify actions d. inform policy development 				
1.2	Develop an action plan, draft, adopt and publish Environment Charter.	June 2020	Yes	Environmental Charter adopted July 2021	Complete
1.3	'Sell' the messages through campaigns (awareness raising/ marketing) to promote energy efficiency and behavioural change towards greater sustainability.	June 2020 onwards	No	<p>Delivery of Climate Change animation in August 2021 and adoption of Net Zero Strategy and Action Plan in January 2022</p> <p>Greenbuild online staged in November 2021 and September 2022; Greenbuild Live in September 2022 had to be cancelled due to the passing of Her Majesty The Queen</p>	Ongoing
1.4	<p>Raise awareness of the environmental challenges and ambitions set out in the charter by initiatives that educate/ influence the wider community, getting ownership of actions using:</p> <ul style="list-style-type: none"> a. established events (e.g. Greenbuild) b. established groups (e.g. schools, local flood resilience groups) c. novel communication methods d. working alongside other initiatives/ events. 	September 2020 onwards	No	<p>Delivery of Climate Change animation in August 2021 and adoption of Net Zero Strategy and Action Plan in January 2022</p> <p>Greenbuild online staged in November 2021 and September 2022; Greenbuild Live in September 2022 had to be cancelled due to the passing of Her Majesty The Queen</p>	Ongoing
1.5	Monitor the implementation of the Charter and the effectiveness of the actions undertaken to deliver it, then review the implementation of the Charter and Action Plan.	Sep 2020 onwards	No	Environmental Charter agreed and adopted but process of ongoing review	Ongoing review
Objective 2: Developing and implementing a new Local Plan					
2.1	Formulate a local plan that supports the transition to a low-carbon future and helps shape places, through climate change mitigation (reducing harmful emissions) and adaptation (responding to the impacts of climate change), taking into account	Winter 2022	Yes	Reg 19 consultation Winter 2021 completed	Delayed due to Nutrient Neutrality issues which is beyond

	flood risk, coastal change, biodiversity, landscape and the important environmental characteristics of the District.			Regular meetings of the Planning Policy and Built Heritage Working Party staged throughout 2022. Some delay in submission of the Plan for Examination due to Natural England issuing new guidance in March 2022 on Nutrient Neutrality Revised programme for submission of Plan for Examination agreed	the control of the District Council – Revised date now proposed for Submission for Examination January 2023
2.2 Page 106	Formulate, implement and monitor policies and projects that protect and enhance the natural and built environment of the District, its local distinctiveness, biodiversity, contribution to the quality of life of residents and the role they play in boosting the local economy; working with local communities to develop projects that to achieve this.	Spring 2020	No	Policies developed for inclusion in the new Local Plan by the Planning Policy and Built Heritage Working Party Active involvement in the Norfolk Coast Partnership, engagement with the Broads Authority; Significant involvement with county partners in seeking to develop a response to the Nutrient Neutrality issue.	Delayed due to Nutrient Neutrality issues which is beyond the control of the District Council – Revised date now proposed for Submission for Examination January 2023
Objective 3: Undertaking an audit to establish the Council's baseline carbon footprint and then deliver a carbon neutral position by 2030					
3.1	Undertake a baseline carbon audit and formulate a carbon reduction action plan to set out: <ul style="list-style-type: none"> the actions that can be implemented in the short-term to reduce carbon emissions from Council's activities the trajectory needed to reduce emissions to zero by 2030 the longer-term activities and investments necessary to maintain the identified course. 	Baseline audit completed Jan 2020 Action plan: from June 2020	Yes	Net Zero strategy and Action Plan agreed by Cabinet January 2022 Further detailed study of the Council's operational carbon footprint with a focus on the authority's buildings commissioned. Engagement through the Norfolk Climate Change Partnership in	Completed January 2022 Report due to be received November 2022 Looking to take forward elements

				countywide initiatives looking to adopt carbon reduction measures. Support for two research studies funded through the UK Community Renewal Fund – one on potential of hydrogen transport in Norfolk and a second on Community Energy Kickstarter projects which reported in September 2022.	of the Community Energy Kickstarter projects in North Norfolk
3.2	Ensure that the carbon impact of all activities are evidenced in all relevant decisions by establishing new processes/procedures for decision making and report writing.	June 2020	No	New report template developed and agreed June 2022	In progress
3.3	Measure, monitor and report on the change in the Council’s emissions periodically (using a recognized methodology/ toolkit) and review the carbon reduction action plan accordingly.	Summer 2020 onwards	No	Adoption of Net Zero Strategy and Action Plan January 2022 with ongoing monitoring systems being developed	Ongoing
3.4	Work with partners to establish and support ‘green energy’ initiatives (for environmental and/or investment purposes).	Autumn 2020 onwards	No	Participation in and receipt of Norfolk Hydrogen Vehicle Study and Community Energy Kickstarter reports through the Norfolk Climate Change Partnership funded through UK Community Renewal Fund monies Engagement with the North Sea Transition Authority to understand potential of developments in hydrogen production, Carbon Capture and Storage at the Bacton Gas Terminal site	Ongoing Ongoing
Objective 4: Continuing to Take a Lead Role Nationally in Coastal Management Initiatives Recognising our Position as a “Frontline” Authority in Meeting the Challenge of Rising Sea Levels					

4.1	Agree the vision and business plan for Coastal Partnership East (CPE) in addressing the coastal management challenges.	Summer 2020	No	CPE Business Plan in process of development	Ongoing
4.2	Establish evidence of coastal change impacts (e.g. from Shoreline Management Plans (SMPs), monitoring information and data gathering), interpret and communicate this to policy makers and stakeholders.	Autumn 2020	No	Ongoing – including monitoring of the performance of the Bacton / Walcott Sandscaping Scheme and development of wind-blown sand mitigation	Ongoing
4.3	Engage local coastal communities in the development of appropriate adaptive responses to coastal change and resilience.	Autumn 2020	No	Chosen by Government (DEFRA / Environment Agency) with the East Riding of Yorkshire Council to pilot Coastal Transition Accelerator Programme estimated value £10+million over five years – March 2022 Development of proposals for the Mundesley and Cromer Phase 2 Coastal Management Schemes – DEFRA grant funding secured and detailed design works now being undertaken for delivery in 2022/23	Ongoing
4.4	Develop innovative coastal management approaches to: a. technical solutions (e.g. sandscaping) b. policy c. funding	Ongoing	No	Progression of CLIFF policy framework with key insurance bodies for coastal adaptation programmes Chosen by Government (DEFRA / Environment Agency) with the East Riding of Yorkshire Council to pilot Coastal Transition Accelerator Programme estimated value £10+million over five years – March 2022	Ongoing
4.5	Continue to implement local actions to manage the coast, including: adaptation, maintenance of	Ongoing	No	Chosen by Government (DEFRA / Environment Agency) with the East Riding of Yorkshire Council to	Ongoing

	defences and innovative coastal management schemes (such as sandscaping).			<p>pilot Coastal Transition Accelerator Programme estimated value £10+million over five years – March 2022</p> <p>Continued monitoring of the Bacton / Walcott Sandscaping project – including implementation of wind-blown sand mitigation proposals</p> <p>Ongoing maintenance of groynes and beacons</p>	
4.6	Share best practice and seek to influence national policy.	Ongoing	No	<p>Chosen by Government (DEFRA / Environment Agency) with the East Riding of Yorkshire Council to pilot Coastal Transition Accelerator Programme estimated value £10+million over five years – March 2022</p> <p>Delivery of joint Norfolk and Suffolk Coastal Conference October 2021 and October 2022</p>	CTAP Outline Business Case proposals submitted to the Environment Agency October 2022 with phased implementation to follow
Objective 5: Planting 110,000 trees – one for each resident to help offset our carbon emissions					
5.1	Collect and analyse data, including identification of net benefits and opportunities, locational characteristics and data gaps.	Up to Spring 2020	Yes	Tree planting strategy developed and agreed by Cabinet January 2022	Ongoing
5.2	Formulate ideas, look at best practice, undertake options appraisal/ cost- benefit analysis, implementation methods and identify key partners, with alternative options and contingencies in order that target is met.	From spring 2020	Yes	Tree planting strategy developed and agreed by Cabinet January 2022	Ongoing
5.3	Engage communities at proposed planting sites to identify the optimal approach and garner support.	From autumn 2020	Yes	Approximately 50,000 trees planted in the 2021/22 planting season and detailed proposals for	Ongoing

				further 40,000+ trees to be planted this autumn / winter	
5.4	Implement, together with partner organisations, community groups and other interested parties.	From Dec 2019	Yes	To date 72,224 tree and hedging whips have been planted in 87 projects across the district. For the 2022/23 planting season (finishing in March 2023), a further 42,319 have been confirmed across 42 projects, with several more in various stages of planning. We are on course to beat the 110,000 target whilst staying in budget.	On track - Anticipated delivery of objective by March 2023
Objective 6: Introducing Electric vehicle charging facilities in the Council's principle car parks, at its offices and leisure centres					
1 Page 110	Develop a delivery plan for early installation of Electric Vehicle (EV) charging points on the Council owned car parks and at Council offices, then install the agreed 34 initial charging points (to demonstrate leadership).	March 2020	Yes	Installation of EVCPs at NNDC Cromer offices operational from April 2020; units at Cromer, Fakenham, Holt, Sheringham and Wells operational from September 2020; and Bank Loke Car Park, North Walsham from October 2021 also at The Reef, Sheringham from November 2021	Complete, except for delay at North Walsham
6.2	Gather data on demand and potential growth in the use of electric vehicles and its impact upon emissions, then develop a business case for the potential further roll-out of charging points.	Summer 2020	No	The use of the Electric Vehicle Charging Points installed by the District Council is being monitored to inform future investment in additional provision. Detailed understanding of local constraints in the provision of rapid charging facilities	Ongoing
6.3	Include policies on EV and the associated infrastructure in the emerging Local Plan and in appropriate asset management plans.	Summer 2022	No	Reg 19 consultation Winter 2021 completed	Delayed due to Nutrient Neutrality issues which is beyond

				Regular meetings of the Planning Policy and Built Heritage Working Party staged throughout 2022. Develop asset management approach to monitoring use / expansion of EVCPs provided on Council owned sites	the control of the District Council – Revised date now proposed for Submission for Examination January 2023
6.4	Review staff/member travel policies and future options that will reduce emissions (e.g. electric pool cars, car loan incentives, flexible working, video conferencing and cycling incentives).	Autumn 2020	No	This objective has been promoted further through the Council's recent Health and Wellbeing Week – particularly opportunities for car-sharing alongside the operation of the New Ways of Working policy around flexible / hybrid working. Recent launch of Salary Sacrifice Scheme to assist staff with purchase of electric vehicles	Ongoing
6.5	Communicate information about the advantages of using electric vehicles, the Council's role in promoting it and the opportunities for individuals and fleets to transition from fossil fuels.	Sept 2020 (Green Build event)	No	The Council has developed its understanding of the constraints of the local UK Power Networks distribution system to meet the needs of rapid charging infrastructure and is working through a number of partnership arrangements to increase awareness and shared understanding of the limited electricity supply issues in some parts of the District and how these might be addressed in order that the Council can deliver on its Net Zero ambitions in the future.	March 2023

				<p>The Council's partner SERCO has purchased 8 electric vehicles which are being deployed on cleaning public toilets and used by supervisors to carry out inspections across the district.</p> <p>The Council's Property Services Team have purchased its first electric vehicle for use by the Multi-Skilled Operative Team and further vehicles will be purchased as part of phased "fleet" replacement</p>	
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Objective 7: Waste Collection

Page 112	7.1	Implement the waste contract.	April 2020	No	New contract operational from April 2020	In progress
	7.2	Establish evidence and evaluate options for going beyond the minimum necessary, including: a. waste reduction measures (including incentives such as grants (e.g. a sustainable community grant scheme)) b. educating consumers about the consequences of their actions/ behaviours c. becoming an exemplar in waste reduction and using recycled materials.	Autumn 2020	No	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.	Cancelled as a discreet action – being progressed with partners through the Norfolk Waste Partnership
	7.3	Develop and implement targeted campaigns to educate and influence the consumption and waste practices of residents, communities and local businesses.	Spring 2020 onwards (from start of contract)	No	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.	Cancelled as a discreet action – being progressed with partners through the Norfolk Waste Partnership
	7.4	Establish data collection systems to understand all forms of consumption, recycling and re-use, and understand the local waste streams (waste composition analyses); then collect, analyse,	Summer 2020	No	A residual waste composition analysis was undertaken in Q4 2021/22, the results of which have fed into the delivery of	Ongoing

	interpret and report upon local waste production and disposal rates, trends and trajectories.			promotional activities in 2022/23 including the recent Recycling Week promotion	
7.5	Implement local community waste reduction measures, e.g. community fridges.	Ongoing	No	Community fridges now operational at Cromer, Fakenham, Holt, North Walsham, Sheringham and Stalham	Complete and ongoing
7.6	Investigate how the new waste contract can be operated with a reduced carbon footprint and implement feasible options.	Spring 2021	No	<p>New waste and recycling collection rounds from September 2022 to reflect changing household numbers, tipping locations etc to realise efficiencies and environmental impact in the provision of this service. Some initial issues with missed bins, but confident these will be addressed through initial twelve-week period of revised arrangements.</p> <p>8 electric vehicles have been brought into Serco's North Norfolk operation and will be deployed on cleaning public toilets and used by supervisors to carry out inspections across the district.</p>	Ongoing with further opportunities to de-carbonise our waste and cleansing contract being explored with our contractor SERCO

Financial Sustainability and Growth

Objective 1: Continuously reviewing our service delivery arrangements, fees and charges to ensure that we deliver value for money

1.1	<p>Establish a baseline against which to review and control fees and charges to support the full cost recovery of services</p> <p>Charges for discretionary services should reflect the actual cost of the provision of the service and not be cross subsidised from council tax or other sources of income. Where appropriate additional charges should be introduced to fund the costs of new or increased services (e.g. charging developers</p>	December 2020	No	Approach developed as part of Zero-based Budgeting Review and will be developed further as part of 2023/24 Budget process and revised Medium-Term Financial Strategy	Ongoing
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	for the provision of domestic waste bins on new residential developments)				
1.2	Develop a public convenience policy to identify ways in which the current £600k a year spend on the provision of public conveniences (to serve users of town centres, recreational and visitor attractions) can be funded, so that good quality provision can be maintained whilst providing council tax payers with value for money	December 2020	No	Progressed through Panel of the Overview and Scrutiny Committee with report to Cabinet 3 rd October 2022	Complete
1.3	Trial zero based budgeting (ZBB) alongside enhanced engagement with service managers to encourage a focus on what costs are necessary to run the services and enable Council resources to be directed more effectively to where there are most needed	December 2020	Yes	Taken forward in period November 2021 to February 2022 to inform 2022/23 budget process	Complete
1.4	Work with other local authorities to close loopholes which exist around Second Home Council Tax / Business Rate payments; and lobby government jointly with other similarly affected Councils and supporting organisations to add weight to the argument	December 2020	No	Representations made to Government and some changes now proposed from April 2022	Complete
1.5	Undertake service reviews to improve efficiency and reduce costs	March 2021	No	This objective has not been progressed due to capacity issues within the Finance Team	Consideration will be given to costs of service as part of the 2023/24 budget process, but formal reviews will need to be taken forward during the Spring and Summer of 2023
Objective 2: Taking, where appropriate, a more commercial approach to the delivery of discretionary services					
2.1	Develop a Financial Sustainability Strategy, which will identify income generating and saving	June 2020	Yes	Not progressed as proposed – to be priority objective of new Director of Resources	February 2023

	opportunities whilst meeting the corporate plan objectives				
2.2	Review the Car Parking Policy in order to maximise the revenue generated from car parking income, an important source of funding for council services The new policy needs to reflect: the needs of local residents; the vitality of town centres; visitor demand; and provide best value for council tax payers	Initial policy review commencement: January 2020	No	New car park charges implemented from 4 th July 2022	Complete
2.3	Explore the opportunities to generate income from advertising and sponsorship	April 2020	No	Not progressed as proposed – to be priority objective of new Director of Resources	June 2023

Objective 3: Forming a development company to take our property ambitions forward

Page 115	3.1	Develop a business case for a housing company with a view to providing the Council with a way of addressing some of the housing needs in the district. Such an approach will include: provision of temporary accommodation, housing affordability, becoming a trusted (private sector) landlord, potential sites for new housing development, including those for self-build, engaging with development partners and exploring external funding sources	Business Case; April 2020	Yes	The context of the Council operating a Housing Development Company has changed significantly as a result of Government restricting opportunities for local authorities to Borrow to Invest. Also NNDC does not have a land bank such that we would be competing to purchase land for housing development against local builders and RSLs.	Member workshop held November 2021 to promote understanding of the changed policy environment relating to the Council having a Housing Development Company
	3.2	Explore options for investing in the provision of medical centre development/health care facilities	December 2020	No	The context of the Council operating a Property Development Company has changed significantly as a result of Government restricting opportunities for local authorities to Borrow to Invest such that this objective is probably no longer a realistic opportunity for the Council.	Complete

				<p>The Council, through the One Public Estate programme has appraised opportunities to invest in new healthcare facilities in one location in the District which is now the subject of a Housing with Extra Care proposal.</p> <p>The need to plan for new primary care facilities in North Walsham was included within the bid the Council made for UK Community Renewal Funds however this bid was not successful in securing Government funding so conversations continue with health partners in the context of the proposals for the North Walsham Urban Extension proposals.</p>	
3.3	<p>Take a strategic approach to commercial development opportunities, including:</p> <ul style="list-style-type: none"> • Exploring options that meet local needs/ demand and produce an income (e.g. a crematorium or similar development) • Updating the Asset Management Plan • Updating the Procurement Strategy 	September 2020	No	<p>The context of the Council operating a Property Development Company has changed significantly as a result of Government restricting opportunities for local authorities to Borrow to Invest such that this objective is probably no longer a realistic opportunity for the Council.</p> <p>Sale of Parklands site, Pudding Norton completed September 2022.</p> <p>Sales of Meadow House, Itteringham and Bridewell Street,</p>	Ongoing

				<p>Walsingham also completed in last twelve months</p> <p>The Cedars, North Walsham – currently the subject of refurbishment as part of the North Walsham Heritage Action Zone programme with proposals to lease the property for community uses agreed by Cabinet at its 3rd October 2022 meeting</p> <p>Successful lease of Hornbeam Road commercial units achieved from September 2022</p> <p>Marketing of opportunities at North Lodge Park ongoing</p>	
Objective 4: Investing in environmental and economic initiatives which deliver positive outcomes and a financial return for the authority					
Page 117	4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot. Review the success of the EVCP pilot and expand it as required, based on the assessment of a business case	Review undertaken August 2021	No	The Council has developed its understanding of the constraints of the local UK Power Networks distribution system to meet the needs of rapid charging infrastructure and is working through a number of partnership arrangements to increase awareness and shared understanding of the limited electricity supply issues in some parts of the District and how these might be addressed in order that the Council can deliver on its Net Zero ambitions in the future.	Ongoing
4.2	Explore the potential for the installation of solar panels - photo voltaics (PV) - on the Council's assets. Initially undertaking a business case to	December 2020	No	A survey has been commissioned for the provision of a solar car port at the new Sheringham Leisure Centre site which is to be	December 2022

	assess the viability of PV above some of the Council's car parks			presented to Cabinet shortly. Some slippage in this work but now back on track	
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Quality of Life

Objective 1: Undertaking a Quality of Life Survey to inform the development and implementation of a Quality of Life Strategy so as to improve the health and mental wellbeing of communities and individuals across North Norfolk.

Page 118	1.1	<p>Undertake a Quality of Life Survey amongst local residents in order to understand the issues people face and to identify ways in which the Council (and its partners) can help those, in all communities, to access the things that they need.</p> <p>Working with appropriate partners, the survey will use existing evidence but also seek to fill gaps in data. It will need to take account of and inform many of the other activities in this delivery plan, such as:</p> <ul style="list-style-type: none"> • access to services • housing • environmental quality • potential influences of climate change 	Completed September 2020	Yes	Quality of Life strategy agreed and adopted by Cabinet at its July 2022 meeting, now moving to implementation	Ongoing
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Objective 2: Developing and implementing a Quality of Life Strategy

	2.1	<p>Develop a Quality of Life Strategy to ensure services, provided by the Council (and its partners) that impact on local quality of life, respond to issues raised by those in our local communities.</p> <p>The Strategy should be inclusive of all groups within society but also address any specific needs identified in the Quality of Life Survey. It will include:</p> <ul style="list-style-type: none"> • influences on physical and mental wellbeing across all age groups • access to healthy, active lifestyles • access to the arts and the celebration of local culture • engagement in local community activities 	Adopt November 2020	No	<p>Quality of Life strategy agreed and adopted by Cabinet at its July 2022 meeting, now moving to implementation</p> <p>Proposed for delivery in January 2022 but delayed due to rise in COVID (Omicron) cases in the period November 2021 – February 2022 with further national lockdowns – now back on track</p>	Ongoing
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	<ul style="list-style-type: none"> isolation innovative ways of treating health conditions, e.g. social prescribing access for all to services and facilities. 				
2.2	<p>Work with local communities and partner organisations to implement the Quality of Life Strategy and enable activities that assist in its delivery.</p> <ul style="list-style-type: none"> communicate the strategy to those involved in its delivery or are affected by it raise awareness and encourage interest in the development of actions that achieve the objectives in the strategy ensure that the strategy is embedded in all relevant services, activities, projects and decisions undertaken by the Council monitor the implementation & effectiveness of the strategy 	November 2020 onwards	No	<p>Quality of Life strategy agreed and adopted by Cabinet at its July 2022 meeting, now moving to implementation</p> <p>Proposed for delivery in January 2022 but delayed due to rise in COVID (Omicron) cases in the period November 2021 – February 2022 with further national lockdowns – now back on track</p> <p>Establishment of the North Norfolk Health and Wellbeing Board to support new Integrated Care System arrangements across the District</p> <p>Development and implementation of Community Connector Team to support health and wellbeing through development of Social Prescribing projects and solutions</p>	Ongoing
Objective 3: Delivery of the North Walsham Heritage Action Zone programme					
3.1	<p>Under the Heritage Action Zone programme, engage the local community in the development and delivery of projects and activities that celebrate the cultural and historic significance of North Walsham Town Centre, with the aim of enhancing the economic and cultural vitality of the town, including:</p> <ul style="list-style-type: none"> cultural programming activities improving historic assets supporting local community organisations 	Delivery Plan adopted by April 2020	Yes	<p>Strong community engagement programme with the public and town centre businesses through HAZ</p> <p>Good programme of cultural events delivered as part of the North Walsham High Street Heritage Action Zone programme, including:- a number of concerts, upcycling fashion show, photographic workshops.</p> <p>Separate to the HAZ programme North Walsham Market Place has</p>	On track

	<ul style="list-style-type: none"> supporting cultural events 		<p>Project Officer and appointed consultants</p> <p>Cultural programme developed alongside historic interpretation to inform environmental enhancement programme</p>	<p>held a number of successful community events including Street Food Festivals, Farmers Markets which have attracted more people into the town centre.</p> <p>Additional external funding secured through the EU C-Care project administered by the New Anglia Local Enterprise Partnership to fund a programme of Place-making activities for delivery beyond the completion of the HAZ works from Spring of 2023</p>	
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Objective 4: Developing and implementing an Accessibility Guide for the District

5.1	<p>Formulate and publish a guide (in appropriate, traditional and novel formats) to help communities:</p> <ul style="list-style-type: none"> promote engagement tackle isolation improve accessibility to all (e.g. beach wheelchairs, community transport initiatives) address the needs of people with conditions that impact upon their quality of life (e.g. dementia) 	<p>March 2020</p> <p>Monitor and review ongoing</p>	No	<p>Accessibility has been incorporated into the Quality of Life Strategy. Further thought is being given to strengthen the text and objectives around accessibility to reflect the investment being made by the authority in the provision of Changing Places Facilities and the provision of additional beach wheelchairs, which is increasing the district's appeal as an inclusive place and visitor destination.</p>	<p>Production and publication of District accessibility guide February 2023</p>
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Objective 5: Delivery of new leisure centre at Sheringham

5.1	<p>Develop the new leisure centre to replace the Splash, in order to maintain a high quality, inclusive and accessible facility. Working with our leisure contractor and other partners to:</p> <ul style="list-style-type: none"> encourage people to lead and maintain active and healthy lifestyles 	<p>May 2021 re-opening</p>	Yes	<p>Successful opening of The Reef leisure centre on 30th November 2021. Numbers of people undertaking activity at the new facility exceeds anticipated numbers with over 19,500 people visiting in August 2022 alone.</p>	Complete
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	<ul style="list-style-type: none"> provide a range of modern and innovative fitness equipment accessible to all encourage the development of physical activity programmes oriented to the needs of all sections of the local community introduce even the youngest residents to fun and beneficial leisure activities provide opportunities to address specific health conditions (e.g. via social prescribing) 			Facility performing well and project completion review now being undertaken for reporting to Overview and Scrutiny Committee in January 2023.	
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Objective 6: Continued investment in Cromer Pier as an iconic heritage and cultural attraction

Page 121	6.1	Maintain and enhance the physical structure of Cromer Pier, its historic Pavilion Theatre and continue to work with partners to develop a programme of shows, events and appropriate activities that attract a wide audience, in order to celebrate the unique qualities that make this heritage asset an icon of the District that benefits residents, businesses and the wider local economy	Annual programme maintenance / 5yr contract	No	<p>£1.2million Programme of maintenance to the pier super-structure agreed at July Cabinet meeting.</p> <p>Planned refurbishment of Pavilion Theatre toilets and bar areas in period January / February 2023</p> <p>Ongoing discussions with operator of the Pier to understand impact of COVID on audiences, projected income / turnover</p>	<p>Investment programme in pier continuing as programmed</p> <p>Recovery Plan for pier operations to be agreed based on 2021 and 2022 audience / visitor numbers</p>
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Objective 7: Public convenience investment programme to include a Changing Places facility in each of our seven principal settlements

	7.1.	Maintain the quality and accessibility of public conveniences, ensuring they are suitable to the needs of the community and visitors to the area	Spring 2020 with Review April 2020	No	<p>Overview and Scrutiny Panel discussed public convenience strategy with report and recommendations to July O&S meeting</p> <p>Successful bid for funds through the Government's Changing Places Fund – Sept 2021 / April 2022 - £300,000 grant award; top ten place of all local authorities in England</p>	Ongoing to summer 2023
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				Delivering schemes under the Changing Places grant scheme – Wells and Fakenham on site; contracts awarded for The Leas, Sheringham and Vicarage Street, North Walsham; ongoing discussions with local partners at Stalham and Holt	
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Objective 8: Continued commitment to maintain Blue Flag and Green Flag status for the Council’s beaches and open spaces

Page 122	8.1	<p>Continue to maintain and, where appropriate, improve the quality and accessibility of our public open spaces and beaches. Promote their use for a wide variety of events and activities that meet the health and wellbeing needs of the local community and attract visitors to the area</p> <p>Develop a programme of sustained improvement and investigate innovative investment opportunities in order to ensure that our open spaces and beaches are attractive and available for all to enjoy and, where appropriate, meet the criteria for Green and Blue Flag awards</p>	<p>Blue Flag May 2020 Green flag July 2020</p>	<p>Yes</p>	<p>Retained 6 Blue Flag beaches</p> <p>Retained 3 Green Flag Open Spaces</p> <p>Continued investment in facilities and offer proposed at Holt Country Park and at Pretty Corner Woods, Sheringham</p>	<p>On track</p>
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Objective 9: Delivery of the Mammoth Marathon

	9.1	<p>Organise and promote a running event as a way of marketing the District and raise awareness of the benefits of physical activity. Use this and other events as a platform to showcase initiatives that aim to support health and wellbeing, environmental awareness, arts and culture and other quality of life issues.</p> <p>After the first ‘mammoth’ marathon and half marathon events, review its effectiveness in achieving these objectives and explore options for future events.</p>	<p>17 May 2020</p>	<p>No</p>	<p>Successful Mammoth Marathon event staged in May 2022 with over 500 participants.</p> <p>Planning underway for 2023 event</p>	<p>Complete</p>
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Objective 10: Maximising the level of external funding through working with partners to support community projects within the District

10.1	Identify new opportunities for funding to implement and promote the Quality of Life Strategy and achieve its outcomes. Seek opportunities to work with partners and local communities in developing projects and facilities that address the findings of the Quality of Life survey	March 2020	No	<p>Rural England Prosperity fund programme - £1.457 million over two years April 2023 – March 2025 – Investment Plan in process of being developed</p> <p>Submission of two bids under Round 2 of the Levelling Up Fund programme in August 2022 - £11.5 million project for the Fakenham Leisure and Sports Hub project and £8.5million Cromer Cliffs Enhancement Programme – awaiting funding decisions from Government</p> <p>UK Shared Prosperity Fund NNDC allocation of £1.238million for period April 2022 – March 2025 – Investment Plan submitted July 2022, awaiting confirmation to spend from Government</p> <p>Chosen by DEFRA / Environment Agency with the east Riding of Yorkshire Council to pilot Coastal Transition Accelerator Programme estimated value £10+million over five years – March 2022</p> <p>Successful bid for funds through the Government’s Changing Places Fund – Sept 2021 / April 2022 - £300,000 grant award; top ten place of all local authorities in England</p>	<p>Ongoing in terms of awaiting decisions on the Levelling Up applications and approval of our UK Shared Prosperity Fund Local Investment Plan</p> <p>Delivering schemes under the Changing Places grant scheme – Wells and Fakenham on site; contracts awarded for The Leas, Sheringham and Vicarage Street, North Walsham; ongoing discussions with local partners at Stalham and Holt</p> <p>Detailed delivery plan being developed for the Coastal Transition Accelerator Programme for discussion with the Environment Agency</p>
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				Unsuccessful bids for UK Community Renewal Funds for Fakenham and North Walsham (November 2021)	
Objective 11: Support and nurture the development of strong, sustainable and healthy local communities					
1.1	<p>Review existing funding initiatives and investigate new schemes that assist local communities in addressing their needs and improving community wellbeing, via grants and community development support.</p> <p>Provide support and advice to local community organisations to help them access external funding opportunities and develop initiatives that address local needs and support community sustainability</p> <p>Facilitate community initiatives, in accordance with the Quality of Life Strategy, that aim to improve the physical and mental wellbeing of local residents</p>	<p>June 2020</p> <p>Ongoing</p> <p>Ongoing</p>	No	<p>Successful delivery of the Homes for Ukraine scheme across the District with first appointment in Norfolk of Ukraine speaking support officer and second highest numbers of Ukrainian guests accommodated in Norfolk.</p> <p>Development and promotion of support response to the Cost of Living pressures faced by many of the District's residents</p> <p>Development and implementation of Community Connector Team to support health and wellbeing through development of Social Prescribing projects and solutions</p> <p>Continued operation of the North Norfolk Sustainable Communities Fund, Community Transport Grants and Arts Grants mechanisms.</p>	Ongoing