

Overview & Scrutiny Committee



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Tuesday, 13 September 2022

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 28 September 2022** at **9.30 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 notify the committee clerk 24 hours in advance of the meeting and arrive at least 15 minutes before the start of the meeting. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel: 01263 516047, Email: matthew.stembrowicz@north-norfolk.gov.uk.

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so must 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.

Please note that Committee members will be given priority to speak during the debate of agenda items

Emma Denny
Democratic Services Manager

To: Mr N Dixon, Mr S Penfold, Ms L Withington, Mr H Blathwayt, Mr P Heinrich, Dr V Holliday, Mr N Housden, Mrs E Spagnola, Mr A Varley, Mr C Cushing, Mr P Fisher and Mrs S Bütikofer

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. SUBSTITUTES

3. PUBLIC QUESTIONS & STATEMENTS

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

4. MINUTES

1 - 14

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 20th July 2022.

5. 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.

6. DECLARATIONS OF INTEREST

15 - 20

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.

7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public.

8. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER

To consider any requests made by non-executive Members of the Council, and notified to the Monitoring Officer with seven clear working days' notice, to include an item on the agenda of the Overview and Scrutiny Committee.

9. RESPONSES OF THE COUNCIL OR THE CABINET TO THE COMMITTEE'S REPORTS OR RECOMMENDATIONS

To consider any responses of the Council or the Cabinet to the Committee's reports or recommendations:

At the meeting held on 6th September 2022 Cabinet:

Councillor Call for Action on the Impact of Second Homes and Holiday Lets:

- Deferred all recommendations to the October meeting.

Public Convenience Scrutiny Panel Recommendations:

- Urgent recommendations 1 and 2 accepted subject to further work, investigations and consultation on the impacts of wild camping, used to inform any potential future actions.
- Recommendation 3 to undertake an independent audit not accepted.
- Recommendations 4 - 15 accepted, subject to the Scrutiny Panel meeting with the Property Services, Environmental Health and Estates Team officers responsible for implementing the recommendations to provide additional context and explanation.

10. PLANNING SERVICE IMPROVEMENT PLAN

21 - 36

Summary: This report sets out the proposed Strategy for addressing identified issues of planning performance to improve the overall customer experience.

Options considered: Options considered within this report are as follows:

1. Support the Planning Service Improvement Plan, namely the Strategy and production of a draft Action Plan.
2. Do not support the Planning Service Improvement Plan – The Committee considers that no further work is necessary in relation to development management performance.
3. To recommend that the Strategy is not sufficient in meeting the identified aims. This could risk not achieving the necessary aims and delayed progress

Conclusions: It is recommended that Overview & Scrutiny Committee supports the Planning Service Improvement Plan.

Recommendations: **That the Overview and Scrutiny Committee supports the Planning Service Improvement Plan, namely the Strategy and production of a draft Action Plan.**

Reasons for Recommendations: To ensure that an appropriate Strategy and Action Plan is in place necessary to provide solutions to the identified service level issues.

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)

None

Cabinet Member(s): Ward(s) affected: All
Cllr Andrew Brown,

Contact Officer, telephone number and email: Martyn Fulcher, 01236 516244 martyn.fulcher@north-norfolk.gov.uk

11. NORTH WALSHAM HIGH STREET HERITAGE ACTION ZONE - PROJECT UPDATE 37 - 66

To receive and note the update.

- Summary:** This report presents the provisional outturn position for the 2021/22 financial year which shows a General Fund underspend of £615,740. It also provides an update in relation to the Council's capital programme. Details are included within the report of the more significant year-end variances compared to the current budget for 2021/22. The report also makes recommendations for contributions to reserves.
- Options considered:** The report provides a final budget monitoring position for the 2021/22 financial year. The report makes recommendations that provide funding for ongoing commitments and future projects.
- Conclusions:** The revenue outturn position as of 31 March 2022 shows an overall underspend of £615,740. The final position allows for £409,855 from budget and grant underspends to be rolled forward within Earmarked Reserves to fund ongoing and identified commitments for which no budget has been allocated in 2022/23. The position as reported will be used to inform the production of the statutory accounts which will then be subject to audit by the Council's external auditors.
- Recommendations:** Members are asked to consider the report and recommend the following to Full Council:
- a) The provisional outturn position for the General Fund revenue account for 2021/22;
 - b) The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2022/23 budget;
 - c) Allocate the surplus of £615,740 to the General Reserve;
 - d) The financing of the 2021/22 capital programme as detailed within the report and at Appendix D;
 - e) The balance on the General Reserve of £2.33 million;
 - f) The updated capital programme for 2022/23 to 2025/26 and scheme financing as outlined within the report and detailed at Appendix E;
 - g) The roll-forward requests as outline in Appendix G are approved.
- Reasons for Recommendations:** To approve the outturn position on the revenue and capital accounts used to produce the

statutory accounts for 2021/22.

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)

<i>Budget Monitoring Reports, NNDR returns</i>	
Cabinet Member(s) Cllr Eric Seward	Ward(s) affected All
Contact Officer, telephone number and email: Alison Cubbock, Alison.Chubbock@north-norfolk.gov.uk	

13. TREASURY MANAGEMENT ANNUAL REPORT 2021/22

115 - 128

- Summary:** This report sets out the Treasury Management activities actually undertaken during 2021/22 compared with the Treasury Management Strategy for the year.
- Options considered:** This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.
- Conclusions:** Treasury activities for the year have been carried out in accordance with the CIPFA Code and the Council's Treasury Strategy.
- Recommendations:** **That Council be asked to resolve that the Treasury Management Annual Report for 2021/22 is approved.**
- Reasons for Recommendations:** Approval by Council demonstrates compliance with the CIPFA Codes.

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)

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

14. DEBT RECOVERY REPORT 2021/22

129 - 160

Summary: This is an annual report detailing the council's collection performance and debt management arrangements for 2021/22

The report includes a:

- A summary of debts written off in each debt area showing the reasons for write-off and values.
- Collection performance for Council Tax and Non- Domestic Rates.
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

Recommendations: 1. **To approve the annual report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.**

Cabinet member(s): Eric Seaward

Wards: All

Contact Officer, telephone number, and e-mail: Sean Knight 01263 516347
Sean.Knight@north-norfolk.gov.uk

15. **BUDGET MONITORING 2022/23 - PERIOD 4**

161 - 186

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

Options considered: Not applicable

Conclusions: The overall position at the end of July 2022 shows a £4,149,811 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year underspend of £472,234 (but these may be impacted by in year cost pressures as shown in paragraph 2.4).

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

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

2) **That £30,000 is released from the Asset Management reserve for health and safety works at Mundesley Road Car Park, North Walsham.**

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 Ward(s) affected All
Eric Seward

16. **PRE-SCRUTINY - PERFORMANCE MANAGEMENT FRAMEWORK**

187 - 218

Summary: To present to Overview and Scrutiny the outcome of the Performance Management Framework Project. That is a new Performance Management Framework for pre-Scrutiny.

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 X, meets the needs of the Council and provides a framework that is fit for purpose.

Recommendations: **Overview and Scrutiny Committee is requested to review the revised Performance Management Framework and make recommendations for amendment to Cabinet.**

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)

Cabinet Member(s) Cllr T Adams	Ward(s) affected All
Contact Officer, telephone number and email: Helen Thomas, Helen.thomas@north-norfolk.gov.uk	

Summary: The revised Managing Performance Report attached, as Appendix A, enables the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview of progress towards achieving the objectives in the Corporate Plan, assesses the achievements and issues identified in the first quarter of 2022/23, and the actions being taken to address these issues and proposes any further action needed.

Options considered: Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee where committee approval is required.

Conclusions: Good progress has been made over the first quarter of 2022/23 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report.

This has been achieved despite additional unanticipated demands being placed on the authority with respect to directing resources in the People's Services teams to support the Council's response to the Ukrainian crisis and the payment of the £150 Energy Rebate scheme administered by the Revenues and IT teams.

Recommendations: **That Cabinet resolves to note this report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.**

That Cabinet asks for further information or action where they consider it necessary regarding performance as outlined in Appendix A.

Reasons for Recommendations: To ensure the objectives of the Council are achieved.

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)

Cabinet Member(s)	Ward(s) affected
Cllr Tim Adams	All

Contact Officer: Steve Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232

18. NNDC PERFORMANCE BENCHMARKING

261 - 316

Summary: To provide Overview & Scrutiny Committee with benchmarking information so that they are in a position to make recommendations to Cabinet for action based on evidence to improve performance.

Conclusions: Using the benchmarking information comparing NNDC performance to our CIPFA nearest neighbours will provide a valuable insight into the Council's performance in the context of the performance of similar local authorities.

Recommendations:

1. **Receive and note the benchmarking information.**
2. **Make recommendations to Cabinet to investigate specific levels of performance and/ or to take action.**

Reasons for Recommendations: Reviewing benchmarking data in this way will ensure the Council maintains acceptable levels of performance across the services delivered by 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)

Cabinet Member(s): Cllr T Adams	Ward(s) affected: All
Contact Officer: Helen Thomas	helen.thomas@north-norfolk.gov.uk

WORK PROGRAMMES

19. THE CABINET WORK PROGRAMME 317 - 320

To note the upcoming Cabinet Work Programme.

20. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 321 - 332

To receive an update from the Scrutiny Officer on progress made with topics on its agreed work programme, training updates and to receive any further information which Members may have requested at a previous meeting.

21. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

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

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OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 20 July 2022 in the Council Chamber - Council Offices at 9.30 am

Committee Members Present:	Mr N Dixon (Chairman)	Mr H Blathwayt
	Mr P Heinrich	Dr V Holliday
	Mr N Housden	Mr A Varley
	Mr C Cushing	
Other Members Present:	Mr A Brown (Observer)	Ms V Gay (Observer)
	Mrs W Fredericks (Observer)	
	Mr J Rest (Observer)	Mr E Seward (Observer)
Officers in Attendance:	Democratic Services and Governance Officer - Scrutiny (DSGOS), Planning Policy Manager (PPM), Housing Strategy and Delivery Manager (HSDMND), Housing Strategy and Delivery Manager (HSDMGC), Assistant Director for Finance, Assets, Legal & Monitoring Officer (MO) and Corporate Business Manager (CBM)	
Also in attendance:	Chief Operating Officer EEAST (COO) and Associate Director of Urgent & Emergency Care NHS Norfolk & Waveney ICB (ADUE)	

17 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr L Withington, Cllr E Spagnola, Cllr S Penfold and Cllr P Fisher.

18 SUBSTITUTES

None.

19 PUBLIC QUESTIONS & STATEMENTS

The DSGOS noted that whilst the Committee had not been contacted directly, the Council Leader had received a letter regarding the CCfA Second Homes and Holiday Lets report, which could be shared if necessary.

20 MINUTES

Minutes of the meeting held on 15th June 2022 were approved as a correct record and signed by the Chairman.

21 ITEMS OF URGENT BUSINESS

None received.

22 DECLARATIONS OF INTEREST

Cllr V Holliday declared a pecuniary interest in relation to item 11 as she owned a holiday let, and stated that she would leave the room during discussion of the report.

23 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

24 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER

None received.

25 RESPONSES OF THE COUNCIL OR THE CABINET TO THE COMMITTEE'S REPORTS OR RECOMMENDATIONS

None to report.

26 AMBULANCE RESPONSE TIMES MONITORING: ICB (FORMER CCG) & EEAST

Marcus Bailey – Chief Operating Officer EEAST (COO) and Ross Collett - Associate Director of Urgent & Emergency Care NHS Norfolk & Waveney ICB (ADUE) attended the meeting remotely to brief the Committee.

The COO began by noting that response times were a known concern, particularly in areas such as North Norfolk, and confirmed that as a result Rapid Response Vehicles (RRVs) would remain in place for the remainder of the financial year, in addition to training over 100 new emergency call handlers. The ADUE stated commissioning arrangements with the ambulance service would be rolled over without change, though contract negotiations for 2023 were due to begin in Q3. He added that this allowed services to remain in place, whilst providing additional funding to help address service delays. It was noted that urgent care stacks had also been reviewed to consider what more could be done to respond differently, in ways that may not require an ambulance, thus reducing wait times for those in life threatening situations.

Questions and Discussion

- i. Cllr N Housden referred to a press report about EEAST not having a comprehensive record of defibrillators across the region, and asked how long it would take to complete the registration process. The COO replied that the National Defibrillator Project was ongoing with the first wave of registrations complete, and an overall aim to have records complete by the end of October. Cllr N Housden noted that he understood there was also a shortage of defibrillator batteries, and asked whether this was being addressed. The COO replied that batteries had now begun to be received with over 100 distributed to local communities.
- ii. Cllr V Holliday asked if there had been a decrease in ambulance dispatches from the Multidisciplinary Team approach, to which the ADUE replied that 48% percent of calls reviewed had been pulled away from the Ambulance Service, and evaluation data could be shared with the Committee once available.
- iii. The ADUE stated that there was a direct correlation between ambulance response times and delays at hospitals, and concerted efforts were being made across services to address this, such as introducing Acute Hospital Liaison Officers at all Norfolk hospitals. He added that category 2 rapid release trials, which allowed for the rapid release of ambulance crews to

respond to C2 calls had been successfully utilised at the NNUH, in a similar way to the C1 drop and go process. It was noted that cohorting areas had also been established to allow patients to be safely looked after whilst allowing faster release of ambulance crews.

- iv. Cllr V Holliday stated that the NNUH had the longest ambulance wait times in the region with the QEUH in fourth, which had a significant impact on ambulance response times. She added that postcode data from earlier in the year for NR23 C1 calls showed mean response times of up to 35 minutes and 23 minutes for NR24, and asked officers for comment. The ADUE replied that none of the delays were acceptable, and patient safety remained the principal concern with all efforts being made to improve response times. He added that staffing shortages were a contributing factor, with the impact of Covid both limiting the number of staff available to work, and causing more long term issues such as staff burnout. The COO stated that response times would require a combination of actions to improve, as data showed that C2 patients were at the highest risk due to the volume of calls compared with C1 calls, accounting for approximately 75% of combined ambulance activity. He added that further measures to address the risk of harm to patients included installation of community defibrillators, enhancing cooperation with the fire and rescue services, supporting Community First Responders (CFRs) with fuel costs, and introducing a volunteer staff responder pilot scheme. It was suggested that reducing the job cycle time, from call to hand over of a patient by reducing the number of patients transported to A&E, with more local support offered would also help to improve response times.
- v. Cllr N Housden stated that strategic long-term plans should to take into account the impact of Covid to ensure that adequate staffing arrangements remained in place. He added that volunteers were too often called upon and greater efforts were required to address major strategic issues. The COO replied that whilst many of the test to change actions were having an impact and helping evolve the service, urgent and emergency care remained crucial, and this required adequate staffing with national strategies in place to help address this. He added that the skillset, diversification, and progression opportunities were crucial to improve and retain the existing workforce. It was noted that digitalisation would also have an impact on services, with the potential for new triage software to help the service adapt to new challenges. The COO stated that further options would be explored including increased use of private ambulances, and increased use of agency staff to plug gaps in the short-term. He added that a small scale trial in Cromer granted digital access to patient records and had reduced conveyance to hospitals by between 3-5%, which equated to 30-60 minutes for every patient. The ADUE stated that the strategic approach would also look at public health data to consider how people could be kept healthier for longer, to reduce the level of need placed on the urgent and emergency care system. He added that waiting lists also had to be reduced as quickly as possible, as it was common for these individuals to require urgent and emergency care.
- vi. The Chairman referred to meeting the needs of individuals and asked if the ICB and EEAST were conscious of meeting and managing the expectations of the public. The ADUE acknowledged that services had not always done well at meeting public expectations and communication needed to improve to address this. He added that staff were under significant pressure from increased demand, and this needed to be communicated more effectively.

- vii. Cllr W Fredericks stated that Mundesley had two excellent CFRs and suggested that whilst fuel subsidies were appreciated, they needed retained payments similar to the Fire Service, as this would help the recruitment and retention of staff. The COO replied that the use of CFRs was helpful, but there were risks with becoming too reliant and support had to be offered incrementally. He added that he was keen to support the service and recognised its value, but noted that there had to be a balance between the support that could be offered and funding for paid staff. It was noted that several charity funds had been used to support volunteers, and further cooperation between charities and the NHS could be utilised again in the future.
- viii. The Chairman referred to delays moving patients from hospitals into long-term care, and asked whether any measures were being taken to address this. The ADUE replied that whilst this was a known issue, it was difficult to summarise its impact. He added that there was focus on returning patients home once safe to do so, with additional support offered for domiciliary care. The Chairman said that it would be helpful to see the ICS's strategic plan to tackle the issue.
- ix. Cllr N Housden referred to an age profile included in the agenda, and noted that the District's demographic was over twice the national average of residents aged 65 and over, and asked what plans were in place to account for this. The ADUE replied that the demographics were a known issue, and were taken into consideration during the planning process, alongside public health data and measures such as deprivation. He added that it was useful to understand the difference between urgent and emergency care, with over 80% of urgent care being managed in primary care. It was noted that frailty was not directly related to age and could be reversed, and focus was therefore placed on prevention.
- x. The Chairman asked if there was anything the Council or Councillors could do to support the health and emergency services. He added that recruiting CFRs for instance, was something that may be possible to support at parish level. The ADUE replied that support for summer plans at parish level, and communication of messages at parish and district level would be helpful. He added that at a strategic level the importance of ICB place boards would be crucial as a local forum to engage with issues such as demographic data and the local footprint of services. The COO stated that promoting public health remained a key message that the health services would appreciate being shared across the District. He added that signposting residents to a range of recruitment opportunities such as CFR and paid positions would also be helpful.
- xi. Cllr V Holliday stated that whilst the North Norfolk Ambulance Response Monitoring Group had seen reasonable success in its initiatives, these could be expanded, in addition to support that could be provided to patients leaving hospitals by their communities.

RESOLVED

1. To note the discussion

ACTIONS

1. **ICB to share evaluation data of Multidisciplinary Teams reducing the number of Ambulance Service requests once available.**
2. **ICB to share plans for reducing delays in transferring patients from hospitals to long-term care.**
3. **Consideration to be given as to how NNDC may help to promote key health related messages at Town and Parish level to support ICB and EEAST.**

27 CCFA: IMPACT OF SECOND HOMES AND HOLIDAY LETS DATA REPORT

Cllr J Toye introduced the report and thanked officers for their work preparing the report. He added that Members must be careful not to make decisions with unintended consequences, and referred to issues caused by restrictions placed on new homes in St. Ives. It was noted that many concerns around second and holiday homes related to the limited supply of affordable housing available for residents, though data did not appear to fully support this hypothesis. Cllr J Toye stated that in Wells, higher prices paid for homes significantly increased the viability and number of new affordable homes built. He added that recent studies in Wales had shown that restricted occupancy of new build homes attracted more retirees, which placed greater strain on resources and public services. It was stated that no objective evidence was found to suggest that the loss of local services had been caused by second and holiday homes, as this was a national trend. Cllr J Toye stated that meeting the demand for affordable housing across the Country would require significant changes in Government Policy with 2021 data showing 4250 socially rented homes built nationally, against a waiting list of 1.6m. He added that the private rental market was also in decline with a fifty percent reduction in availability and increasing average rents of approximately £1200. It was stated that whilst fixing these problems would require major changes to the housing system, the narrative on second homes and holiday lets needed to change to recognise the benefits they could bring with the right controls. Cllr J Toye noted that the Government were in the process of considering new controls, and these were represented within the recommendations of the report.

Questions and Discussion

- i. Cllr H Blathwayt asked whether there was any way of recording section 21 notices in the District so that Members could understand how many tenants had been evicted to free up properties for short-term lets. The HSDMND replied that she would seek to provide this information in a written reply, though the Council did hold data on the number of households presenting as homeless as a result of section 21 notices, but it was not known whether this was for short-term letting. She added that evictions could be the result of a number of factors including the state of the housing market, changes to the tax system, or rent arrears built-up throughout the Pandemic, though 2021 Census data would clarify this. Cllr J Toye stated that approximately 80% of privately rented accommodation was being sold, rather than converted to short-term lets.
- ii. Cllr C Cushing thanked officers for the report and suggested that credit was due to the Government for proposing legislation to help tackle the issue, though he accepted that serious consideration needed to be given to the impact of any Policy changes. He added that it would be helpful to see second and holiday homes split into Council Tax categories. The HSDMND replied that it would be possible to provide this information for second homes,

but holiday homes may not be possible.

- iii. Cllr N Housden stated that in popular coastal areas second and holiday homes did appear to bring tourism and related economic benefits, however inland areas such as West Raynham had seen local services decimated as a result of the loss of communities caused by an influx of second homes. He asked whether there was anything that could be done to further support these isolated residual communities. The Chairman suggested that it was likely that more work was required to understand how these inland communities could be helped, and asked what Councillors hoped to achieve with the CCfA. Cllr J Toye replied that the purpose of the report was to determine the reality of the situation caused by second homes and holiday lets, and stated that evidence had shown that they did not destroy communities and close services, as this happened universally. He added that in some cases they provided economic benefits, and in a controlled way, second homes and holiday lets could provide benefits to communities, and this was why the recommendations had been included for consideration.
- iv. Cllr W Fredericks referred to the need for affordable housing and stated that the Council would need land and funding to deliver more homes, and stated that this support would need to come from Central Government.
- v. Cllr N Housden stated that in his personal experience second home owners did not put money back into local communities, and suggested that tackling issues with affordable housing, the private rented sector, second homes and geography, would require focused efforts in specific areas. The Chairman suggested that Town and Parish Councils may be able to offer input, as all areas would be impacted differently. Cllr J Toye replied that Members had been given an opportunity to raise local issues, but many had not chosen to do so. It was noted that Members could approach their Parish and Town Councils for comment.
- vi. Cllr E Seward stated that whilst second homes were not an issue in North Walsham, it may be helpful for the report to be considered by the Town and Parish Council Forum. He added that he was aware of coastal communities where homes were being bought by retirees, which meant primary schools struggled to maintain minimum student numbers, though second homes and holiday lets did in some cases help to support local businesses such as pubs, restaurants and shops. Cllr E Seward stated that Blakeney had come to mind when reading the report, as he was aware of residents being priced out of the local housing market. He referred to the recommendations and stated that all efforts should be made to ensure that any increase in Council Tax be retained by the District and ringfenced, to be used to buy land for affordable housing. Cllr E Seward referred to the recommendation requiring planning permission for change of use, and stated that whilst he was in favour of registering these properties, he was unsure of its impact. The PPM replied that there were currently no mechanisms in place to control change of use, and suggested that supporting its introduction would enable a mechanism of control that could vary across the District, subject to planning policies set by the Council. He added that at the very least, it would provide an option for the Council.
- vii. Cllr H Blathwayt stated that he had sought Parish Council input and been provided with anecdotal evidence that did not align with the findings of the report. He added that in Sea Palling, the demographic had purportedly fallen,

which was suggested to be the result of increased holiday home ownership. It was noted that in Potter Heigham, there appeared to be many holiday lets used as primary residences, and asked how could this be better policed to ensure that business rates were properly applied.

- viii. Cllr P Heinrich stated that some issues may require further exploration, such as the impact of an ageing population, the loss of young skilled workers, and finally a greater demand for social care with existing staff shortages.
- ix. Cllr N Housden suggested that there was a disconnect with Parish Councils, as they felt powerless to act against the impact of second homes and holiday lets. He added that he was also supportive of retaining any increased Council Tax and using planning policies to limit the number of second homes in specific areas.
- x. Cllr A Brown stated that some issues had not been considered, such as the one million planning permissions granted in the UK that had not been built, some of which could be in North Norfolk and would provide fluidity in the housing market. He added that the proposal to increase Council Tax on second homes and holiday lets would not work without a registration system in place, and whilst he was supportive of greater retention for the District, the increase shouldn't be limited to doubling the charge. It was suggested that planning controls within the Local Plan would also be helpful for limiting numbers in specific communities.
- xi. Cllr J Toye stated that restrictions alone would not solve the issues raised in the report, and more affordable homes were needed in the District.
- xii. The PPM referenced a letter from a second home owner that had been received, and suggested that it was right to acknowledge the message that noted the positive impact of second homes.
- xiii. The DSGOS noted that a briefing had been offered from a Professor referenced in the report, with Members supportive of the proposal.
- xiv. It was proposed by Cllr N Housden and seconded by Cllr H Blathwayt that the recommendations be approved, subject to the inclusion of an additional recommendation to consider consultation with Parish and Town Councils.

RESOLVED

- 1. It is recommended that Members 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. To recommend to Cabinet 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. To recommend to Cabinet 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. To recommend to Cabinet that NNDC responds positively to a call for evidence on the registration of tourist accommodation.**
- 5. If Cabinet are 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. To recommend to Cabinet 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.**

ACTIONS

- 1. Housing Strategy & Delivery Manager to provide written reply on the number of tenants evicted to create short-term lets.**
- 2. Housing Strategy & Delivery Manager to provide data on registered second home Council Tax bands.**
- 3. Scrutiny Officer to arrange Member Briefing on impact of second homes with Prof. C Hilber**

28 EQL SCRUTINY PANEL: PUBLIC CONVENIENCES REVIEW & RECOMMENDATIONS REPORT

Cllr H Blathwayt introduced the report and thanked officers and panel members for their work in developing the recommendations as the culmination of six-months work.

Questions and Discussion

- i.** The Chairman noted that there were fourteen recommendations and asked whether there was any opportunity to conjoin or prioritise them. Cllr H Blathwayt replied that the fourteenth recommendation was the most urgent for responding to the growing demand of campervan waste. He added that many water recycling centres were not able to take this form of waste, and specialist processing was required. It was noted that the Chief Executive was aware of the situation and its urgency. On the remaining recommendations, Cllr H Blathwayt stated that these related to each section of the review and had to be taken as a whole.
- ii.** Cllr P Heinrich referred to recommendation fourteen on campervan waste disposal and noted that as a caravan user, he was always conscious of disposing of the waste properly, though many did not. He added that wild camping was illegal in England, so caravan and campervan owners should be disposing of their waste at the facilities provided on campsites. It was noted that whilst wild camping was permitted in Scotland, waste disposal facilities were provided, and this model could be considered. Cllr P Heinrich stated that there was no excuse for improper emptying of waste, and more vigilant policing may be required. Cllr H Blathwayt noted that the Broads had waste disposal facilities available for a small fee. Cllr V Holliday noted that

she had worked with a coastal group on addressing this issue, however the illegality of wild camping had limited progress. She added that despite this many people were still wild camping and dumping waste into roadside ditches, causing significant harm to the environment, and she was therefore supportive of Cllr Heinrich's suggestions to more vigilantly police wild camping.

- iii. Cllr E Seward noted that a budget had been agreed for the review process and sought clarification on whether this had been spent. The DSGOS replied that the £30k budget remained in place to fund any external audit work, though a procurement exercise would need to take place if it met the relevant threshold. Cllr H Blathwayt noted that cost-benefit analysis had also been requested of any future cubicle-based designs. In response to a question from the Chairman, Cllr E Seward replied that prioritising the recommendations would be helpful, and noted that if the budget had been approved for the external audit, then the Panel should proceed as planned. The DSGOS noted that prioritisation of recommendations could be undertaken via email to avoid the need for a further meeting. He added that assurances would need to be sought that the £30k funding for an external audit had been approved, prior to proceeding with procurement. It was noted that the Estates Team had previously utilised external providers for similar work, and could be used again subject to procurement.
- iv. Cllr V Holliday asked whether a Cabinet decision would be required before the Council could act upon the campervan waste disposal recommendation, or whether this could be treated more urgently. The DSGOS replied that investigations had begun as part of the Levelling-Up bid, and if approved by Cabinet this would add weight to any actions. Cllr W Fredericks asked whether it was possible to begin work on the waste disposal issue as soon as possible. It was noted that following approval, it may take time to install waste disposal sites, unless temporary or mobile solutions were available. Cllr V Holliday cautioned that without the Levelling-Up bid, funding for the waste disposals may not be available, and asked whether further enquiries could be made to allow use of commercial waste facilities for a small fee to non-residents.
- v. Cllr H Blathwayt referred to correspondence received from the Chief Executive relating to the disposal of campervan waste, which stressed the illegality of wild camping and the potential associated costs of installing these facilities. He added that there was an active campaign in support of wild camping, for a nominal fee paid to the Council, though this would challenge existing policies related to travellers. Cllr H Blathwayt stated that as a result, the urgency of recommendation fourteen should be made clear. The DSGOS noted that from a governance perspective, clarification would be required on whether officers or the relevant Portfolio Holder could act upon the recommendation without prior Cabinet approval.
- vi. Cllr V Holliday stated that recommendation fourteen referred to long-term solutions and suggested that an additional urgent recommendation may be required to seek more immediate short-term solutions. It was suggested that this may require action in advance of Cabinet, to be taken by the relevant Director and Portfolio Holder, subject to the necessary governance procedures. The DSGOS suggested possible wording for the recommendation to include all options for campervan waste disposal including commercially available and/or portable systems be considered by

the Environment Portfolio Holder and relevant Director for urgent implementation to mitigate the impact on public conveniences during the summer season.

- vii. The recommendations and additional urgent recommendation were proposed by Cllr A Varley and seconded by Cllr V Holliday.

RESOLVED

Urgent recommendations:

1. To recommend that all options for campervan waste disposal such as those commercially available and/or portable disposal systems are considered by the Environment Portfolio Holder and relevant Director for urgent implementation in appropriate areas to mitigate the impact of this waste on existing public conveniences during the summer season.
2. To recommend investigation of the potential for installation of campervan waste disposal facilities at existing suitable public convenience sites and County run public recycling centres, with appropriate local advertising, if such facilities are seen as consistent with current laws covering 'Wild Camping' and NNDC environmental policies and considered effective in solving current fly-tipping problems.

High priority recommendations:

3. To recommend that an external audit of the Council's public conveniences is undertaken to review factors including: lighting, signage, cleanliness, site position, energy efficiency etc.
4. To recommend that a review of the outcomes of the external audit alongside current structural surveys is undertaken during winter 2022-23 to develop an action plan for the facilities in 2023-24 and annually thereafter, actioned by Property Services, Estates and the Environmental Health (Cleansing).
5. To recommend that a cleansing 'standard' is established, embedded and reported on to ensure cross facility standards are maintained across the District.
6. To recommend that consideration be given to extend and enable out of hours accessibility of disabled toilets in major tourism locations, through security improvements.
7. To recommended that a standard design 'type' be adopted that is flexible enough to fit most locations where new build may be an option. The use of single self-contained WC cubicles would eliminate wasted lobby areas, address equality and diversity needs and allow partial closures during quieter months or maintenance works.

Normal priority recommendations:

8. To recommend that a simple customer feedback system is created and promoted to obtain and maintain ongoing feedback to support and evidence need for future changes or address any issues.

9. To recommend that the Strategy is reviewed and updated at least every 4 years, and that an annual review of the service provision and customer feedback is undertaken by Property Services and cleansing providers, and considered by the Overview & Scrutiny Committee or Scrutiny Panel.
10. To recommend that the decision making matrix be used and refined to determine future need.
11. To recommend that location suitability be assessed as part of the PC external audit/review.
12. To recommend that design and cost-benefit analysis of self-contained cubicle facilities are undertaken for all new public conveniences or major refurbishments (where possible) to offer single sex and gender neutral facilities in line with current legislation.
13. To recommend that all opportunities are regularly explored to improve the financial sustainability and continuation of public conveniences across the District such as service costs and maintenance, to include new technology, advertisement and commercial opportunities.
14. To recommended that when a new build or major refurbishment is required that the decision matrix is used to determine if the facility is of an appropriate size (ie numbers of cubicles) and in a desirable location (see audit/review results).
15. To recommended that any major refurbishments or new builds include costings for green/renewable technology to reduce environmental impact (energy efficiency, water use, carbon reduction) and cost efficiencies so that Members can select the most appropriate course of action for each location.

29 WASTE CONTRACT: NEW TARGET OPERATING MODEL - VERBAL UPDATE

The DSGOS read out an update on behalf of the Director for Communities:

'We continue to work with Serco over the implementation of the Target Operating Model (TOM).

The fuel tank at the Aylsham Depot is now fully operational.

The recent focus has been on the delivery of the collections TOM which sees the reorganisation of the rounds and routes to be more effective and efficient.

Serco have shared the draft collection rounds with Officers and we have provided back some challenges and suggestions, which they are currently investigating. The new collection rounds will come into effect on Monday 5th September 2022.

There will be changes to collection times or day for around 90% of households across the district. Serco are working up the Communications to residents including the collection calendars and will work closely with our own Communications Team in the run up to the change to promote the change.

Members will be provided with a briefing by Serco in due course.

During the recent hot weather we agreed with Serco early start times so that crews could get collections done before the temperatures increased too much. Despite this some disruption to collections have occurred mainly due to issues with vehicles suffering heat related problems and staff who succumbed to the heat. All Serco staff have done an amazing job in the circumstances and I would wish to extend my thanks to them all.

I am happy to respond to any questions in writing should there be any.'

Questions and Discussion

- i. Cllr H Blathwayt asked whether the DFC was satisfied with the level of service from Serco, given the piles of refuse that had not been collected in areas such as the ramp at Sea Palling, and suggested that an urgent review of the service was required in this area. It was noted that a written response would be requested.
- ii. Cllr V Holliday noted that there were issues with the opening and closing of the Weybourne Portaloo toilet, and suggested that this should be reviewed.

RESOLVED

To note the update.

30 THE CABINET WORK PROGRAMME

- i. The DSGOS noted that finance reports were expected at the September meeting, in addition to a substantial list of recommendations from the Overview & Scrutiny Committee's July meeting.
- ii. Cllr E Seward stated that he had been assured that the Outturn report and Q1 Budget Monitoring report would be ready for the September meeting, with draft reports expected in mid-August.

RESOLVED

To note the update.

31 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

The DSGOS informed Members that if financial reports were ready for September, it was likely that the meeting would have a very full agenda, with performance and benchmarking reports expected, alongside the Planning Service Improvement Plan, an NWHAZ update and possible Reef Leisure Project Review.

RESOLVED

To note the update.

32 EXCLUSION OF THE PRESS AND PUBLIC

The meeting ended at 12.21 pm.

Chairman

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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>

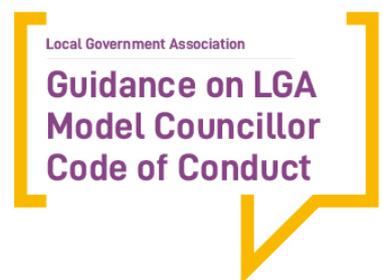
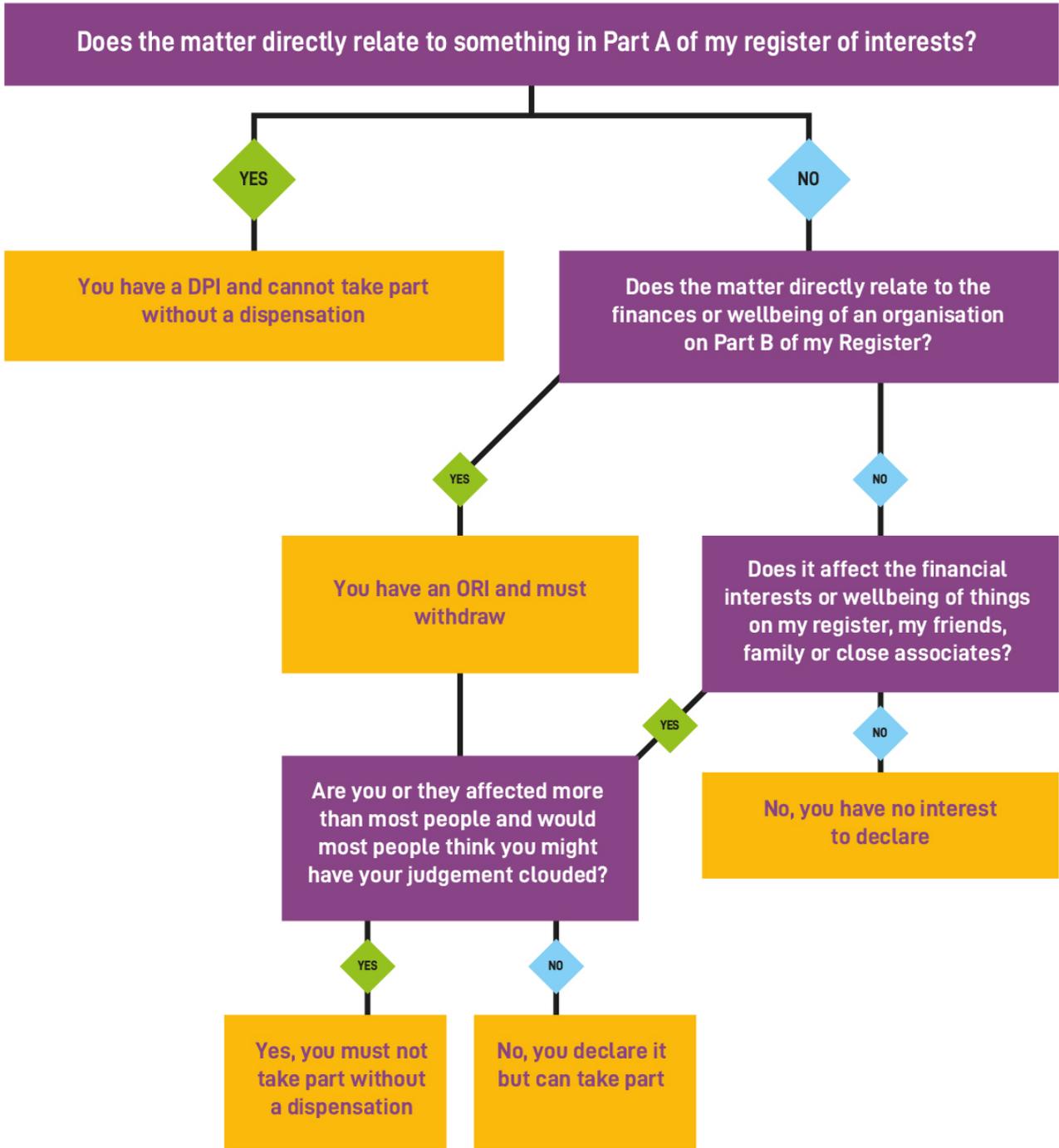
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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* 'director' includes a member of the committee of management of an industrial and provident society.

* '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)



PLANNING SERVICE IMPROVEMENT PLAN

Summary: This report sets out the proposed Strategy for addressing identified issues of planning performance to improve the overall customer experience.

Options considered: Options considered within this report are as follows:

1. Support the Planning Service Improvement Plan, namely the Strategy and production of a draft Action Plan.
2. Do not support the Planning Service Improvement Plan – The Committee considers that no further work is necessary in relation to development management performance.
3. To recommend that the Strategy is not sufficient in meeting the identified aims. This could risk not achieving the necessary aims and delayed progress

Conclusions: It is recommended that Overview & Scrutiny Committee supports the Planning Service Improvement Plan.

Recommendations: **That the Overview and Scrutiny Committee supports the Planning Service Improvement Plan, namely the Strategy and production of a draft Action Plan.**

Reasons for Recommendations: To ensure that an appropriate Strategy and Action Plan is in place necessary to provide solutions to the identified service level issues.

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)

None

Cabinet Member(s): Ward(s) affected: All
Cllr Andrew Brown,
Cabinet Portfolio holder
for Planning and
Enforcement

Contact Officer, telephone number and email: Martyn Fulcher, 01236 516244
martyn.fulcher@north-norfolk.gov.uk

1. Introduction

1.1 During 2021, the Overview and Scrutiny Committee considered that the Planning Service should be subject to a performance review, following perceived concerns over the speed of decision making, communications between stakeholders and Members and difficulties in obtaining information in relation to planning obligations (S106 contributions). It was also suggested that insufficient focus and/or cross-service priority has been attached to business related proposals. Following this, at the Overview & Scrutiny Committee in March 2022 it was agreed that the Director for Place and Climate Change should undertake to create a Planning Service Improvement Plan (PSIP).

1.2 The PSIP is now produced, to be formed of two parts, and this report details the progress made and includes the proposed Strategy for review of Overview and Scrutiny Committee (See Appendix A), which forms the first part of the Plan.

2. Planning Service Improvement Plan (PSIP) - Strategy

2.1 The PSIP is comprised of two parts. The first is the proposed 'Strategy', which sets out the necessary steps that will culminate in the production of an Action Plan (the second part).

2.2 The proposed Strategy sets out the relevant activities and timescales, leading to the production of the Action Plan. The Action Plan once produced will provide specific SMART measures in addressing the identified areas of improvement and be a comprehensive document covering a multitude of processes and activities.

2.3 The primary areas of focus and a brief overview (not an exhaustive list) of the proposed measures are included below:

A) ***Speed of Decision Making***

- A review of the processes involved in decision making to make them more transparent and timelier
- A review of the Scheme of Delegation, given this has been observed to form a common reason for delays
- A review of the planning application validation procedure to ensure that it is effective and timely

B) ***Communication with Stakeholders and Members***

- Establishing improved Member engagement and communications on casework and planning matters
- A review of the member referral process
- A review of the Customer journey to ensure that it is simple, reflective of need and at the forefront of everything we do within the Planning Department

- The development of a comprehensive training programme for existing and future Development Committee Members
- Review of Town and Parish Council arrangements
- Agent / Service User Forum reinstatement
- Developing ways Members can be actively engaged and fully informed of significant enforcement cases and progress

C) *Access of Information*

- A review of the pre-application (and Planning Performance Agreement) service to ensure that it offers value to those residents that use it, whilst remaining achievable for officers given the pressure and demands of statutory services.
- Review of general communications with stakeholders / wider public – e.g. production of regular news bulletins

D) *Alignment of planning and sustainable growth interest*

- Developing a ‘one team’ culture, with a focus of wellbeing and development
- Develop an effective recruitment and retention strategy in conjunction with Human Resources
- Develop an effective strategy to ensure integration of planning with Sustainable Growth in meeting wider Council objectives
- Prioritising “paid for” services

3. Conclusion

- 3.1 The proposed Strategy is intended to address the identified performance issues and result in a detailed Action Plan, with regular monitoring built into the process. Customer and stakeholder engagement features heavily within the proposed Strategy and there has been significant staff engagement already in understanding regulatory and process issues, with the findings to be used in the production of the Action Plan.
- 3.2 Should Members support the proposed Plan, work can be expedited with a view to instigating most measures to be included in the Action Plan by the end of March 2023. Only those measures dependent on external factors are likely to extend beyond this date, however, every effort will be made to implement measures at the earliest opportunity.

4. Corporate Plan Objectives

- 4.1 The Council’s Corporate Plan contains six key themes, these being Local Homes for Local Need; Climate, Coast, and the Environment; Boosting Business Sustainability and Growth; Financial Sustainability and Growth, Customer Focus and Quality of Life. The work of the Planning service relates to all six themes and therefore it is imperative that the service is performing to the best of its ability if all six themes and their objectives are to be realised.

5. Medium Term Financial Strategy

5.1 There are no direct implications for the MTFS as a result of this report.

6. Financial and Resource Implications and Risks

6.1 The delivery of service improvements is dependent on sufficient resources being in place. At this stage there are no direct financial or resource implications, other than that of service resources – this being one of the PSIP considerations.

7. Legal Implications

7.1 There are no legal implications in relation to this report.

8. Sustainability

8.1 Sustainability is fundamental to town and country planning. Wherein the UK planning system is designed to enable the protection and enhancement of the natural and built environment. When operating as required, the planning service has the potential to contribute significantly towards achieving sustainability.

9. Climate/Carbon Impact

9.1 This report has no direct climate change or carbon impact implications; however, the work of the planning service is pivotal in achieving net zero and addressing climate change. The Place Directorate is at the forefront of this work and the planning service improvements will maximise every opportunity to encourage sustainability and reduce the environmental effects of all associated activities.

10. Equality and Diversity

10.1 There are no equality and diversity implications directly resulting from the recommendations or options considered in this report.

11. Section 17 Crime and Disorder considerations

11.1 This report raises no matters of concern in relation to crime and disorder.

12. Recommendation

12.1 That the Overview & Scrutiny Committee supports the Planning Service Improvement Plan Strategy as detailed at Appendix 1.

PLANNING SERVICE IMPROVEMENT PLAN

“Improving the customer experience”

September 2022



NORTH
NORFOLK
DISTRICT
COUNCIL

1. Introduction

The planning profession has faced enormous change and challenge over recent years, not least the pandemic and resultant process changes, introduction of different ways of working and engagement opportunities with local authorities. Customer requirements and expectations have also shifted.

Town and Country Planning is a local authority front line service and generates significant levels of public interest and participation. It is therefore befitting that performance and the level of service provided should be subject to continuous review and improvement.

In March 2022, the Council's Overview and Scrutiny Committee supported the production of a 'Planning Service Improvement Plan' (PSIP), aimed at addressing key issues, namely:

- Speed of decision making.
- Communication with stakeholders and Members.
- The provision and access to information, and
- Alignment of planning and sustainable growth interests.

The recommendation of the Director for Place and Climate Change was that the planning service should aim to within the top 25% performing local planning authorities within the next 24 months and that the PSIP should set out the steps necessary to achieve this, whilst actively addressing the identified issues above. The Committee supported this aspiration.

The PSIP is formed of two parts, firstly the 'Strategy' element, e.g., this document, which sets out the strategic themes and areas of focus. The second part will be formed of a detailed Action Plan, which is to be produced in draft form for Scrutiny by Committee in December 2022. This Action Plan will set out a range of actions across all themes aimed at delivering on the strategic aims.

The PSIP is primarily aimed at the Development Management (DM) function, although there is cross over with other service elements, including building control. As such, the content of the Plan will be limited to primarily addressing the identified DM related issues. Other aspects of service area reform will of course be subject to ongoing review alongside this process, but the scope of this Plan needs to be more focused in order for it to be deliverable in the necessary timescales.

This Strategy has been prepared by the Director for Place and Climate Change.

2. The Vision

In seeking continuous improvement for the service, it is considered that a clear vision is necessary, to be read alongside the Councils corporate vision. To this end, the proposed vision for the North Norfolk Planning Service is:

- to be recognised for being an innovative and effective planning authority, who positively and proactively engages with communities and stakeholders to enhance places and enable sustainable growth, and
- to have an up-to-date and joined up spatial planning framework; effective infrastructure planning; high performing development management, planning enforcement and building control functions and integrated and engaging specialist planning and design services.

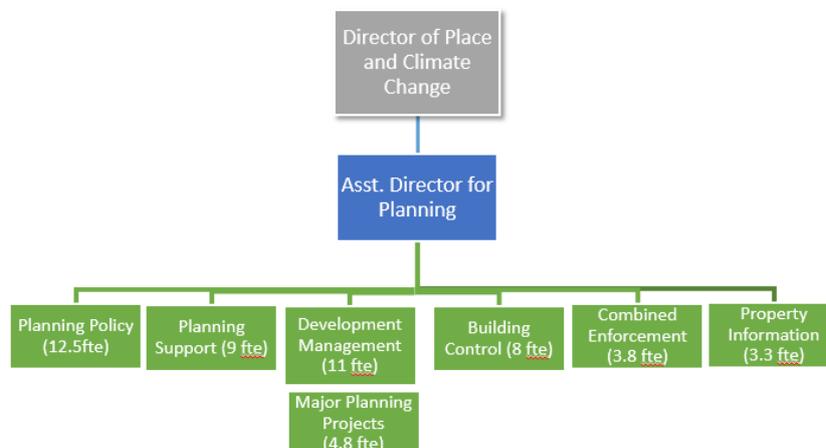
3. Current Position and performance

During 2020 the Planning and Sustainable Growth service areas combined to form one single directorate, as part of the management restructure, under the newly created Director for Place and Climate Change role.

The planning service presently employs 54.6FTE and has responsibility for maintaining and improving the district's natural and built environment. The role of the service is to:

- determine all forms of planning and other related applications.
- deliver a Local Plan and planning policy.
- protect and enhance conservation areas and listed buildings.
- deal with tree preservation order applications and reviews.
- provide general planning and related advice to the public.
- deal with planning appeals.
- undertake planning enforcement.
- provide Land charges, Street naming and numbering and property data services

The service comprises of the following structure:



Development Management Performance

The performance of local authorities in deciding applications for planning permission is considered crucial in achieving the enabling of development to deliver new homes and sustainable growth.

Government introduced their approach to measuring the performance of authorities in the Growth and Infrastructure Act 2013, with this being based on assessing local planning authorities' performance on the speed and quality of their decisions on applications for major and non-major development. Where an authority is designated as underperforming, applicants have had the option of submitting their applications for major and non-major development (and connected applications) directly to the Planning Inspectorate (who act on behalf of the Secretary of State) for determination. This threat of designation therefore provides a clear incentive for authorities to meet the performance standards to retain control over decision making in their areas and avoid reputational harm.

The Government defines the criteria for assessing local planning authority performance in determining planning applications. Performance is assessed against:

- The speed of determining applications for major development
- The quality of decisions made by the authority on applications for major development
- The speed of determining applications for non-major development;
- The quality of decisions made by the authority on applications for non-major development.

In situations where a local planning authority is consistently underperforming against these measures, the risk of a local planning authority can be designated only if the Secretary of State considers that there are respects in which the authority are not adequately performing their function of determining applications. Recently an authority in Essex has faced such a designation.

Development Management performance is regularly reported to Development Committee.

Most recent statistics indicate that 87.5% of major applications are determined within the statutory time limits (including extension of time agreed periods). This is well above the 60% Government target. Similarly, non-major application applications are currently at 80%, also above the 70% target. Therefore there is no current threat of designation by Government, although this level of performance can, and will improve so that a figure of at least 90% is sustained over a rolling 24 month period.

Image 1 below depicts the number of major planning applications subject to an agreed extension of time. As will be observed, the total number has increased over the past two years, whereas the mean figure across the eastern region notices a decline on the reliance of extensions of time over the past year. Although the performance statistics reported will show a positive figure in terms of speed of decision, this statistic does indicate that applications are taking longer to process than is desirable.

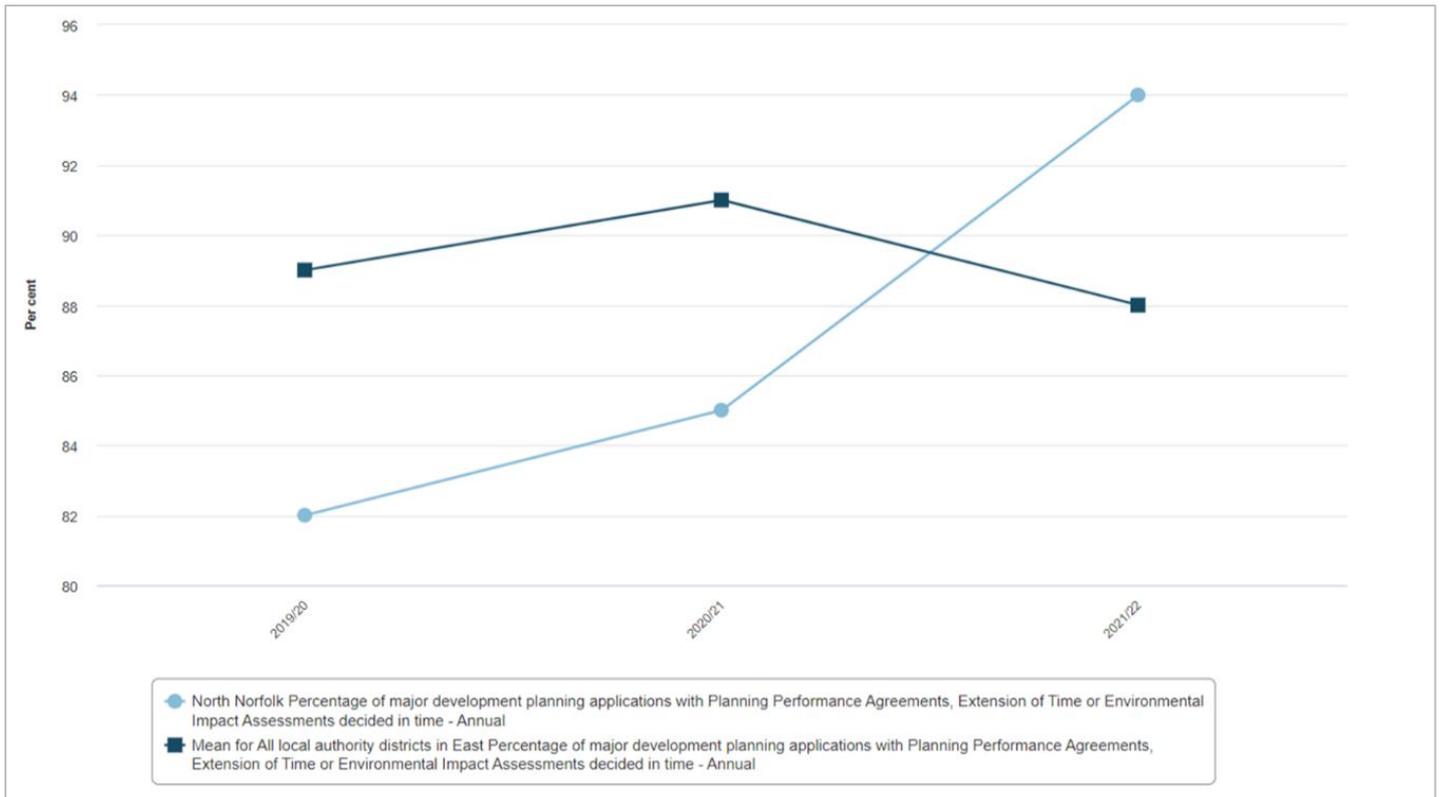


Image 1: % of major planning applications with Extensions of time in place

For recent comparative purposes, the following table 1 indicates how North Norfolk District Council compares to other LPAs within the eastern region in terms of performance and cost.

Measurable	NNDC	Eastern region average
% Of major applications with EoT determined in time 2021/22 Q4	100%	80%
% Of minor applications with EoT determined in time 2021/22 Q4	93%	88%
% Of other applications with EoT determined in time 2021/22 Q4	95%	92%
Total expenditure – Planning and development services per head of population 2021/22 GBP per person (circa)	£38	£55

Table 1: NNDC performance relative to other Eastern region LPAs

North Norfolk generally compares favourably with other local planning authorities across the eastern region, with performance higher than the mean and a lower total expenditure per head of population. NNDC performs less well when considering its greater reliance on extensions of time, which although agreed with applicants, does demonstrate performance needs to be improved to meet the normal (and expected) timescales of either 8 or 13 weeks.

Of course, there is still significant room for improvement and a need to sustain high levels of performance and customer satisfaction over the longer term, with these aims being paramount to this Planning Service Improvement Plan.

Challenges to this centre around clearing some historic applications, which once determined, results in reducing the rolling performance figure. Therefore, only a sustained period of high performance can make a significant difference to this rolling assessment, it therefore follows that there is no quick fix, but rather, it is important that the foundations are in place so that high performance becomes the norm.

Staff levels is a significant concern, with recent departures at the senior level highlighting the fragility of planning staff rosters. The national shortage of planners is accentuated in North Norfolk with recruitment (and retention) being particularly difficult in comparison with the larger or more urban authorities.

Resourcing and performance issues are also evidenced at the national level with the Planning Inspectorate facing a shortage of Inspectors and continued underperformance, with significant delays to appeals being scheduled or held and subsequent delays to determination.

4. National Context

NNDC is not alone in the challenges it faces but it is acknowledged that perceptions may have altered because of the changes in working practices brought about during the lock down periods of the pandemic.

Negative perceptions may have also been compounded by the Nutrient Neutrality guidance, which has effectively frustrated decision making in the short terms, resulting in customer dissatisfaction and uncertainty. Whilst NNDC is not responsible for this, it is being proactive alongside our neighbouring authorities in seeking solutions.

The recent change in stance on Nutrient Neutrality in putting responsibility on the water companies and Natural England is a positive step but will take time before real progress is made.

Nationally, local planning authorities have observed the following.

- A drop in the speed of application decision making (with the average being less than 60% are determined within time - DULHC)
- Increased use of Extension of Time
- Slower validation times (some over 8 weeks)
- Increase in householder applications
- Cuts to planning service resources
- Increased scrutiny of applications/work of officers
- Hostility – objections increasing

The Levelling-up and Regeneration Bill was published in May 2022 and proposes several significant changes. As far as these relate to development management, these include a new route to varying planning permissions, increasing the weight afforded to development plans, the monitoring of build out rates and raising of planning fees. There are also proposed changes to the enforcement regime with longer time frames for action.

The raising of fees in particular provides the potential for significant change, with the reinvestment of income into increasing resources and technological improvements. This in itself would lead to significant improvement increases through increased capacity and resilience.

The Bill is currently going through the Committee stage in the House of Commons. The service is awaiting the outcomes and officers will react and advise accordingly as the Bill progresses.

5. The challenge

In conjunction with the issues identified by O&S, there are also a wider set of challenges that need to be considered via this Plan. Namely:

- The perception of the service (and the Town Planning profession generally)
- Expectations of stakeholders versus the reality – management of expectations
- Statutory consultee response timings – common cause of delay
- Constant Government changes to the planning and building control systems
- Continuing impact of the pandemic e.g., working practices, capacity, and financial position
- Recruitment and retention – very challenging recruitment market
- Nutrient Neutrality (hopefully only over the shorter term but experience elsewhere in England suggests possibly longer)

While many of these are not within the control of the local planning authority, it is necessary to consider these challenges and ensure this Plan meets these challenges with solutions where possible.

The Action Plan will take these challenges into account and put forward measures that will address the perception, encourage more timely consultee responses, provide mechanisms to try and affect Government planning policies and to ensure that a well trained and motivated workforce can be recruited and maintained.

Officers within the service have recently undergone a series of workshops with a view to identifying issues and opportunities pertaining to service delivery. This will be supplemented by the results of the intended Agent Forum, Town and Parish Council workshops and customer engagement surveys as those results are made known.

The officer workshops identified areas of potential improvement - some of which can be achieved in the very short term, with others requiring further investigation and consideration.

Key matters affecting performance that were identified included:

- Technical and IT related issues, leading to duplication of efforts
- Lack of focus on customer service, insular approach to work
- Insufficient training when new software was originally introduced
- Bottlenecks and inconsistencies in communication around processes
- Timeliness around consultee responses, including internally

It is anticipated that the external scrutiny will identify similar themes.

This Planning Service Improvement Plan provides the correct mechanism to bring about change and attention to these key matters.

6. The Strategy

The Strategy itself is straightforward. Essentially it involves information gathering, followed by evaluation and then identification of measures that can be implemented straight away. Further to this, and most importantly, an Action Plan detailing the full extent of proposed actions is to be produced for ratification by O&S before implementation. Collectively these two phases comprise the Planning Service Improvement Plan.

The Strategy Timetable:

Activity	Timescale	Comments
Staff Engagement	Aug 2022	<i>Across all levels</i>
Customer Engagement	From Sept 2022	<i>Dependent on Nutrient Neutrality progress</i>
Service level processes, structure, and customer journey review	Sept/Oct 2022	<i>PAS DM Challenge Toolkit approach to ensure best practice</i>
Undertake identified quick wins	Ongoing	<i>Implement improvements ASAP</i>
Develop Action Plan	Oct / Nov 2022	<i>To address O&S / DM Toolkit findings</i>
Agree Action Plan	Dec 2022	<i>O&S Meeting 14th Dec 2022</i>
Implement Action Plan	Jan 2023	<i>Roll out from new year. Aim to fulfill majority of actions by March 2023</i>
Annual Monitoring	Dec 2023	<i>O&S Updates on annual basis or as requested</i>

Activity Commentary:

Staff Engagement

Since conception of the Improvement Plan, staff have been fully engaged in its inception. This has included a whole service meeting to discuss the strategic and political aims, followed by a number of team level meetings and individual representations. This engagement has highlighted several areas requiring attention that would lead to improved performance. Staff have considered the service from a customer perspective also and this has been factored into the responses and matters discussed to date.

Customer Engagement

As of the 1st of August, all applicants (planning applications and pre-applications), when receiving acknowledgement of their applications have been notified of our intention to request the completion of a customer survey, with the option to 'opt out'. This will be a standard letter clause so that annual monitoring can take place without any infringement of GDPR.

The current nutrient neutrality issues mean that the full spectrum of applications is not being determined. This in turn would affect the survey outcomes if undertaken now. As such, and as previously indicated, a pause is in place until the optimum time. It is envisaged that this will be from the autumn, which would; allow for the initial results to form part of the Action Plan. Of course, any delay to this for set back the Strategy timetable.

Service level processes, structure, and customer journey review

This is a key element of the Strategy. A full review of the key development management practices is required to evidence, highlight, and address operational practices that prevent optimum performance. Examples include the Council's planning software, which was introduced without the benefit of full training for staff or a full range of templates to avoid the need for duplication of efforts.

The Planning Advisory Service introduced a development management toolkit in 2015, and this has recently been updated. It includes fifteen sections dealing with every aspect of development management and aids LPAs to define poor to excellent across a range of activities. In short, it is a health check that is used to inform improvement plans with example of best practice available in the areas reviewed. Officers conduct the evaluation on a non-hierarchical basis, which leads to a full debate on how to improve. This approach is to be undertaken to scrutinizing current practices and to inform any redesign.

In addition to the Toolkit, a review of the service structure will be undertaken to ensure it is fit for purpose. Furthermore, a full review of the 'customer journey' in relation to the application process will be conducted to ensure that our customers are at the heart of our decision making. The relationship and level of service provided to Members and Town/Parish Council is integral and will form a major component of the review and subsequent action. Moreover, how we communicate with stakeholders will be reviewed and improved.

Undertake identified quick wins

A number of easily implemented changes have been identified since this Plan work started. As the process unfolds there will be further opportunities and this strategy will ensure that these opportunities for positive change are undertaken now, and not stored to the end of the process. By the time this Strategy is considered by O&S Committee, a selection of structural and process changes will have already been implemented to address the immediate concerns raised by staff.

Action Plan

The Action Plan will be developed so that it addresses the issues identified and sets out a range of SMART actions and targets. All aimed at meeting the aspiration to be a high performing local planning authority, which is receptive and cognisant of customer requirements. The draft Action Plan is intended to be presented to Overview and Scrutiny Committee on 14th December for approval, with roll out of the agreed Action Plan to begin at the start of 2023. Beyond this, it is hoped that the majority of actions will be implemented by the end of the financial year, although software-based solutions may of course require additional time, given the likely reliance on external consultants etc. The need for rapid improvement needs to be balanced against long term sustainability, however, the focus is on as early a delivery of solutions as possible.

Annual Monitoring

Monitoring of progress and performance will be continual with annual reviews being made available to Overview and Scrutiny Committee, with resultant SMART measures to induce the necessary improvements to the key areas identified by Overview and Scrutiny Committee.

Day to day performance will remain a service management function with a clear focus on customer service and planning performance during all staff and management meetings.

7. Action Plan

The Action Plan will be developed following agreement of this Strategy and will cover a wide variety of improvements (set as SMART objectives) across the development management area, and these will be grouped under three key areas.

People – including customers, stakeholders, Members, and staff. Key elements will include how we communicate, accessibility to information, learning and development, the planning website, and a review of the customer journey collaborating with customer services to provide the best service possible to service users and stakeholders.

Process – including internal processes and development of the Uniform software. A review of ‘how and why we do things’ to work smarter and more efficiently. We will put in place a structure of support and training to empower officers to make decisions in a timely and confident manner with a focus on enabling quality decision making.

Performance – including a review of benchmarking opportunities, and smart performance measures around customer service and satisfaction.



North Walsham High Street Heritage Action Zone

Portfolio Holder	Cllr R Kershaw
Senior Responsible Office telephone number and email:	Rob Young; 01263 516162; robert.young@north-norfolk.gov.uk

LIST OF ADDITIONAL PAPERS SUBMITTED

<https://northnorfolkdistrictcouncil.mysocialpinpoint.co.uk/placemaking/placemaking-home/>

The North Walsham High Street Heritage Action Zone scheme is an integrated programme of activities packaged into the following four key projects:

1. The Cedars: restoration of the Council owned Listed building and its curtilage and bringing it back into beneficial use
2. Place making: improvements to the accessibility and attractiveness of town centre streetscape and key public areas
3. Building improvements: provision of grants to facilitate building repairs, restoration and improvement
4. Cultural programme: establishing a programme of events that celebrate the town's culture and history

The Programme is led by North Norfolk District Council and funding is provided by The Council, Historic England, New Anglia LEP (Government Getting Building Fund) and the National Lottery Heritage Fund and Arts Council (for the Cultural Programming).

The following summary illustrates the current status of the various elements of the programme.

<p>Cedars</p> <ul style="list-style-type: none"> • Repair and restoration works have continued over the summer. Stripping back has been completed, roof repairs conducted, rewiring carried out, the external cladding repaired pending repainting and window repairs commenced. Work still to be completed includes: the installation of data points, re-plastering with lime plaster, installation of a new electrical heating system and completion of window repairs followed by internal and external redecoration. • Decisions have been taken, in conjunction with Historic England, on the extent of repairs required, particularly in relation to lime plaster removal and the repair and restoration of all timber window frames. • The appointed electrical contractors are obtaining costings for a data system which can enable separate users to occupy different parts of the building. The Assistant Director Organisational Resources is being consulted on the IT system to be installed.

- The elements outlined above have resulted in some additional costs and delays to the programme of works being completed.
- Discussions have been held with potential tenants and Heads of Terms are under consideration with various parties. A report is being considered by the Council's Cabinet on potential occupants and related rental income levels due to be presented on the 3rd October.
- Forecast completion of the HSHAZ funded Cedars restoration and repair works is currently the end of October 2022.
- The vacant Barns at the Cedars site have been marketed and interested parties have been invited to submit business plans and proposals for the restoration and use of the outbuildings. Funding has been secured by NW Town Council from the Architectural Heritage Fund for a feasibility study for re-development of barns.
- The northern boundary wall to the rear of the site is in very poor repair and has partially collapsed. It has been fenced off as a dangerous structure and to protect users of the site. It requires urgent repair or rebuilding. The structural engineers commissioned to advise on the Cedars works has been asked to provide a report on the feasibility of repairing the wall which falls under the Grade 2 listing of the main building. There are insufficient funds within the HSHAZ budget awarded to the Cedars project to cover these potential costs and alternative funding will need to be identified.

Town Centre Place Making

- Phase 1, the public realm works carried out on the Shambles/Church Approach area, are reaching final completion. Construction of the retaining walls, planting beds, steps and ramp providing an accessible route into the churchyard of St Nicholas Church, installation of improved lighting including uplighters and lamp posts and extensive paving of the wide footway from the Market Place to St Nicholas Court have been completed. Final items including handrails, benches and fittings for the lamp posts will be delivered and fitted in early September. These items have been delayed due to supply issues. The space has been partially handed over to allow access and minor 'snagging repairs and cleaning will be carried out by the contractors. Planting has been installed and the Lepus GoGo Hare has been reinstated within the space.



- Repair and redecoration work will be carried out on the rear wall of 28 Market Place which backs onto the public realm area on Shambles slope/Church Approach and will contribute to the overall improvement of the space.

- The Travel Hub on New Road carpark, developed in partnership with Norfolk County Council (NCC) and North Walsham Town Council, has been completed creating three bus bays for use by local bus operators and coaches.
- Three bus shelters with seating and sedum roofs have been installed, funded by NW Town Council. Electronic boards have been installed in each shelter notifying users of the bus arrival times.
- Refurbishment of the public conveniences at New Road carpark has been completed and a 'changing places' facility and family room installed to improve the facilities available to the public.



- Phase 2, improvements to the highways and public realm in the Market Place will commence on 12 September.
- The Traffic Regulation Order has been approved by Norfolk County Council following a public consultation period.
- Works to be carried out include: widened footpaths and paved areas for pedestrians, paved road surface, installation of seating and planters, installation of bike racks, provision of power points and arrangements for market stalls and events, provision of new crossing points and increased capacity for loading and deliveries through new and better positioned bays. Cleaning and maintenance of existing areas and paving will be undertaken.
- Existing 30 minute parking bays will be removed under the TRO and the Council will provide 1 hour free parking spaces in nearby town centre car parks: 10 spaces in Bank Loke carpark and 6 in Vicarage Street carpark.
- Cabinet are considering provision of 2 hour free parking spaces in Mundesley Road carpark (or Vicarage Street carpark as an alternative due to proposed surface treatment works being required at Mundesley Road carpark).
- This phase of works is due to be completed by spring 2023



Building Improvement Grant (BIG) Scheme

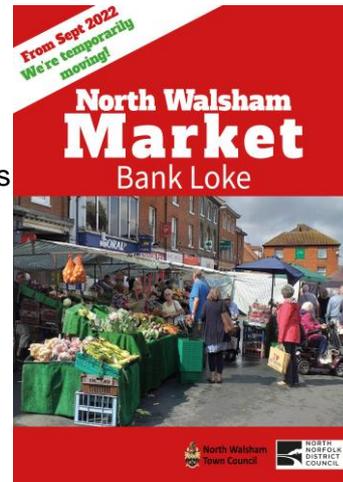
- Hudson Architects (Norwich) appointed lead administrators (conservation accredited architects) for the Building Improvement Grant scheme.
- Five grant applications have been approved to date and work has commenced on site on two properties.
- Twenty eight expressions of interest have been submitted.
- The grant scheme has been developed by Historic England and projects must meet stringent criteria and conditions and have been agreed by the lead administrators, Historic England and the grant panel before applications can be submitted for consideration.
- Projects that will have greatest visual impact and can be delivered within the timescale for the scheme will be prioritised for example shopfront reinstatements and improvements to building facades.
- Reinstatement designs prepared for key shopfronts on Market Place incorporated into guide on shopfront improvements – meetings to be held with property owners/businesses
- Sign writing demonstration project delivered producing a sign for St Nicholas Church enabling public to see signwriting process on site
- Properties that could benefit from installation of traditional hand-painted signage identified and designs to be produced to share with owners/businesses. Aim to encourage BIG grant applications for decoration and signage.

Community Engagement

- Communications plans for the overall HSHAZ scheme are being implemented and include regular contractor updates, ongoing dialogue with businesses, social media updates, Member briefings, blog and information packs sent to all postal

addresses in North Walsham (7,000+) outlining information about the Place Making works and arrangements for traffic management, pedestrian access, loading and delivery access for businesses and other users of the town centre.

- It has been agreed with NW Town Council that NW Thursday market and the monthly Sunday Farmers Market will be relocated to Bank Loke carpark for the duration of the works in the Market Place and information has been shared with market traders and distributed to the public and businesses. Comms materials including leaflets, posters, banners and flags have been produced to alert people to the new temporary market location.



- Engagement with Paston College, NW High School, NW Junior School, Youth Council, NW Town Council, Health Centre (Healthier NW), UEA and North Walsham in Bloom are ongoing

Historic England Historic Area Assessment

- Research into the Cedars is being undertaken by the Historic England Historic Area Assessment team. A report will be produced outlining the research findings and is due to be published before Christmas 2022.
- A Ground Penetrating Radar (GPR) survey of Market Place, Shambles area and Black Swan Loke garden space and Paston College grounds and carpark was conducted earlier in the year.
- Dendrochronology research has been undertaken by Historic England on a number of buildings within the High Street Heritage Action Zone area.

Heritage Research and Skills

- A sign writing demonstration project was delivered in June, producing a sign for St Nicholas Church enabling public to see the signwriting process on site
- A one day Photography Workshop was held for Paston College students with Historic England Lead Photographer



- A Signwriting Workshop is being planned with Paston College for students in autumn 2022
- Heritage Open Day tours of the Cedars have been arranged and will be led by the specialist contractors, Medieval Masonry, on two weekends in September
- The Historic England in-depth architectural research for the Historic Area Assessment will generate opportunities to increase awareness and appreciation of the history of North Walsham. The HAA and local historic research will be used for events such as talks, heritage trails, publications and leaflets and contribute to the Cultural Programme being delivered through the Cultural Consortium - findings to be shared and communicated by Historic England

Cultural Programming

- The Cultural Consortium Programme Co-ordinator has been planning and delivering events throughout 2022 to engage wide range of stakeholders, audiences and participants including young people, businesses, older people including:
 - Find my place photographic project - workshops held with NW Junior School & Millfield Primary involving 80 students. Photographs to be displayed in outdoor exhibition in Market Place later in the year during public realm improvement works
 - Orchestras Live – concerts held with children and 20-piece orchestra at St Nicholas Church were well attended
 - Heraldic Art exhibition and shield making art project
 - NW High School – upcycling and sustainable fashion involving partner working with charity shops and No.26 tailor business held 8 July, showcasing the Shambles slope public realm garden
 - Outdoor Community Mosaic art project being developed with a workshop held on 20 August.
 - Heritage Walks – new walk with wayfinding our landscape, linked with art packs for children and Griffin symbolism. Linking with Healthier NW and positivity rocks
- NW Youth Advisory Board member joined Cultural Consortium Board

Budget, issues and risks

- Detailed programmes and budgets to be agreed for the remaining public realm and highways Place Making phases.
- Further public realm improvement works will be considered if budget becomes available.
- Cost of further works at the Cedars such as Grade 2 listed wall repair will be subject to additional funding being identified.
- Costs are continuing to increase significantly and issues affecting the construction sector continue to put the North Walsham HSHAZ capital construction projects at risk from construction inflation and extended lead times.
- Getting Building Fund funding (New Anglia LEP) has been transferred to NNDC through capital swap process with Suffolk CC and secured in 2022-23 financial year HSHAZ budget.
- Any delays to Place Making work programmes could affect completion and requirement to spend LEP budget within current financial year.

- Costs continue to be reviewed and mitigation measures planned and implemented eg use of different work methods and materials specified.
- Ongoing liaison carried out with property owners to identify and prioritise potential BIG scheme projects and oversee estimated programmes and expenditure.
- Scheme Risk Log is reviewed weekly and updated as appropriate.
- HE and LEP funding are time sensitive and therefore required to be spend within year budgeted.

NWHSZAZ	
Budget 2020-24 by Year	
Item	Project Total
Project management	182,227
Project mobilisation	36,695
Monitoring and evaluation	25,000
1. Community consultation and engagement	20,000
2. Building improvement scheme	530,000
3. The Cedars	375,000
4. Placemaking	2,224,008
5. Heritage research and skills workshops	25,000
6. Interpretation and signage	40,000
	£3,457,930

	2020/21		2021/22		2022/23		2023/24		Total	
	Forecast	Actual								
Historic England Grant	103,874	103,873	721,389	721,388	380,715	48,959	106,951	-----	1,312,929	874,219
Local Authority Funding	17,809	17,808	23,075	23,076	718,699	9,512	215,418	-----	975,001	50,396
LEP Funding	-----	-----	76,240	76,240	1,093,760	195,840	-----	-----	1,170,000	272,080

ACTUAL - is spend claimed to 30th June 2022.

Current position is 2022/23 Qtr 1 only.

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Risk Log North Walsham High Street HAZ

Last review date: 24/08/2022

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
				Cedars				
1.1	16.07.21	1.06.22	NT/JJ		3	4	12	Project creep on scope
1.2	16.07.21	1.11.21	JJ		5	4	20	Delays and restrictions including materials shortage, labour shortages and cost increases
1.3	14.03.21		NT/JJ		4	3	12	Delay achieving objectives/causing deterioration of property
1.4	29.10.20		NT/JJ		5	3	15	Conflicting or inflated expectations from key stakeholders (reputation)

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
1.5	17.07.21	12.10.21	NT		3	4	12	Lack of demand for future use
1.6	17.07.21	1.11.21	NT/JJ		3	3	9	Sustainable/Energy Performance when completed
1.7	29.10.20	8.06.22	NT/JJ		5	4	20	Limitations on building/site - listed building, barns and curtilage, not adaptable, condition of heritage assets worse than anticipated

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
1.8	17.07.21	19.10.2021	NT/JJ		2	3	6	Lack of commitment to deliver and budget
1.9	29.10.20		NT		5	3	15	Asset management issues post development (rent arrears, dilapidations, voids)
1.1	29.10.20	8.6.22	NT/JJ		3	5	15	Insufficient funds available to improve buildings, barns and site (repair funding available)
				Town centre placemaking				
2.1	29.10.20	1.11.21	JJ		3	3	9	Lack of capacity/commitment and resources to deliver - internal and partners

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
2.2	16.07.21	8.06.22	JJ		3	4		Objections raised to TRO (Traffic Regulation Order) causing delay in programme
2.3	29.10.20	6.04.22	JJ		5	4	20	Delays and restrictions including materials shortage, labour shortages and cost rises

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
2.4	29.10.20	6.04.22	JJ		5	5	25	Funding not committed within funders' timescales

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
2.5	29.10.20	08.12.21	JJ		3	3	9	Issues raised through technical surveys and assessment and extensive consultation and engagement. Negative community response from minority/conflicting expectations.
2.5	29.10.20		JJ		2	2	4	Lack of ongoing maintenance resulting in deterioration
				Building Improvement Scheme				

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
3.1	16.07.21	1.11.21	NT		4	4	16	Delays and restrictions including materials shortage, labour shortages and cost increases
3.2	29.10.20		JJ		3	3	9	Lack of interest/applications (inc Covid related retail closures), Absentee building owners are unable or unwilling to engage with proposed improvements
3.3	29.10.20	1.11.21	JJ/NT		3	3	9	Delays getting projects approved/funding committed

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
3.4	29.10.20	1.11.21	NT/JJ/CY		2	2	4	Lack of heritage specialists
3.5	29.10.20	8.12.21	NT/JJ/CY		2	2	4	Initial work reveals extra restoration required
3.6	29.10.20	22.11.21	JJ/CY/NT/		3	4	12	Lack of internal capacity to monitor & inspect works and compliance on individual buildings eg listed building permissions, materials, technical standards
3.7	29.10.20		JJ		3	3	9	Lack of ongoing maintenance resulting in deterioration
3.8	28.06.22	28.06.22	JJ		4	3	12	Neutrient neutrality postpones planning applications for building conversion projects
				Historic research and skills				

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Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
4.1	29.10.20		JJ		2	2	4	Covid prevents events, courses, training taking place
4.2	29.10.20		JJ		2	3	6	Results of Historic England Historic Area Assessment research findings not available to inform Cultural Consortium and interpretation
				Cultural Programming				
5.1	29.10.20		LB/CW C		3	3	9	Unable to secure match funding for planned programming

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
5.2	29.10.20	01.11.21	LB/CW C		4	4	16	Consortium partners/ groups unable or willing to commit time and resources to support development and delivery of programming
5.3			LB/CW C		3	5	15	Community doesn't engage with cultural programming
5.4			LB/CW C		3	4	12	Delays in the delivery of the wider HAZ scheme impact the cultural programming timeframe.
5.5		01.11.21	LB/CW C		3	3	9	Individual activities within the programme are mismanaged or poorly executed damaging the reputation of the wider programme.

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
				Other/ General				
6.1	29.10.20		JJ/SQ		3	4	12	Loss of key personnel on project or unexpected sickness or absences
			JJ	Jenni Jordan	North Walsham HSHAZ Project Manager			
			Nt	Neil Turvey	Estates Strategic Surveyor			
			CY	Chris Young	Conservation Design & Landscape Team Ldr			
			SQ	Stuart Quick	Economic Growth Manager			
			LB	Laura Blackwell	Project Enabler			
			CWC	Catherine Wedge-Clark	HSHAZ Comms and Community Engagement Officer			

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Project Board, conservation architect lead professional, clear reporting, brief, contingency	Implemented: Project Board, conservation architect appointed lead professional, clear reporting, brief, contingency. Strategic Surveyor project lead.	2	2	4
Specifications revised and QS oversee cost plan. Contingency, reschedule and reprofile budget	Implemented: Specifications revised and QS overseeing cost plan. Review tenders reschedule and reprofile budget	3	4	12
Project Management and resources committed. Essential repairs carried out.	Implemented: Project Management and resources committed: Strategic Surveyor, Property Services and Assets and Estates. Essential repairs carried out.	2	2	4
Stakeholder engagement and communication.	Implemented: Social Pinpoint, property marketed for range of uses commercial and community	2	2	4

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Pre let, marketing, rent free period/incentives, flexible terms	Implemented: Property marketed prior to repairs, several interested parties, Heads of Terms issued. Barns marketed	3	3	9
Undertake works that improve sustainability EPC. Whole building approach environmental assessment	Implemented: Whole building approach environmental assessment completed and incorporated into construction tender brief. M&E review recommended electric heating system	2	2	4
Condition survey completed and additional specialist surveys, feasibility, skilled/specialist resources/guidance commissioned. Ongoing HE advice sought.	Implemented: Condition survey and additional specialist surveys, feasibility, skilled/specialist resources/guidance completed. Additional works identified on site - extensive lime plaster replacement, chimney repairs, window joinery repairs resulting in increased costs. Ongoing HE advice sought and advice given on change to specification of materials, rainwater goods also resulting in increased costs	4	3	12

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Project Board and Cabinet, internal staff resources, internal comms support	Implemented: Project Board agreed proposal, Strategic Surveyor overseeing project management, P/T HSHAZ Comms and Community Engagement Officer appointed	2	2	4
Proactive asset management, service charges to fund maintenance	Implemented: Strategic Surveyor to oversee property lettings and management	2	2	4
Project Board and QS appointed, prioritise repairs to main building	Implemented: Project Board, comms, QS appointed, prioritised repairs to main building. NWTC applied for AHF grant for feasibility study	3	4	12
Appointed external professional support - multidisciplinary consultant team	Implemented: Appointed external professional support - multidisciplinary consultant team. Strategic Surveyor	2	2	4

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Extensive consultation to be carried out on concept designs for public realm and highways set out in masterplan	Implementation: Extensive consultation carried out autumn 2021 and results shared widely. Proposals and designs amended and reflected in TRO. Small number of objections raised, mitigation outlined, requested withdrawal from objectors. Two objections withdrawn subsequently. Delegated authority sought	2	5	
Specifications revised and QS overseeing cost plan. Contingency, reschedule and reprofile budget. Public realm work is scaleable. Value engineering exercise - identify more affordable options, re-prioritise sub project elements, seek additional funding partners/external sources. Close management of contractors and cost planning.	Implemented: Specifications revised and QS overseeing cost plan. Contingency, reschedule and reprofile budget. Additional uplift funding secured and materials purchased. Products and materials lead time delays and cost increase continue to present risk. Unexpected issues arisen on site - cellars, UKPN power cable resulting in site delay. Continue to closely monitor and adjust programme	4	4	16

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Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Significant project risk. Ongoing financial review, project planning and reporting. Update and liaise with funding partners regularly. Reprofile spend where possible.	Implemented: Year 2 HE budget committed and defrayed. New Anglia LEP funding transferred to NNDC Capital swap process. Ongoing financial review, project planning, scheduling and reporting. Update and liaise with funding partners regularly. Reprofile spend where possible.	3	3	9

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Review and amend concept designs and proposals to address and mitigate concerns where practical. Community Stakeholder Group and ongoing community engagement, Project Board review, Comms strengthened. Ongoing engagement throughout project.	Implemented: Additional consultation eg businesses re loading restrictions. Further traffic flow analysis - various points eg KA St. Signage review. Mitigation outside HAZ area eg NCC Grammar S Rd, bus interchange. Consultation findings, responses & amended proposals - Social Pinpoint/NCC website. Community Stakeholder Group meets, extensive public and targeted consultation, community engagement ongoing, Project Board includes community reps & NWTC. Ongoing engagement throughout project. P/T HSHAZ Comms	3	2	6
Agree annual maintenance plan and responsibility - public realm and highways. Ensure high quality appropriate materials used.		1	1	1

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Individual project specifications revised and QS oversee project costs. Contingency, reschedule and reprofile budget	Implemented: Conservation architect and QS appointed lead professional administrators for BIG scheme. Pipeline projects prioritised on deliverability, impact, cost	3	4	12
Direct approaches to encourage owners to apply. Promotion through Business Partnership and Community Stakeholder Group. Communicate project benefits & criteria. Differential grant rates. Periodic review and adjustment to rates if necessary to encourage increased take up.	Implemented: Direct approaches to encourage owners to apply. Promotion through Business Partnership and Community Stakeholder Group. Press and social media coverage, Social Pinpoint. Communicate project benefits & criteria. Differential grant rates. Periodic review and adjustment to rates if necessary to encourage increased take up.	2	2	4
Collaboration with Historic England. Appoint external professional heritage/conservation architect support as lead professional	Implemented: Collaboration with Historic England. External professional heritage/conservation architect Hudson Architects appointed as lead professional	3	3	9

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Contract one lead heritage architect specialist practice. Identify potential contractors with HE and lead architects.	External professional heritage/conservation architect appointed as lead professional administrators. Brief issued architects appointed. Potential contractors identified	2	2	4
Feasibility and condition surveys carried out individual projects. Funding application and specifications reviewed. Consultation with HE.	Implemented: lead administrators reviewing applications & advising on works and costs	1	1	1
Review internal staff capacity. Project Board monitor. External specialist support commissioned - lead qualified and experienced professional.	Conservation Design & Landscape Manager in place to provide advice and guidance on projects. Strategic Surveyor appointed. External professional heritage/conservation architect appointed to support as lead professional	2	2	4
Agree annual maintenance plan in funding award. Maintenance guidance and training provided to individual property owners.		2	2	4
Review Eols. Identify projects that don't require planning permission for conversion works	Implementation: Identified projects not requiring planning permission for conversion works and prioritising repair and reinstatement projects	2	2	

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Regular review Govt guidance and plan protection measures. Programme to take place when restrictions lifted/eased. Postpone and reschedule. Alternative delivery methods eg online, outdoors, digitisation.	Implemented: Regular review Govt guidance and plan protection measures. Programme to take place when restrictions lifted/eased. Alternative delivery methods eg online, outdoors, digitisation.	1	1	1
Regular update briefings key stakeholders - agreed quarterly. Community stakeholders representing NW Heritage Group and NW Archive involved.	Implemented: Regular update briefings key stakeholders - held quarterly. Community stakeholders representing NW Heritage Group and NW Archive involved. HE stated HAA research report will not be published until 2024	4	4	16
Alternative funding sources sought including community contributions. Project budget reviewed and reprofiled		1	2	2

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Partners were briefed before joining the consortium so expectations were clear. Groups rather than individuals are represented so that should an individual be leave an organisation an alternative represented can take their place.	Due to lack of actiivty over last year some groups have limited resrouces and are unable to committ as much resercouse as anticipated. Additional support have been procuered in the form of a community engagment and communications assistant and the additional support of a paid events co-ordinator is also being considered.	3	3	9
Consortium members come from a range of community groups and representation a wide section of people. During the early stages of development community workshop will help refine and shape projects. Where harder to reach groups, such younger audience are targeted, these groups will be specifically engaged and consulted, and where possible given ownership, of planed of any activities. There will also be a wide range of activates and programming so that if one element is unsuccessful then it will not unduly impact the wider programme.		2	3	6
There is close communication between the consortium and HAZ Project team so that any possible delays are highlighted and taken into consideration. When possible events linked to key milestones in the HSHAZ scheme will include flexibility so they can be adjusted as needed.		3	3	9
Having community ownership of programming is a core element of the programme however there are substantial skills and experience represented on the cultural consortium and NNDC offers with expertise in areas such as health and safety will also be available for consultation and support.	As above option for additional support are being explored to ensure conheisive management of indiviudal projects.	2	2	4

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
<p>A wide range of NNDC staff and local stakeholders are involved so the scheme is not heavily reliant on any one individual. Progress will be well documented and monitored to ensure clear communication and understanding amongst the project team. Weekly Project Team and Comms meetings. Should a key member of staff leave or be absent for a prolonged period there is sufficient in-house capacity to allow delivery to continue.</p>	<p>Implemented: Additional internal personnel and external professional support appointed. Weekly Project Team and Comms meetings.</p>	<p>3</p>	<p>2</p>	<p>6</p>

Outturn Report 2021/2022

Summary: This report presents the provisional outturn position for the 2021/22 financial year which shows a General Fund underspend of £615,740. It also provides an update in relation to the Council's capital programme. Details are included within the report of the more significant year-end variances compared to the current budget for 2021/22. The report also makes recommendations for contributions to reserves.

The report provides a final budget monitoring position for the 2021/22 financial year. The report makes recommendations that provide funding for ongoing commitments and future projects.

Options considered:
Conclusions: The revenue outturn position as of 31 March 2022 shows an overall underspend of £615,740. The final position allows for £409,855 from budget and grant underspends to be rolled forward within Earmarked Reserves to fund ongoing and identified commitments for which no budget has been allocated in 2022/23. The position as reported will be used to inform the production of the statutory accounts which will then be subject to audit by the Council's external auditors.

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

- a) The provisional outturn position for the General Fund revenue account for 2021/22;**
- b) The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2022/23 budget;**
- c) Allocate the surplus of £615,740 to the General Reserve;**
- d) The financing of the 2021/22 capital programme as detailed within the report and at Appendix D;**
- e) The balance on the General Reserve of £2.33 million;**
- f) The updated capital programme for 2022/23 to 2025/26 and scheme financing as outlined within the report and detailed at Appendix E;**
- g) The roll-forward requests as outline in Appendix G are approved.**

Reasons for Recommendations: To approve the outturn position on the revenue and capital accounts used to produce the statutory accounts for 2021/22.

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)

Budget Monitoring Reports, NNDR returns

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected All
Contact Officer, telephone number and email:	

1. Introduction

- 1.1 This report presents the provisional outturn position for the 2021/22 financial year which will be used to inform the production of the Council’s statutory accounts which will be subject to audit review ahead of presentation to the Governance, Risk and Audit Committee (GRAC).
- 1.2 Due to the impact of the Coronavirus pandemic the deadlines for the statutory annual accounts have been extended. The draft statements should have been published by the 31 July, with public inspection commencing before 1 August. Due to unavoidable resourcing issues within the finance team this deadline has not been met for 2021/22. A notification has been published on the Council’s website. Work continues to be undertaken to get a draft set of accounts published as soon as possible. The external audit of the 2021/22 accounts is scheduled to commence in February 2023.
- 1.3 Commentary on the more significant year-end variances is included within the report with further supporting information provided within the detailed appendices.
- 1.4 The report also includes a current forecast position statement on the level of reserves along with the outturn and financing position for the 2021/22 capital programme. The capital programme for the period 2022/23 to 2025/26 has been updated to take account of the outturn position and is included within this report and appendices.
- 1.5 All budgets have been monitored during the year by Service and Finance Officers with regular reports being presented to Cabinet and Overview and Scrutiny. The period 10 budget monitoring report was presented to Cabinet in February which covered the first 10 months of the year up to the end of January 2022. At the time this report was forecasting a General Fund underspend of £414,439.

- 1.6 The outturn position for the year ending 31 March 2022 is a net £615,740 surplus. This report recommends contributing the 2021/22 surplus into the General Reserve in order to help offset the impacts of pay and inflation at above budgeted levels in 2022/23, resulting from international impacts. This report now presents the final budget monitoring position for the year. The contents of this report will be considered by the Overview and Scrutiny Committee on 14th September 2022.

2. Revenue Account – Outturn 2021/22

- 2.1 The revenue account position for the year shows a total surplus of £615,740 as detailed at Appendix A. This is after allowing for transfers to Earmarked Reserves for current and known commitments. The transfers to and from reserves in the year are made in line with the Council's policy framework for Earmarked Reserves as approved as part of the annual budget setting process. Earmarked Reserves are typically used to set aside funds for known or specific liabilities. Transfers to Earmarked Reserves have been made for the following:

- A) Where an underspend has occurred within a service, mainly due to the timing of work not being completed as planned (by 31 March 2022), and also where no future budget exists or where there is a one-off commitment that continues into the 2022/23 financial year.
- B) Where external funding has been received in 2021/22 for which the expenditure has not yet been incurred.
- C) Where the 2021/22 budget allowed for expenditure to be funded from an Earmarked Reserve, but the spend has not yet been incurred as planned and therefore the funds remain in the Earmarked Reserve until 2022/23.

2.2 Estimates included in the Accounts

The provisional outturn position includes some significant figures which are subject to external audit, these are in relation to Benefit Subsidy and Business Rates Retention.

- 2.3 **Benefits Subsidy** - The benefit subsidy return was completed and submitted by 13 May 2022 and will be subject to external audit review later in the year. Depending on the outcome from the external audit review there could be an impact on the overall financial position, for example should a subsidy repayment be due to the Department for Work and Pensions. It is for this reason that the Council holds a Benefits Earmarked Reserve to mitigate any such impact.

- 2.4 **Business Rates** - Under the current system an element of the business rates is retained locally (split between the County (10%) and Districts (40%)) with the balance (50%) being returned to Central Government. The budget for the year was informed by the baseline funding and the NNDR1 position. The outturn position is based on the National Non Domestic Rates (NNDR3) Return which is submitted annually. The draft NNDR3 return was submitted to Government during August 2022 and is subject to external audit as part of the final accounts audit, before being finalised. Due to resourcing challenges and business rates knowledge within the Finance Team the NNDR3 deadline

of 30 June 2022 was missed this year, however we have kept the relevant Government department fully informed.

- 2.5 In the same way that council tax operates a 'Collection Fund' which distributes the precepts/shares of council tax collected to the respective authorities, the business rates collection fund distributes the respective shares of business rates based on the NNDR return. Should the actual income collected from business rates exceed or not meet the anticipated amounts there would be a surplus or deficit on the fund. As with the benefits subsidy above, the Council operates a Business Rates Earmarked Reserve to help mitigate against any potentially negative impacts of these arrangements.
- 2.6 Table 1 shows the main variances across the standard expenditure headings which comprise the Net Cost of Services. Details of the variances at the service level are provided at section 3.

Table 1

2021/22 Subjective Analysis	2021/22 Updated Budget	2021/22 Outturn	Variance	
	£000	£000	£000	%
Employee Costs	13,359	15,796	2,437	18.2
Premises	3,100	3,449	349	11.3
Transport Related Expenditure	328	301	(27)	(8.2)
Supplies & Services	10,192	49,536	39,344	386.0
Transfer Payments	21,461	19,919	(1,542)	(7.2)
Capital Financing Costs	2,941	1,964	(977)	(33.22)
Income	(32,932)	(72,603)	(39,670)	120.5
Total cost of services	18,140	18,061	(79)	(0.4)

- 2.7 The reasons for some of the movements included in the summary above are as follows, further details are included at section 3:

A) Employee Costs – the majority of the variance on employee costs £2,359,001, is in relation to adjustments in current service costs on the Local Government Pension Scheme. This adjustment reflects the difference between the cash contributions the Council has made into the Pension Fund during the year and the value of pensions accumulated in the year calculated by the actuary. These additional costs are reversed out under net operating expenditure and have no bottom-line impact on the revenue outturn position although the increase is reflected in long term liabilities on the Balance Sheet. Capital Salaries. £95,781 Impact of less salary costs being charged to and funded from the Capital programme.

B) Premises – £75,271 Contract cleaning costs, these additional costs have been partially offset by an allocation of the general Covid support grant. £303,915 Repairs and Maintenance on the councils' assets including car parks, public conveniences and temporary accommodation. There has been a full year saving (£62,498) on sea defence costs.

- C) Supplies and Services** – The majority of this variance is in relation to grants and contribution payments made in response to the pandemic. These include Test and Trace, Household Support, Local and Additional restrictions and Restart grants. These payments were fully funded by the Department for Business, Energy and Industrial Strategy (BEIS) and Department for Health and Social Care. In addition to these other variances include £153,608 Computer costs. (£52,808) Postage and hybrid mailing (£116,011) Movement in the provision for bad and doubtful debts. £185,387 Bed and Breakfast charges, £387,363 Contractor payments including support for the leisure contract funded from the general Covid support grant.
- D) Transfer Payments** - This relates to the reduced value of housing benefits payments made in 2021/22. This reduction is offset by a reduction in Subsidy claimed from the Department for works and Pensions (DWP)
- E) Capital Financing Costs** – The current General fund position excludes the final capital adjustments; these do not have an impact of the Councils final outturn revenue position.
- F) Income** – There were significant income variances for the year, including:
- Car Parking – (£330,721) Season tickets, Penalty fees and car parking charges.
 - Grants – There is a favourable variance against budget of (£39,722,957). The majority of this relates to Covid 19 grants which included small business, grants such as Omicron Hospitality and Leisure and Restart grants and other grants supporting the wider community including test and trace and household support. A further allocation of general support grant was received which although not allocated within the net cost of services has been used to offset eligible expenditure.
 - Waste – (£211,831) trade waste and (£150,953) recycle credit income. (£254,903) Smoothing mechanism grant (this has been largely offset by contribution to partnership)
 - Business Rates pool share 2020/21 (£674,658) this is to be earmarked and spent on future eligible projects.
 - As a result of reduced housing benefit payments being made during 2021/22 there was a reduction of subsidy of £2,061,465 claimed from the DWP.

3 Revenue Account – Detailed Commentary 2021/22

- 3.1 This section of the report highlights the more significant direct cost and income variances compared to the current budget. Further commentary on some of the smaller variances is also included within Appendix B which accompanies this report. Accounting standards require a number of notional charges to be made to service accounts. Notional charges include transactions in relation to capital charges, revenue expenditure funded from capital under statute (REFCUS) and pension costs, and whilst they do not have an impact on the 'bottom line' i.e., the surplus or deficit for the year, they are included for reporting purposes. Appendix A shows the overall revenue

position including notional charges; however, to assist reporting and explaining 'real cash' variances, Table 2 provides a summary of the position excluding notional charges.

	A	B	C	D
2	Table 2 - 2021/22 Revenue Account	Updated		
3	(Excluding Notional Charges)	Budget	Outturn	Variance
4		£	£	£
5	Service Area:			
6	Corporate Leadership /Executive Support	410,768	327,651	(83,117)
7	Communities	6,760,395	5,998,613	(761,782)
8	Place and Climate Change	3,913,527	3,677,887	(235,640)
9	Resources	4,376,052	3,982,153	(393,899)
10	Net Cost of Services	15,460,742	13,986,303	(1,474,439)
11				
12	Parish Precepts	2,573,788	2,573,788	0
13	Net Interest Receivable/ Payable	(860,299)	(1,028,673)	(168,374)
14	MRP - Waste Contract	744,000	744,000	0
15	Capital Financing	1,027,574	1,319,152	291,578
16	Contribution to /(from) Earmarked Reserves	(1,193,098)	(6,455,613)	(5,262,515)
17	Contribution to /(from) General Reserve	(86,341)	3,291	89,632
18				
19	Net Service Expenditure/Income to be met from government Grant & Taxpayers	17,666,366	11,142,248	(6,524,118)
20				
21	Government Grants and Council Tax	(17,666,366)	(11,757,988)	5,908,378
22				
23	Net (Surplus)/Deficit for the year	0	(615,740)	(615,740)

3.2 Service Variances – The following provides commentary of the more significant variances (over/under £50,000) across the different service areas, excluding those relating to capital charges and pension costs. More detailed variance explanations are provided within the detailed appendices. These figures represent service variances before any additional contributions to/(from) reserves and revenue contributions to capital.

Service and Details
Communities - Environment and Leisure Services
Car Parking – Fee income (£21,662) Commission from electric vehicle charging points. (£315,375) Additional car parking income, from ticket income, excess parking charges and season tickets.
Leisure Complexes – £361,431 additional management fees funded from the general Covid 19 support grant. £21,746 Professional fees relating to The Splash. £42,154 No profit share in 2021/22. (£14,894) National recovery fund grant.
Waste Management and Disposal – (£19,468) Lower costs for trade waste disposal; and (£23,334) processing of recycled materials; £39,832 Consultancy and procurement costs (NEWS); £23,041 Serco contractor costs; (£43,367) Net

Contribution towards from Partners re Smoothing Mechanism - (£134,544) Increased fee income from trade waste customers; (£72,653) Increased fee income from garden waste customers; (£31,071) Increased income for bulky waste collections; (£27,655) Misc. recharges for Deed of Variation. (£150,953) Increased recycling credit income. A revenue contribution to capital (RCCO) of £71,000 has been made from these savings.

Communities - People Services

Benefits Administration – £23,000 Civica new claim form software funded from the benefits earmarked reserves. (£63,273) Additional Department for Works and Pensions (DWP) funding. (£32,862) Additional Administration subsidy.

Homelessness – Temporary accommodation costs £93,251 Repairs and maintenance, £17,390 utility costs. £185,357 Bed and Breakfast charges. £22,531 Rent deposit scheme. (£60,000) Allocation of Rough Sleeper Initiative (RSI) not spent (offset by a reduction in grant). (£65,038) Top up homelessness prevention grant (£32,138) Domestic abuse grant. (£254,088) Additional recoverable charges from subsidy and client contributions.

Community – £46,553 Additional staffing costs, some of which relate to fixed term posts funded by grant. (£7,800) Professional fees. (£83,654) Community Grants and contributions not made. Contain Outbreak Management Fund (COMF) and funding for posts. (£36,083) Surplus Home Improvement Agency (HIA) income.

Place and Climate Change – Planning

Planning Policy – (£59,837) Staff turnover savings. (£27,303) Slippage in Local Plan expenditure this will be offset by a reduced contribution from the New Homes Bonus reserve.

Conservation Design and landscape – (£5,000) Qualification budget not utilised. £12,358 Temporary staffing costs. £7,151 Enforcement board costs funded from earmarked reserves. (£41,852) Conservation area appraisals funded from the General reserve. (£16,750) Contribution budget, accruals in respect of prior year contributions to the Historic Environment Service - not offset by expenditure.

Building Control – (£60,063) Building Control fee income above budget, as this service is costed on a self-financing basis any surplus will be earmarked in the Building Control reserve.

Place and Climate Change – Economic Growth

Economic Growth – £20,306 Sheringham Little Theatre Repairs and Maintenance. £830,226 Covid-19 Additional restrictions grants (ARG) funded from government grant. (£27,000) balance Historic England for North Walsham Cultural Consortium.

Coast Protection – (£62,115) Sea Defences (request to roll forward); (£9,369) Consultancy.

Housing Strategy – £50,000 Shared ownership compensation scheme funded from the Housing earmarked reserve. (£14,759) Other professional fees including viability studies.

Environmental Strategy – £5,560 Additional staffing costs; £59,815 Tree planted for

Every Person; £31,375 Professional fees. To be funded from the Delivery Plan Reserve.

Resources – Finance, Assets and Legal

Revenue Services – £11,028 Additional overtime funded from new burdens funding. £37,005,552 Business support grants funded from government grants (£36,997,552). (£17,604) Professional fees. (£11,758) Postage and billing costs. £62,162 Court Costs recovered. (£11,389) Cost of collection allowance. (£235,577) New burdens grant funding.

Benefits Subsidy – Net position £404,884 reduced housing benefit payments made in 2021/22 offset by reduced subsidy claimed from Department for Works and Pensions (DWP)The shortfall largely relates to irrecoverable subsidy on temporary accommodation. (£137,410) Movement in the provision for bad and doubtful debts. £381,481 Test and Trace and household support payments, which are grant funded. (£67,746) net movement in relation to benefit overpayments. (£437,800) Test and Trace and Household support grants.

Corporate Finance – £114,306 Business rate levy contribution payments. (£674,658) 2020/21 Business rates pool share

Investment Properties – Premises costs including £43,441 R&M; £23,624 insurances, electricity, water and council tax; £6,500 for scaffolding; £34,761 Bad debt provision. (£4,539) Recharge of utilities and additional rental income.

Corporate and Democratic Core – £15,921 Agency staffing; £14,445 Bank charges; £8,790 R&M costs. (£100,000) Cyber support grant (transferred to Unspent Grants Reserve); (£27,861) Welcome Back Funding; (£29,582) Grant funding.

Resources – Organisational Resources

IT Support Services – £4,518 – Overtime costs. £84,791 - Computer Software Licences - this includes extended support for the finance system. £52,743 - Computer Maintenance. (£35,621) - Computer Lines and Modems.

Property Services - £52,933 Additional staffing and transport related costs; £12,019 repairs and maintenance; £6,104 Consumables - stock for operatives; £6,337 Covid costs relating to additional cleaning costs at playgrounds. £97,572 less salary costs funded from capital.

Non-Service Income and Expenditure

3.3 The non-service expenditure and income predominantly relates to investment income. The original income budget for 2021/22 anticipated £1.035m would be earned in interest and dividends, at an average rate of 2.43%. A total of £1.041m was earned from investments over the year from at an average rate of interest of 2.29%. This resulted in a favourable variance against the budget of £6k in respect of investment income. There are other minor variances in relation to things such as grassed area deposits and car loans.

- 3.4 Investment balances were at times lower than anticipated in the budget due to the repayment of COVID 19 grants, and the overall rate of interest earned was slightly lower than budget. There was however, good knowledge of when the payments were to be made, allowing the Council's strategy of keeping liquid cash flow to continue. Short term borrowing was successfully carried out during the year to keep overall financial losses at a minimum.
- 3.5 The Council has taken a strategic decision to continue to invest in pooled funds using balances which are not anticipated to be required in the medium to long-term (three to five years). These pooled funds are anticipated to provide a higher income return than alternative financial instruments and achieved an average interest rate of 2.92% in the year. Due to the Russia events, market uncertainty has been high, capital values have decreased back to the levels they were at the beginning of the COVID pandemic. However, because of the consequential base rate increases, interest rates have reached the highest they have been in the last five years. At the end of the year, there is a large unrealised capital loss on the pooled fund investments, although at an individual fund level some three of these still are way above their initial investment value and their value at the end of the last financial year. The Council does not intend to sell these investments and will instead borrow short term cash should it be required, rather than redeem investments at this time. It is constantly recognised that the amount of interest earned far outweighs the cost of borrowing, even with the current rates of interest.
- 3.6 Borrowing Interest shows a favourable variance of £147k against the original budget of £155k. During the year, less borrowing was required than anticipated. This is due to the Council making use of cash inflows and increased interest rates to avoid making any planned borrowing when possible. Timing differences between the Council receiving money and being required to make COVID grant repayments to MHCLG meant that borrowing was only required towards the end of the financial year in March 2022.
- 3.7 The Treasury Management Annual Report is included as a separate item on this Agenda and provides more details on the performance of the Treasury Management activity for the year.

Retained Business Rate Income

- 3.8 Due to the risks and uncertainty surrounding Business Rates income during the Covid-19 pandemic, there was no Norfolk Business Rates Pool formed for 2021/22. However, the Pool has been reformed for the 2022/23 financial year.
- 3.9 To support businesses during the COVID 19 pandemic with the effects of the national lockdown, the Government granted some additional reliefs for the retail hospitality & leisure and nurseries sectors. The value of this relief totalled £10m for the North Norfolk District. Although full compensation was provided to the Authority by the Government through section 31 grants, the announcement was made after the NNDR1 form had been completed and the NDR budget for the year had been set. This meant that there has been a deficit created on the Collection Fund for the year as the amount of NDR income receivable is lower than budgeted for. This deficit is shared between North Norfolk District Council, Norfolk County Council and Central Government in the shares outlined above in 2.4. Due to cash flow problems

being experienced by Local Authorities, the Government paid over the entirety of the section 31 grant, whereas normally an Authority would only receive its proportionate share. The local share due to North Norfolk District Council is 40% of the grant received, and the remaining 60% has been accrued at year end in anticipation of returning it to Central Government.

- 3.10 There are large variances on Retained Business Rates due to the timing difference between Section 31 grant being received and accounted for, and the accounting for the Council's share of the deficit on the Collection Fund (which is one financial year later) and this also occurred in 2020/21. This money has been transferred to the Business Rates Reserve to offset the anticipated deficit which will affect the Council in the 2022/23 financial year alongside the money held in reserve from 2020/21 being transferred back to the general fund to cover the 2021/22 payment from 2020/21.

4 Reserves

- 4.1 The Council holds a General Reserve for which the recommended balance for 2021/22 is £2.1 million. The purpose of holding a General Reserve is to provide a working balance to help cushion the impact of uneven cash flows and to provide a contingency to help cushion the impact of unexpected events or emergencies. This report recommends contributing the 2021/22 surplus into the General Reserve in order to help offset the impacts of pay and inflation at above budgeted levels in 2022/23, resulting from international impacts.
- 4.2 In addition to the General Reserve the Council holds a number of Earmarked Reserves that are held to meet known or predicted liabilities. The Earmarked Reserves also provides a means at the year-end for carrying funds forward to the new financial year to fund ongoing commitments and known liabilities for which no separate revenue budget exists.
- 4.3 There are a number of Earmarked Reserves that have balances, yet the timing of the use of the reserve is yet to be agreed. For example, the Business Rates reserve which is held to negate any negative impacts on the General fund resulting from business rates appeals awarded.
- 4.4 Section 3 of the report has highlighted a number of service areas where an underspend has occurred in the year and a transfer to reserves had been made to ensure funds are available to meet future spending commitments. Unlike capital budgets, underspends on revenue budgets in the year are not automatically rolled forward at the year-end where there is an annual budget provision. Where the underspend represents a grant received which has not yet been fully utilised or there has been a delay in the planned use, the unspent grant has been rolled forward.
- 4.5 Central Government granted the Council money to help with the increased costs of responding to the pandemic and for other COVID 19 related purposes. Some of these grants are to be spent in the 2022/23 financial year, so have been moved to Earmarked Reserves until the corresponding expenditure occurs. A summary of the COVID 19 related grants received in

the year, along with expenditure incurred against these is shown in Appendix F.

4.6 The transfers to and from reserves (general and earmarked) are included within the reserves statement as detailed at Appendix C. This appendix outlines the purpose of each reserve and shows the planned use over the current four-year budget period. The updated budget projections were forecasting a movement of (£1,279,439) out of earmarked reserves. At outturn the final transfer made was (£6,452,322) outwards, resulting in a variance of (£5,172,883) the most significant movements are as follows.

- **Business Rates Reserve** – (£6,145,078) – This relates to a net transfer made to cover the repayment of Business rate reliefs paid in to us in 2020/21. This has been partially offset by a contribution into the reserve in respect of our share of the Business rates pool for 2020/21, where there is a requirement to spend the funding on specific projects.
- **Grants Reserve** - £537,534 – This largely relates to COVID grants which had unspent balances as at 31st March 2022 where expenditure is planned during 2022/23.
- **Housing Reserve** - £310,850 – There was a lower than budgeted transfer out of this reserve relating to lower capital financing required in 2021/22. The updated budget also assumed that a contribution of £310,183 was going to be made, this was instead used to make a revenue contribution to capital (RCCO)
- **Capital Projects Reserve** – (£350,477) Contribution made towards Capital expenditure in 2021/22.

4.7 The General Reserve balance as at 31 March 2022 stands at is £2.330 million, which is above the minimum recommended balance.

5 Capital Programme 2021/22

5.1 This section of the report presents the financing of the capital programme for 2021/22, together with the updated programme for the financial years 2022/23 to 2025/26. Appendix D provides the detail of the outturn for the 2021/22 capital programme for all service areas and variances prior to any adjustments to budgets. The updated capital programme for 2022/23 to 2025/26 after all carry forwards and bringing back of budgets have been done together with the financing for all schemes is attached at Appendix E.

5.2 The outturn position for the 2021/22 capital programme at Appendix D, highlights where schemes have variances that need to be reprofiled between years. The reasons for reprofiling include where schemes have not progressed as originally planned, and the funding is requested to be carried forward to the new financial year.

5.3 In total the expenditure on the capital programme for the year was £9,183,303 compared to an updated budget of £20,649,221 which resulted in an underspend of £11,465,918. This is the position before any reprofiling has been done. The budgets shown in Appendix D have only been adjusted or increased where approval was already given before the year end.

- 5.4 The significant underspend is largely due to the major factor still at play during 2021/21 of the COVID restrictions which were still in place for a large part of the year. This hampered the ability to get projects up and running and completed in the year. So, there were several projects which did not progress as originally planned.
- 5.5 There were seven schemes where there was an overspend for the year totalling £114,143. The most significant areas of overspend was expenditure of £72,746 on the sandscaping monitoring and windblown sand reimbursement scheme and expenditure of £16,750 on the Environmental Health IT System Procurement scheme. Expenditure on the other five schemes totalled £24,647. All of the expenditure has been financed using capital receipts. Some of these schemes were 2020/21 completed schemes which had residual payments that were paid in 2021/22.
- 5.6 For schemes which did not complete in 2021/22 and where there was an underspend of the allocation for the year the budgets have been reprofiled into 2022/23. The significant ones (i.e. over £100k of slippage) are detailed in the table below.

Table 3 - Budget Slippage from 2021/22 to the 2022/23 Capital Programme over £100,000

Capital Scheme	Re-profiled Amount £
Cornish Way	161,857
North Walsham Heritage Action Zone	833,776
Public Convenience Improvements	110,489
Car Park Ticket Machine Replacement Programme	140,572
Fakenham Urban Extension	1,800,000
Compulsory Purchase of Long Term Empty Properties	184,823
Community Housing Fund	835,160
S106 Enabling	450,000
Cromer Coast Protection Scheme	1,773,092
Coastal Adaptations	247,493
Mundesley - Refurbishment of Coastal Defences	1,414,017
Splash Gym Equipment	161,834
North Walsham Artificial Grass Pitch	848,868
The Reef Leisure Centre	147,641
Total	9,109,623

- 5.7 There were three schemes where expenditure incurred in 2021/22 was in excess of the allocated budget for the year as a result of the schemes progressing quicker than planned and so, some budgets from 2022/23 have been brought back into 2021/22 to cover the expenditure. This was for the Cromer Pier - Steelworks and Improvements to Pavilion Theatre (£206,006),

the purchase of waste bins (£71,220) and the Refurbishment of Chalets in Cromer and Sheringham (£41,000). These are included in Appendix E which shows the updated budgets for the years 2022/23 to 2025/26.

6 Capital Programme 2022/23 Update

- 6.1 Appendix E shows the updated capital programme for the period 2021/22 to 2025/26. The capital programme has been updated to reflect the slippage identified within this report, together with the capital outturn position. It also includes schemes which have already received formal approval by Cabinet (up to the last Cabinet meeting), the 2022/23 budget report and P10 monitoring report which went to Full Council in March. Two schemes relating to Community renewal projects in Fakenham and North Walsham have been removed from the programme as funding was not secured.

7 Medium Term Financial Strategy

- 7.1 The content of this report includes details of budgets which will support the medium term financial strategy through the revised capital programme and movements in reserves

8 Financial and Resource Implications

- 8.1 This report is of a financial nature and the financial implications are included within the report content

9 Legal Implications

- 9.1 There are no legal implications as a direct consequence of this report

10 Risks

- 10.1 Financial risks are identified within the report content

11 Sustainability

- 11.1 No impact as a direct consequence of this report

12 Climate / Carbon impact

- 12.1 There is no impact as a direct consequence of this report

13 Equality and Diversity

- 13.1 There are no considerations as a direct consequence of this report

14 Section 17 Crime and Disorder considerations

- 14.1 There are no considerations to note as a direct consequence of this report

15 Conclusion and Recommendations

- 15.1 Members are asked to consider the report and recommend the following to Full Council:
- 15.2 a) The provisional outturn position for the General Fund revenue account for 2021/22
- 15.3 b) The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2022/23 budget
- 15.4 c) Allocate the surplus of £615,740 to the General Reserve
- 15.5 d) The financing of the 2021/22 capital programme as detailed within the report and at Appendix D
- 15.6 e) The balance on the General Reserve of £2.33 million
- 15.7 f) The updated capital programme for 2022/23 to 2025/26 and scheme financing as outlined within the report and detailed at Appendix E
- 15.8 g) The roll-forward requests as outline in Appendix G are approved

General Fund Summary Outturn 2021/22

	2021/22 Base Budget £	2021/22 Updated Budget £	2021/22 Outturn £	Variance £
Directorate				
Corporate Leadership/Executive Support	485,020	482,220	650,121	167,901
Communities	7,984,541	7,647,037	7,554,370	(92,667)
Place and Climate Change	4,966,394	5,479,014	4,875,946	(603,068)
Resources	4,327,759	4,531,733	4,980,613	448,880
Net Cost of Services	17,763,714	18,140,004	18,061,050	(78,954)
Parish Precepts	2,573,788	2,573,788	2,573,788	0
Capital Charges	(1,964,269)	(1,964,269)	(1,964,256)	13
Refcus	(977,167)	(977,167)	0	977,167
Interest Receivable	(1,014,929)	(1,014,929)	(1,036,620)	(21,691)
External Interest Paid	154,630	154,630	7,946	(146,684)
Revenue Financing for Capital:	614,741	1,027,574	1,319,152	291,578
MRP Waste Contract	744,000	744,000	744,000	0
IAS 19 Pension Adjustment	262,174	262,174	(2,110,489)	(2,372,663)
Net Operating Expenditure	18,156,682	18,945,805	17,594,570	(1,351,235)
Contribution to/(from) the Earmarked Reserves				
Capital Projects Reserve	0	0	(350,477)	(350,477)
Asset Management	(142,574)	(167,574)	(74,389)	93,185
Benefits	0	0	18,500	18,500
Building Control	(28,876)	(28,876)	47,586	76,462
Business Rates	324,058	324,058	(5,821,021)	(6,145,078)
Coast Protection	(42,039)	(42,039)	38,554	80,593
Communities	(242,000)	(275,000)	(226,574)	48,426
Delivery Plan	1,521,913	1,415,686	1,412,255	(3,431)
Elections	50,000	50,000	50,000	0
Economic Development & Tourism	0	(10,000)	42,000	52,000
Enforcement Board	0	0	(11,859)	(11,859)
Environmental Health	0	0	83,628	83,628
Environment	0	0	0	0
Grants	(25,104)	(160,977)	376,557	537,534
Housing	(328,010)	(740,843)	(429,993)	310,850
Land Charges	0	0	(4,445)	(4,445)
Legal	(15,520)	(15,520)	(34,810)	(19,290)
Major Repairs Reserve	89,859	355,694	329,207	(26,487)
New Homes Bonus Reserve	(97,471)	(97,471)	(57,321)	40,150
Organisational Development	(92,751)	(88,258)	(6,258)	82,000
Pathfinder	(21,627)	(21,627)	(17,987)	3,640
Planning Revenue	36,728	36,728	50,000	13,272
Property Investment Fund	(2,000,000)	(2,000,000)	(2,000,000)	0
Property Company	0	(265,835)	(265,835)	0
Restructuring/Invest to save	109,439	40,654	(101,034)	(141,688)
Sports Centres/ Facilities	0	(1,898)	(1,898)	(0)
Treasury Reserve	500,000	500,000	500,000	0
Contribution to/(from) the General Reserve	(86,341)	(86,341)	3,291	89,632
Amount to be met from Government Grant and Local Taxpayers	17,666,366	17,666,366	11,142,248	(6,524,118)
Collection Fund – Parishes	(2,573,788)	(2,573,788)	(2,573,788)	0
Collection Fund – District	(6,253,465)	(6,253,465)	(6,253,465)	0
Retained Business Rates	(7,381,242)	(7,381,242)	(567,471)	6,813,771
Revenue Support Grant	(90,295)	(90,295)	(90,295)	0
New Homes bonus	(722,562)	(722,562)	(722,562)	0
Rural Services Delivery Grant	(507,661)	(507,661)	(507,661)	0
Lower Tier Services Grant	(137,353)	(137,353)	(137,392)	(39)
Local Council Tax Support Grant	0	0	(133,944)	(133,944)
Council tax grant	0	0	(48,969)	(48,969)
Fees and Charges Support Grant	0	0	(141,787)	(141,787)
2020/21 Covid-19 General Grant	0	0	(580,654)	(580,654)
Income from Government Grant and Taxpayers	(17,666,366)	(17,666,366)	(11,757,988)	5,908,378
(Surplus)/Deficit	0	0	(615,740)	(615,740)

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Service Area Summaries Outturn 2021-22

Communities Service area

Environment and Leisure Services

	Updated Budget £	Outturn £	Variance £	Explanation for Major Variances
Commercial Services				
Gross Direct Costs	421,007	566,035	145,028	£100,805 Staffing costs associated with Covid work offset by Contain Outbreak Management Funding (COMF) funding. £5,286 Agency staffing. £65,875 Pension fund adjustment (current service costs). (£27,350) Balance of Local Outbreak Control Plan (LOCP) funding.
Gross Direct Income	(9,000)	(166,580)	(157,580)	COMF and Food Standards Agency (FSA) grant funding.
Support Service Charges	88,240	88,272	32	
	500,247	487,727	(12,520)	
Internal Drainage Board Levies				
Gross Direct Costs	419,627	415,551	(4,076)	Lower inflation than budgeted
Support Service Charges	220	216	(4)	
	419,847	415,767	(4,080)	
Travellers				
Gross Direct Costs	50,336	52,700	2,364	No Major Variances.
Capital Charges	(632,000)	(631,992)	8	
Gross Direct Income	(4,000)	(640)	3,360	No Major Variances.
Support Service Charges	980	984	4	
	(584,684)	(578,948)	5,736	
Public Protection				
Gross Direct Costs	198,682	220,612	21,930	(£3,608) Staffing costs associated with Covid work - offset by COMF funding. £33,388 Pension fund adjustment (current service costs). (£6,684) Lower costs for DBS checks and advertising.
Gross Direct Income	(197,000)	(202,715)	(5,715)	Pavement Licence grant.
Support Service Charges	127,850	127,860	10	
	129,532	145,757	16,225	
Street Signage				
Gross Direct Costs	12,000	5,182	(6,818)	Fewer street signs ordered and installed.
Gross Direct Income	0	(139)	(139)	No Major Variances.
Support Service Charges	19,470	19,464	(6)	
	31,470	24,507	(6,963)	
Environmental Protection				
Gross Direct Costs	660,455	747,674	87,219	£96,719 Pension fund adjustment (current service costs). £4,768 Higher transport related costs for Covid Support Officers. (£10,819) Lower equipment and materials purchases. (£11,645) Lower professional fees (Inc. Private water sampling and rechargeable works). £4,624 Higher costs for printing (Covid) and subscriptions.
Capital Charges	22,944	22,944	0	
Gross Direct Income	(63,075)	(44,765)	18,310	Reduced fee income for Private water sampling and risk assessments.
Support Service Charges	201,390	201,408	18	
	821,714	927,262	105,548	

Service Area Summaries Outturn 2021-22

Communities Service area

Environment and Leisure Services

	Updated Budget £	Outturn £	Variance £	Explanation for Major Variances
Environmental Health - Service Management				
Gross Direct Costs	69,614	76,631	7,017	Higher staffing costs to include training and Pension fund adjustments.
Capital Charges	30,018	30,024	6	
Gross Direct Income	0	0	0	No Major Variances.
Support Service Charges	(203,870)	(204,804)	(934)	
	(104,238)	(98,149)	6,089	
Environmental Contracts				
Gross Direct Costs	291,455	358,778	67,323	£55,871 Pension Fund adjustments (current service costs). The balance relates to higher staffing costs funded from the wider Environmental Health budgets.
Capital Charges	4,521	4,524	3	
Gross Direct Income	0	0	0	No Major Variances.
Support Service Charges	(295,976)	(295,944)	32	
	0	67,358	67,358	
Car Parking				
Gross Direct Costs	916,347	927,719	11,372	See Note A below:
Capital Charges	58,720	58,716	(4)	
Gross Direct Income	(2,714,171)	(3,049,122)	(334,951)	See Note B below:
Support Service Charges	150,679	154,921	4,242	
	(1,588,425)	(1,907,766)	(319,341)	
Note A: £7,749 R&M; £19,443 Flowbird maintenance contract; (£5,307) Grounds maintenance; £27,194 Rents - based on income; (£27,715) Business rates; £7,214 Utilities; (£17,539) Credit card charges; (£3,985) Advertising. The balance consists of misc. minor variances.				
Note B: (£4,765) Events licence fee; (£21,662) Commission from Electric Vehicle Charging points; (£315,375) Additional car parking income - cash, excess parking, credit cards and season tickets; £11,081 Lower rental income.				
Markets				
Gross Direct Costs	56,659	53,953	(2,706)	No Major Variances.
Gross Direct Income	(44,000)	(47,374)	(3,374)	Additional market trader fee income.
Support Service Charges	26,760	26,760	0	
	39,419	33,339	(6,080)	
Parks & Open Spaces				
Gross Direct Costs	298,014	304,054	6,040	Other professional fees to include topographic and drone surveys and feasibility designs.
Capital Charges	16,206	16,200	(6)	
Gross Direct Income	(11,150)	(9,819)	1,331	No Major Variances.
Support Service Charges	116,120	116,160	40	
	419,190	426,595	7,405	

Service Area Summaries Outturn 2021-22

Communities Service area

Environment and Leisure Services

	Updated Budget £	Outturn £	Variance £	Explanation for Major Variances
Foreshore				
Gross Direct Costs	116,599	103,337	(13,262)	(£24,816) Lower R&M costs; £5,404 Higher utility costs; £4,766 Pension fund adjustment (current service costs).
Capital Charges	27,880	27,876	(4)	
Gross Direct Income	0	(25)	(25)	No Major Variances.
Support Service Charges	100,470	100,476	6	
	244,949	231,664	(13,285)	
Leisure Complexes				
Gross Direct Costs	113,486	507,804	394,318	£361,431 Management fee - Covid support re furlough and key workers. (£6,652) - Hall hire costs lower. £5,351 R&M and grounds maintenance; £21,746 - Professional fees relating to Splash construction contract; £6,216 Higher insurance premiums. The balance consists of misc. minor variances.
Capital Charges	743,441	743,448	7	
Gross Direct Income	(42,154)	(14,928)	27,226	£42,154 No profit share; (£14,894) National Leisure Recovery Fund grant.
Support Service Charges	98,190	98,244	54	
	912,963	1,334,568	421,605	
Other Sports				
Gross Direct Costs	107,762	103,962	(3,800)	(£6,793) Staffing costs; £2,046 Vehicle Hire; £7,869 Pension fund adjustments (current service costs); (£7,845) Mammoth Marathon.
Gross Direct Income	(16,024)	8,870	24,894	£16,024 Grant for Service delivery; £11,759 Mammoth Marathon (tfr to Receipts in Advance); (£2,734) Misc. fee income.
Support Service Charges	67,320	67,356	36	
	159,058	180,188	21,130	
Recreation Grounds				
Gross Direct Costs	13,800	13,772	(28)	No Major Variances.
Capital Charges	5,632	5,628	(4)	
Gross Direct Income	(1,000)	(1,090)	(90)	No Major Variances.
Support Service Charges	5,040	5,040	0	
	23,472	23,350	(122)	
Pier Pavilion				
Gross Direct Costs	10,780	(9,758)	(20,538)	(£17,425) Reduction in bad debt provision.
Capital Charges	17,020	17,016	(4)	
Gross Direct Income	(20,000)	0	20,000	No profit share.
Support Service Charges	30,350	30,360	10	
	38,150	37,618	(532)	
Beach Safety				
Gross Direct Costs	384,450	413,135	28,685	£30,076 Higher management fee for Lifeguard Service; £11,729 Equipment and Blue Flag applications; (£12,990) Furniture purchases.
Gross Direct Income	0	(2,730)	(2,730)	DEFRA Grant - Bathing Water Signs.
Support Service Charges	75,140	75,144	4	
	459,590	485,549	25,959	

Service Area Summaries Outturn 2021-22

Communities Service area

Environment and Leisure Services

	Updated Budget £	Outturn £	Variance £	Explanation for Major Variances
Woodlands Management				
Gross Direct Costs	194,472	271,013	76,541	See Note A below:
Capital Charges	1,346	1,344	(2)	
Gross Direct Income	(25,530)	(56,098)	(30,568)	(£20,330) - Higher income from car parking charges. (£6,942) Higher facility charges (on-line bookings at Holt Country Park); (£3,700) Concession rental income.
Support Service Charges	161,240	161,268	28	
	331,528	377,527	45,999	

Note A: £25,559 Pension Fund adjustment (service costs); £10,727 Purchase of barriers; £10,095 R&M costs; £10,921 Van hire and petrol/diesel; £8,484 Toilet hire, ground rent, refuse collection and misc. materials purchases; £9,100 Tree Planted for Everyone.

Cromer Pier

Gross Direct Costs	71,070	93,136	22,066	R&M - predominantly pipework repairs.
Capital Charges	20,738	20,736	(2)	
Support Service Charges	93,880	93,876	(4)	
	185,688	207,748	22,060	

Waste Collection And Disposal

Gross Direct Costs	4,240,328	4,473,696	233,368	See Note A below:
Capital Charges	443,571	443,568	(3)	
Gross Direct Income	(3,534,122)	(4,206,076)	(671,954)	See Note B below:
Support Service Charges	486,170	486,228	58	
	1,635,947	1,197,416	(438,531)	

Note A: (£19,468) Lower costs for trade waste disposal; (£23,334) Lower costs for processing of recycled materials; £39,832 Consultancy and procurement costs (NEWS); £23,041 Serco contractor costs; £211,536 Contribution towards the Smoothing Mechanism - recharged to partners.

Note B: (£134,544) Increased fee income from trade waste customers; (£72,653) Increased fee income from garden waste customers; (£31,071) Increased income for bulky waste collections; (£254,903) Contributions from partners towards the Smoothing Mechanism payment; (£27,655) Misc. recharges for Deed of Variation. (£150,953) Increased recycling credit income.

Cleansing

Gross Direct Costs	690,300	730,799	40,499	£20,131 Bin purchases. (£3,675) Bad debt provision. £24,043 Serco contractor costs.
Capital Charges	85,500	85,500	0	
Gross Direct Income	(58,834)	(78,839)	(20,005)	(£14,270) Waste Recycling Action Programme (WRAP) funding. (£5,735) Higher recharges for dog and litter bin emptying.
Support Service Charges	64,330	64,332	2	
	781,296	801,792	20,496	

Leisure

Gross Direct Costs	210,670	226,139	15,469	£24,903 Pension fund adjustments (current service costs). (£7,084) Saving in staffing and transport related costs.
Gross Direct Income	0	(231)	(231)	No Major Variances.
Support Service Charges	(210,670)	(207,900)	2,770	Variance in salary costs allocated to capital projects.
	0	18,008	18,008	

Service Area Summaries Outturn 2021-22

Communities Service area

Environment and Leisure Services

	Updated Budget £	Outturn £	Variance £	Explanation for Major Variances
Community Safety				
Gross Direct Costs	32,178	10,344	(21,834)	Vacant post - staff on secondment.
Support Service Charges	20,680	20,700	20	
	52,858	31,044	(21,814)	
Civil Contingencies				
Gross Direct Costs	90,162	88,995	(1,167)	No Major Variances.
Support Service Charges	33,660	33,660	0	
	123,822	122,655	(1,167)	
Assistant Director Environmental & Leisure Services				
Gross Direct Costs	69,559	74,715	5,156	Relocation costs.
Support Service Charges	0	0	0	
	69,559	74,715	5,156	
Total Environment and Leisure Services	5,102,952	5,067,290	(35,662)	

Service Area Summaries Outturn 2021-22

Communities Service area

People Services

	Updated Budget	Outturn	Variance	
	£	£	£	Explanation for Major Variances
Benefits Administration				
Gross Direct Costs	990,940	1,167,426	176,486	£150,297 Pension adjustments (current service) £23,000 Civica new claim form funded from the benefits earmarked reserves.
Capital Charges	71,343	71,340	(3)	
Gross Direct Income	(381,086)	(478,039)	(96,953)	(£63,273) Additional Department for Works and Pensions (DWP) funding. (£32,862) Additional Administration subsidy.
Support Service Charges	537,240	537,264	24	
	1,218,437	1,297,991	79,554	
Homelessness				
Gross Direct Costs	545,103	799,221	254,118	£93,251 Repairs and maintenance on temporary accommodation. £17,390 Higher utility costs on temporary accommodation. £185,357 Temporary accommodation bed and breakfast charges. £22,531 Rent deposit scheme. (£60,000) Allocation of Rough Sleeper Initiative (RSI) not spent (offset by a reduction in grant).
Capital Charges	28,482	28,488	6	
Gross Direct Income	(961,149)	(1,264,627)	(303,478)	£60,000 RSI funding, (£65,038) Top up homelessness prevention grant (£32,138) Domestic abuse grant. (£254,088) Additional recoverable charges from subsidy and client contributions.
Support Service Charges	603,790	603,792	2	
	216,226	166,873	(49,353)	
Housing Options				
Gross Direct Costs	492,031	596,743	104,712	£91,755 Pension adjustment re current service costs. Additional temporary staffing costs funded from grants.
Support Service Charges	(376,857)	(376,848)	9	
	115,174	219,895	104,721	

Service Area Summaries Outturn 2021-22

Communities Service area

People Services

	Updated Budget	Outturn	Variance	
	£	£	£	Explanation for Major Variances
Community				
Gross Direct Costs	792,684	836,878	44,194	See Note A below:
Gross Direct Income	(49,724)	(300,424)	(250,700)	Contain Outbreak Management Fund (COMF) and funding for posts. £36,083 Surplus Home Improvement Agency (HIA) income.
Support Service Charges	183,840	182,991	(849)	Capital salaries
	926,800	719,445	(207,355)	

Note A: £46,553 Additional staffing costs, some of which relate to fixed term posts funded by grant. £77,805 Pension fund adjustment (current service costs). (£7,800) Professional fees. (£83,654) Grants and contributions not made. The balance consists of misc. minor variances.

Ad People Services

Gross Direct Costs	67,448	82,876	15,428	Pension fund adjustment (current service costs).
Support Service Charges	0	0	0	
	67,448	82,876	15,428	

Total People Services	2,544,085	2,487,080	(57,005)
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Total Communities Directorate	7,647,037	7,554,371	(92,666)
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Service Area Summaries Outturn 2021-22

Corporate Directorship

	Updated £	Outturn £	Variance £	Explanation for Major Variances
Human Resources & Payroll				
Gross Direct Costs	390,800	425,221	34,421	See Note A below: (£4,000) Skills funding grant; (£3,659) Bike Loan scheme; (£3,116) Apprentices - incentive payment.
Gross Direct Income	(1,000)	(11,775)	(10,775)	
Support Service Charges	(394,300)	(394,380)	(80)	
	(4,500)	19,066	23,566	
Note A: (£28,432) Staff vacancies; £52,140 Pension Fund adjustments (current service costs); (£17,850) Common training; £6,905 HR recruitment software set up costs; £12,433 Consultancy - general employment advice; £10,236 Other professional fees - HR process review; £3,030 Legal fees.				
Registration Services				
Gross Direct Costs	217,113	452,110	234,997	£21,273 Pension Fund adjustments (current service costs); (£6,628) Changes to working hours; £223,263 Running costs for County and PCC elections plus costs of canvassing.
Gross Direct Income	(43,000)	(296,422)	(253,422)	
Support Service Charges	121,740	121,752	12	
	295,853	277,440	(18,413)	
Corporate Leadership Team				
Gross Direct Costs	701,068	797,776	96,708	£120,364 Pension fund adjustments (current service costs); (£24,031) Staffing, training and travelling costs.
Gross Direct Income	0	(2,216)	(2,216)	
Support Service Charges	(614,735)	(614,784)	(49)	
	86,333	180,775	94,442	
Communications				
Gross Direct Costs	201,983	246,997	45,014	£37,707 Pension fund adjustments (current service costs); £5,453 Staffing and on costs; £4,867 Computer and equipment purchases; (£4,997) Marketing.
Capital Charges	71,452	71,448	(4)	
Gross Direct Income	0	(1,590)	(1,590)	Filming rights.
Support Service Charges	(273,435)	(279,582)	(6,147)	Capital Salaries
	0	37,274	37,274	
Corporate Delivery Unit				
Gross Direct Costs	164,828	197,346	32,518	Pension fund adjustments (current service costs).
Support Service Charges	(60,294)	(61,780)	(1,486)	Staff time charged to capital salaries
	104,534	135,566	31,032	
Total Corporate Directorate	482,220	650,121	167,901	

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Service Area Summaries Outturn 2021-22

Place and Climate Change
Planning

	Updated £	Outturn £	Variance £	Explanation for Major Variances
Development Management				
Gross Direct Costs	1,178,395	1,321,000	142,605	£161,117 Pension Fund adjustments (current service costs (£96,891) Staff turnover savings. (£7,105) Transport related savings. £66,932 Agency staff costs. £12,987 Books and periodicals.
Capital Charges	77,581	77,580	(1)	
Gross Direct Income	(932,206)	(932,195)	11	No Major Variances.
Support Service Charges	643,250	643,248	(2)	
	967,020	1,109,633	142,613	
Planning Policy				
Gross Direct Costs	593,675	570,326	(23,349)	£67,093 Pension Fund adjustments (current service costs) (£59,837) Staff turnover savings.(£27,303) Slippage in Local Plan expenditure this will be offset by a reduced contribution from the New Homes Bonus reserve.
Gross Direct Income	(46,538)	(49,763)	(3,225)	Neighbourhood Plan grant income offset by expenditure.
Support Service Charges	95,516	95,532	16	
	642,653	616,095	(26,558)	
Conservation, Design & Landscape				
Gross Direct Costs	154,751	119,241	(35,510)	£16,201 Pension Fund adjustments (current service costs) (£5,000) Qualification budget not utilised. £12,358 Temporary staffing costs. £7,151 Enforcement board costs funded from earmarked reserves. (£41,852) Conservation area appraisals funded from the General reserve. (£16,750) Contribution budget, accruals in respect of prior year contributions to the Historic Environment Service - not offset.
Support Service Charges	76,300	76,320	20	
	231,051	195,561	(35,490)	
Major Developments				
Gross Direct Costs	249,824	268,179	18,355	£38,912 Pension Fund adjustments (current service costs). (£16,040) Staff turnover savings. (£4,517) Transport and supplies and services savings.
Support Service Charges	104,490	104,496	6	
	354,314	372,675	18,361	
Building Control				
Gross Direct Costs	450,803	509,608	58,805	£73,818 Pension Fund adjustments (current service costs) (£1,702) Transport related expenditure. (£9,523) Supplies and services.
Gross Direct Income	(390,000)	(451,063)	(61,063)	Additional income generated from building control fees.
Support Service Charges	142,050	142,080	30	
	202,853	200,625	(2,228)	

Service Area Summaries Outturn 2021-22

Place and Climate Change
Planning

	Updated £	Outturn £	Variance £	Explanation for Major Variances
Combined Enforcement Team				
Gross Direct Costs	172,597	203,053	30,456	£26,984 Pension Fund adjustments (current service costs) (£15,794) Staff turnover savings offset by £21,467 temporary agency costs.
Support Service Charges	(172,597)	(172,572)	25	
	0	30,481	30,481	
Property Information				
Gross Direct Costs	187,190	196,691	9,501	£15,719 Pension fund adjustments (current service costs) (£4,205) Movement in the provision for bad and doubtful debts.
Gross Direct Income	(182,190)	(163,294)	18,896	£6,260 Street naming and numbering income. £12,827 Land Charge fees and charges.
Support Service Charges	51,290	51,348	58	
	56,290	84,745	28,455	
Ad Planning				
Gross Direct Costs	125,542	128,958	3,416	£17,352 Pension fund adjustments (current service costs) (£10,000) Generic training. (£3,231) Travel expenses.
Support Service Charges	(125,542)	(125,520)	22	
	0	3,438	3,438	
Total Planning	2,454,181	2,613,252	159,071	

Service Area Summaries Outturn 2021-22

Place And Climate Change
Sustainable Growth

	Updated £	Outturn £	Variance £	Explanation for Major Variances
Economic Growth				
Gross Direct Costs	124,107	1,017,120	893,013	£20,306 R & M Sheringham Little Theatre. £21,431 Tourism support grants. £830,226 Covid additional restrictions grants (ARG) North Norfolk growth site delivery strategy costs. £22,500 North Walsham Cultural consortium expenditure.
Capital Charges	2,037	2,040	3	
Gross Direct Income	0	(902,434)	(902,434)	(£827,775) Covid ARG grant to offset expenditure. (£49,500) Historic England grant, re North Walsham Cultural Consortium. (£25,159) Funding for North Norfolk growth sites delivery strategy.
Support Service Charges	346,840	346,848	8	
	472,984	463,574	(9,410)	
Tourism				
Gross Direct Costs	43,653	35,500	(8,153)	£3,686 Tourism support expenditure. (£11,849) Supplies and Service expenditure.
Gross Direct Income	0	(5,081)	(5,081)	Repaid Tourism sector grants.
Support Service Charges	19,450	19,440	(10)	
	63,103	49,859	(13,244)	
Coast Protection				
Gross Direct Costs	322,500	252,258	(70,242)	(£62,115) Sea Defences (request to roll forward); (£9,369) Consultancy.
Capital Charges	508,702	508,704	2	
Support Service Charges	395,280	395,280	0	
	1,226,482	1,156,242	(70,240)	
Business Growth Staffing				
Gross Direct Costs	309,037	358,537	49,500	£56,775 Pension fund adjustments (current service costs). There are smaller variances across supplies and services and transport related expenditure.
Gross Direct Income	(30,000)	(9,600)	20,400	Income from Kickstart administration.
Support Service Charges	(297,364)	(298,271)	(907)	Salaries charged to capital.
	(18,327)	50,666	68,993	
Housing Strategy				
Gross Direct Costs	163,422	225,769	62,347	£25,991 Pension fund adjustments (current service costs). £50,000 Housing Enabling Grant, funded from Community Housing Fund (CHF). (£14,759) Other professional fees including viability studies.
Capital Charges	977,167	0	(977,167)	Refcus
Support Service Charges	21,360	21,384	24	
	1,161,949	247,153	(914,796)	
Environmental Strategy				

Service Area Summaries Outturn 2021-22

Place And Climate Change
Sustainable Growth

	Updated	Outturn	Variance	
	£	£	£	Explanation for Major Variances
Gross Direct Costs	108,402	222,762	114,360	£19,102 Pension fund adjustment (current service costs); £5,560 Additional staffing costs; £59,815 Tree planted for Every Person; £31,375 Professional fees. To be funded from the Delivery Plan Reserve.
Gross Direct Income	(15,000)	0	15,000	No income received for the Green Build event.
Support Service Charges	22,740	22,740	0	
	116,142	245,502	129,360	
Coastal Management				
Gross Direct Costs	360,347	384,381	24,034	£48,824 Pension fund adjustment (current service costs); (£19,980) Staffing - changes to working arrangements; (£2,400) Training.
Gross Direct Income	(60,009)	(62,734)	(2,725)	Recharges for staffing costs.
Support Service Charges	(300,338)	(295,308)	5,030	Salaries charged to capital schemes
	0	26,340	26,340	
Ad Sustainable Growth				
Gross Direct Costs	88,928	109,770	20,842	£17,233 Pension fund adjustment (current service costs). The balance relates to higher staffing costs.
Support Service Charges	(86,428)	(86,412)	16	
	2,500	23,358	20,858	
Total Sustainable Growth	3,024,833	2,262,694	(762,139)	
Total Place and Climate Change	5,479,014	4,875,946	(603,068)	

Service Area Summaries Outturn 2021-22

Resources

Finance, Assets and Legal

	Updated £	Outturn £	Variance £	Explanation for Major Variances
Industrial Estates				
Gross Direct Costs	31,734	35,296	3,562	No Major Variances.
Capital Charges	15,912	15,912	0	
Gross Direct Income	(181,810)	(136,609)	45,201	Units at Hornbeam Road not let - reduced income relating to rents and service charges.
Support Service Charges	51,640	51,648	8	
	(82,524)	(33,754)	48,770	
Surveyors Allotments				
Gross Direct Costs	3,000	0	(3,000)	R&M budgets not spent.
Gross Direct Income	(50)	(50)	0	No Major Variances.
Support Service Charges	14,570	14,568	(2)	
	17,520	14,518	(3,002)	
Parklands				
Gross Direct Costs	34,768	44,397	9,629	Higher costs for R&M and electricity.
Gross Direct Income	(64,500)	(76,856)	(12,356)	Commission earned on sale of plot.
Support Service Charges	40,390	40,392	2	
	10,658	7,933	(2,725)	
Revenue Services				
Gross Direct Costs	732,277	37,834,296	37,102,019	£114,154 Pension Fund adjustments (current service costs) £11,028 Additional overtime funded from new burdens funding. £37,005,552 Business support grants funded from government grants. (£17,604) Professional fees. (£11,758) Postage and billing costs.
Gross Direct Income	(442,911)	(37,625,268)	(37,182,357)	(£36,997,552) Business support grants allocated. £62,162 Court Costs. (£11,389) Cost of collection allowance. (£235,577) New burdens grants
Support Service Charges	444,750	444,816	66	
	734,116	653,844	(80,272)	
Benefits Subsidy				
Gross Direct Costs	21,256,441	19,843,849	(1,412,592)	(£1,656,581) Housing benefit payments 2021/22. (£137,410) Movement in the provision for bad and doubtful debts. £381,481 Test and Trace and household support payments, which are grant funded.
Gross Direct Income	(21,256,441)	(19,696,522)	1,559,919	(£67,746) net movement in relation to benefit overpayments. (£437,800) Test and Trace and Household support grants. £2,061,465 Subsidy based on Final 2021/22 claim, due to reduced expenditure and irrecoverable subsidy on Temporary accommodation.
Support Service Charges	0	0	0	
	0	147,327	147,327	
Non Distributed Costs				
Gross Direct Costs	0	20,657	20,657	Higher Added Years costs.
Gross Direct Income	0	0	0	No Major Variances.
	0	20,657	20,657	

Service Area Summaries Outturn 2021-22

Resources

Finance, Assets and Legal

	Updated £	Outturn £	Variance £	Explanation for Major Variances
Estates				
Gross Direct Costs	258,454	320,378	61,924	£10,977 Higher staffing costs; £33,296 Pension fund adjustments (current service costs); £6,848 Consultancy; £6,325 Subscriptions. The balance consists of minor variances.
Gross Direct Income	0	(4,856)	(4,856)	Insurance recharges relating to Shared Equity properties.
Support Service Charges	0	0	0	
	258,454	315,522	57,068	
Admin Buildings				
Gross Direct Costs	521,817	603,153	81,336	See Note A below:
Capital Charges	(24,159)	(24,156)	3	
Gross Direct Income	(285,956)	(363,728)	(77,772)	See Note B below:
Support Service Charges	(150,296)	(150,372)	(76)	
	61,406	64,897	3,491	
Note A: £49,104 R&M; £2,439 Grounds maintenance; £42,164 Running costs - the majority of this relates to the contract cleaning costs; £10,675 Legal and surveyors fees; (£27,183) Bad debt provision.				
Note B: £2,831 Lower service charges; £2,000 Lower rental income; (£82,712) Higher rechargeable income of which the majority relates to Covid cleaning at the Cromer and Fakenham offices.				
Corporate Finance				
Gross Direct Costs	427,987	589,027	161,040	£66,582 Pension fund adjustments (Current Service costs) £114,306 Business rate levy contribution payments.
Capital Charges	16,145	16,140	(5)	
Gross Direct Income	0	(674,658)	(674,658)	2020/21 Business rates pool share
Support Service Charges	(444,132)	(444,132)	0	
	0	(513,623)	(513,623)	
Insurance & Risk Management				
Gross Direct Costs	201,007	232,485	31,478	£19,137 Legal fees; £13,125 Employers & Public Liability premiums..
Gross Direct Income	(650)	(31)	619	No Major Variances.
Support Service Charges	(200,357)	(200,424)	(67)	
	0	32,030	32,030	
Internal Audit				
Gross Direct Costs	70,000	75,146	5,146	Audit fees.
Support Service Charges	(70,000)	(69,996)	4	
	0	5,150	5,150	
Chalets/Beach Huts				
Gross Direct Costs	54,347	57,200	2,853	(£6,185) Lower R&M costs; £9,892 Purchase of new furniture.
Gross Direct Income	(229,362)	(260,937)	(31,575)	Additional rental income. Request made to roll this forward.
Support Service Charges	97,250	97,284	34	
	(77,765)	(106,453)	(28,688)	

Service Area Summaries Outturn 2021-22

Resources

Finance, Assets and Legal

	Updated £	Outturn £	Variance £	Explanation for Major Variances
Investment Properties				
Gross Direct Costs	146,352	255,013	108,661	£43,441 R&M; £23,624 Higher costs for insurances, electricity, water and council tax; £6,500 for scaffolding; £34,761 Bad debt provision.
Capital Charges	74,983	74,988	5	
Gross Direct Income	(245,743)	(250,282)	(4,539)	Recharge of utilities and additional rental income.
Support Service Charges	187,720	187,728	8	
	163,312	267,447	104,135	
Central Costs				
Gross Direct Costs	209,965	209,244	(721)	£6,330 Higher apprenticeship levy; £7,567 Pension fund adjustments (current service costs); (£4,953) Lower staffing costs; (£10,757) Lower than budgeted professional fees; £2,900 Subscription for Data Protection renewal fee.
Support Service Charges	(96,965)	(96,984)	(19)	
	113,000	112,260	(740)	
Corporate & Democratic Core				
Gross Direct Costs	510,179	564,844	54,665	£12,583 Audit fees; £15,921 Agency staffing; £14,445 Bank charges; £8,790 R&M costs.
Gross Direct Income	0	(165,663)	(165,663)	(£100k) Cyber support grant (transferred to Unspent Grants Reserve); (£27,861) Welcome Back Funding; (£29,582) Grant funding.(£8,220) Recoverable income relating to external audit.
Support Service Charges	1,258,620	1,260,336	1,716	
	1,768,799	1,659,517	(109,282)	
Members Services				
Gross Direct Costs	530,871	526,107	(4,764)	£30,089 Pension fund adjustment (current service costs) - this is offset by savings in training, travelling, allowances and the chairman's civic expenditure.
Support Service Charges	60,740	60,780	40	
	591,611	586,887	(4,724)	
Legal Services				
Gross Direct Costs	493,584	694,642	201,058	£90,366 Pension fund contribution (current service costs); £2,721 Client disbursements; £87,450 staffing costs; £10,000 Dilapidations Bond; £13,389 Bad debt provision.
Gross Direct Income	(329,946)	(486,842)	(156,896)	(£142,542) Legal fees; (£9,151) KLWN Client disbursements; (£5,798) Kickstart contribution.
Support Service Charges	(326,803)	(326,784)	19	
	(163,165)	(118,984)	44,181	
Ad Finance, Assets and Legal				
Gross Direct Costs	73,823	90,978	17,155	Pension fund adjustment (current service costs).
Support Service Charges	0	0	0	
	73,823	90,978	17,155	
Total Finance Assets and Legal	3,469,245	3,206,152	(263,093)	

Service Area Summaries Outturn 2021-22

Resources

Organisational Resources

	Updated £	Outturn £	Variance £	Explanation for Major Variances
It - Support Services				
Gross Direct Costs	1,622,609	1,895,126	272,517	See Note A below:
Capital Charges	125,566	125,568	2	
Gross Direct Income	0	(67)	(67)	No Major Variances.
Support Service Charges	(1,722,175)	(1,722,156)	19	
	26,000	298,471	272,471	

Note A: £4,518 - Overtime. £84,791 - Computer Software Licences - this includes extended support to Efinancials. £52,743 - Computer Maintenance. (£35,621) - Computer Lines and Modems. (£11,025) - Computer Purchases - Hardware. £6,134 - Migration of Skype to Teams. £167,186 - Pensions Deficit Funding (current service costs). £11,190 - Consultancy fees. (£10,456) - Computer Consumables. (£6,820) - Mobile phone rentals. £10,202 - Mobile phone purchases. (£4,247) - Training and digital promotion.

Poppyfields

Gross Direct Costs	24,700	12,546	(12,154)	(£2,827) R&M. (£9,750) Equipment and management fee.
Support Service Charges	15,900	15,900	0	
	40,600	28,446	(12,154)	

Property Services

Gross Direct Costs	470,691	634,405	163,714	See Note A below:
Capital Charges	31,825	31,824	(1)	
Gross Direct Income	(10,000)	(2,200)	7,800	£10,000 No grant income received for solar panels; (£2,200) Sale of obsolete items.
Support Service Charges	(710,651)	(613,059)	97,592	Reduction in salaries charged to capital.
	(218,135)	50,970	269,105	

Note A: £82,725 Pension fund adjustment (current service costs); £52,933 Additional staffing and transport related costs; £12,019 R&M; £6,104 Consumables - stock for operatives; £6,337 Covid costs relating to additional cleaning costs at playgrounds.

Playgrounds

Gross Direct Costs	57,414	56,002	(1,412)	No Major Variances.
Support Service Charges	42,150	42,156	6	
	99,564	98,158	(1,406)	

Community Centres

Gross Direct Costs	9,978	7,942	(2,036)	No Major Variances.
Gross Direct Income	0	(1,307)	(1,307)	No Major Variances.
Support Service Charges	12,260	12,264	4	
	22,238	18,899	(3,339)	

Service Area Summaries Outturn 2021-22

Resources

Organisational Resources

	Updated £	Outturn £	Variance £	Explanation for Major Variances
Tourist Information Centres				
Gross Direct Costs	109,798	120,624	10,826	£5,199 Staffing costs; £13,091 Pension fund adjustment (current service costs); £6,462 R&M.(£7,107) Lower utility charges; (£5,230)
Capital Charges	6,040	6,036	(4)	
Gross Direct Income	(25,000)	(25,138)	(138)	No Major Variances.
Support Service Charges	87,660	87,696	36	
	178,498	189,218	10,720	
Public Conveniences				
Gross Direct Costs	559,902	608,310	48,408	£43,828 R&M £9,776 Higher utility charges. (£4,000) Cleansing contract.
Capital Charges	58,767	58,764	(3)	
Gross Direct Income	0	0	0	No Major Variances.
Support Service Charges	110,597	111,972	1,375	
	729,266	779,046	49,780	
Digital Transformation				
Gross Direct Costs	172,248	192,170	19,922	£27,012 Pension fund adjustment (current service costs); (£6,213) Staffing costs.
Support Service Charges	(56,870)	(56,844)	26	
	115,378	135,326	19,948	
Reprographics				
Gross Direct Costs	83,489	79,179	(4,310)	£8,374 Pension fund adjustment (current service costs); (£7,921) Operating lease rentals; (£5,103) paper/stationery.
Gross Direct Income	(7,500)	(5,294)	2,206	No Major Variances.
Support Service Charges	(75,989)	(75,972)	17	
	0	(2,087)	(2,087)	
Customer Services - Corporate				
Gross Direct Costs	773,769	854,722	80,953	See Note A below:
Capital Charges	54,056	54,048	(8)	
Gross Direct Income	(21,250)	(22,270)	(1,020)	(£7,770) Service charge for Postal & Scanning services. £6,750 Other recoverable income.
Support Service Charges	(799,675)	(799,692)	(17)	
	6,900	86,809	79,909	
Note A: (£13,668) - Lower salaries and on costs as a result of staff vacancies offset by £6,366 - Overtime - extra days for part time staff due to the vacancies. £112,206 - Pension fund adjustment (current service costs). (£10,432) Lower stationery costs.(£8,125) Other professional fees. £7,095 Subscriptions. (£4,841) Bad debt provision. The balance consists of misc. minor variances.				
Ad Organisational Resources				
Gross Direct Costs	62,179	91,204	29,025	Staffing costs including Pension fund adjustments.
	62,179	91,204	29,025	
Total Organisational Resources	1,062,488	1,774,461	711,973	
Total Resources	4,531,733	4,980,613	448,880	

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Reserve	Purpose and Use of Reserve	Balance 01/04/21 £	Contributions In £	Contributions Out £	Outturn Movement 2021/22 £	Balance 01/04/22 £	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.	2,326,735	24,287	(20,996)	3,291	2,330,026	(76,043)	2,253,983	(63,206)	2,190,777	0	2,190,777	0	2,190,777
Earmarked Reserves:														
Capital Projects	To provide funding for capital developments and purchase of major assets. This includes the VAT Shelter Receipt.	906,095	0	(350,477)	(350,477)	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.	956,418	62,467	(136,855)	(74,388)	882,030	5,466	887,496	5,466	892,962	10,466	903,428	10,466	913,894
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.	730,748	41,500	(23,000)	18,500	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.	176,529	47,586	0	47,586	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.	10,079,816	1,016,716	(6,837,737)	(5,821,021)	4,258,795	(18,000)	4,240,795	(18,000)	4,222,795	(18,000)	4,204,795	(18,000)	4,186,795
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	261,335	62,000	(23,446)	38,554	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. Funded by a proportion of NCC element of second homes council tax.	796,350	0	(226,574)	(226,574)	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.	2,914,166	1,700,000	(287,745)	1,412,255	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 along with funding earmarked for Learning for Everyone.	155,621	52,000	(10,000)	42,000	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.	53,000	50,000	0	50,000	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 .	101,984	0	(11,859)	(11,859)	90,125	0	90,125	0	90,125	0	90,125	0	90,125
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	227,565	83,628	0	83,628	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	0	0	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.	1,981,100	617,585	(241,029)	376,557	2,357,656	(51,476)	2,306,180	0	2,306,180		2,306,180		2,306,180

Reserves Statement 2021-22 Outturn

Appendix C

Reserve	Purpose and Use of Reserve	Balance 01/04/21 £	Contributions In £	Contributions Out £	Outturn Movement 2021/22 £	Balance 01/04/22 £	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 £
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.	2,516,351	96,221	(505,214)	(408,993)	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.	343,597	0	(4,445)	(4,445)	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.	159,133	0	(34,810)	(34,810)	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.	0	355,695	(26,487)	329,207	329,207	280,000	609,207	280,000	889,207	280,000	1,169,207	280,000	1,449,207
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	279,864	0	(57,321)	(57,321)	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.	200,355	66,711	(93,969)	(27,258)	173,097	(12,446)	160,651	0	160,651	0	160,651	0	160,651
Partnership	To help Coastal Communities adapt to coastal changes.	107,553	0	(17,987)	(17,987)	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.	167,926	50,000	0	50,000	217,926	0	217,926	50,000	267,926	50,000	317,926	50,000	367,926
Property Investment Fund	To provide funding for the acquisition and development of new land and property assets	265,836	0	(265,836)	(265,836)	0	0	0	0	0	0	0	0	0
Property Company	To fund potetial housing development and property related schemes	2,000,000	0	(2,000,000)	(2,000,000)	0	0	0	0	0	0	0	0	0
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.	1,000,029	130,453	(231,487)	(101,034)	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.	1,898	0	(1,898)	(1,898)	(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	0	500,000	0	500,000	500,000		500,000		500,000	0	500,000	0	500,000
Total Reserves		28,860,002	4,956,849	(11,409,172)	(6,452,323)	22,407,679	(2,913,183)	19,494,496	(1,304,505)	18,189,991	310,758	18,500,749	372,466	18,873,215

Capital Outturn 2021-22

<u>Scheme</u>	Latest Budget 2021/22 £	Actual Expenditure 2021/22 £	Variance £	Reprofiling £
Boosting Business Sustainability and Growth				
Rocket House	39,619	0	(39,619)	39,619
Deep History Coast	5,000	4,669	(331)	0
Collectors Cabin	24,686	278	(24,409)	24,409
Cornish Way	162,667	810	(161,857)	161,857
Fakenham Connect	99,668	3,606	(96,062)	96,062
North Walsham Heritage Action Zone	1,765,886	932,110	(833,776)	833,776
Public Convenience Improvements	300,000	189,511	(110,489)	110,489
Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	0	(55,000)	55,000
Purchase of Property Services Vehicles	25,000	0	(25,000)	25,000
Car Park Ticket Machine Replacement Programme	275,000	134,428	(140,572)	140,572
Weybourne Car Park Public Convenience	16,000	15,116	(884)	0
Fakenham Urban Extension	1,800,000	0	(1,800,000)	1,800,000
Bacton Car Park Programme	0	455	455	0
Community Renewal - Fakenham	800,000	0	(800,000)	0
Community Renewal - North Walsham	800,000	0	(800,000)	0
	6,168,526	1,280,982	(4,887,544)	3,286,784
Local Homes for Local Need				
Disabled Facilities Grants	1,000,000	877,598	(122,402)	0
Compulsory Purchase of Long Term Empty Properties	184,823	0	(184,823)	184,823
Shannoeks Hotel	0	4,383	4,383	0
Community Housing Fund	885,160	50,000	(835,160)	835,160
Provision of Temporary Accommodation	1,391,543	1,305,505	(86,038)	86,038
S106 Enabling	450,000	0	(450,000)	450,000
	3,911,526	2,237,486	(1,674,040)	1,556,021
Climate, Coast and the Environment				
Cromer Coast Protection Scheme	1,773,092	0	(1,773,092)	1,773,092
Coastal Erosion Assistance	48,797	3,431	(45,366)	45,366
Coastal Adaptations	247,493	0	(247,493)	247,493
Mundesley - Refurbishment of Coastal Defences	1,622,607	208,590	(1,414,017)	1,414,017
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	96,480	302,486	206,006	(206,006)
Sea Palling Ramp	9,651	0	(9,651)	9,651
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,500	0	(45,500)	45,500
Climate Change – Coastal Tools and Knowledge	11,275	20,634	9,359	(9,359)
Bacton and Walcott Coastal Management Scheme	0	5,931	5,931	(5,931)
Sandscaping Monitoring & Windblown Sand Reimbursement	0	72,746	72,746	(72,746)
	3,854,895	613,818	(3,241,077)	3,241,077

Capital Outturn 2021-22

<u>Scheme</u>	Latest Budget 2021/22 £	Actual Expenditure 2021/22 £	Variance £	Reprofiling £
Quality of Life				
Steelwork Protection to Victory Pool and Fakenham Gym	27,467	0	(27,467)	27,467
Fakenham Gym	62,500	0	(62,500)	62,500
Splash Gym Equipment	502,534	340,700	(161,834)	161,834
North Walsham Artificial Grass Pitch	848,868	0	(848,868)	848,868
The Reef Leisure Centre	3,522,038	3,374,398	(147,640)	147,640
Sheringham Enabling Land	110,000	10,966	(99,034)	99,034
Refurbishment of Chalets in Cromer and Sheringham	60,000	105,519	45,519	(45,519)
Green Road Football Facility	60,000	9,777	(50,223)	50,223
	5,193,407	3,841,361	(1,352,046)	1,352,046
Customer Focus and Financial Sustainability				
Administrative Buildings	12,559	2,456	(10,103)	10,103
Council Chamber and Committee Room Improvements	7,814	0	(7,814)	7,814
Purchase of Bins	80,000	151,220	71,220	(71,220)
User IT Hardware Refresh	111,763	35,698	(76,065)	76,065
Storage Hardware	17,567	0	(17,567)	17,567
Members IT	23,543	0	(23,543)	23,543
Electric Vehicle Charging Points	90,055	2,080	(87,975)	87,975
Waste vehicles	968,204	935,603	(32,601)	32,601
Backup Network Upgrade	14,000	0	(14,000)	14,000
Cromer Office LED Lighting	60,000	0	(60,000)	60,000
Fire Wall Replacements	3,512	0	(3,512)	3,512
Refurbishment of IT Training Room	15,000	0	(15,000)	15,000
Citizen App	1,850	850	(1,000)	1,000
Planning S106 Software	40,000	0	(40,000)	40,000
Environmental Health IT System Procurement	0	16,750	16,750	0
Finance System Refresh	75,000	65,000	(10,000)	10,000
	1,520,867	1,209,657	(311,210)	327,960
TOTAL EXPENDITURE	20,649,221	9,183,303	(11,465,918)	9,763,888
Capital Programme Financing				
Grants	7,455,771	2,343,477		
Other Contributions	1,350,000	0		
Asset Management Reserve	396,374	103,352		
Revenue Contribution to Capital (RCCO)	0	381,183		
Capital Project Reserve	707,348	487,477		
Other Reserves	2,990,010	347,140		
Capital Receipts	3,259,476	1,210,674		
Internal / External Borrowing	4,490,242	4,310,001		
TOTAL FINANCING	20,649,221	9,183,303		

<u>Scheme</u>	Scheme Total Current Estimate	Updated Budget 2021/22	Updated Budget 2022/23	Updated Budget 2023/24	Updated Budget 2024/25	Updated Budget 2025/26
	£	£	£	£	£	£
Boosting Business Sustainability and Growth						
Rocket House	77,084	(0)	39,619	0	0	0
Deep History Coast	886,998	5,000	0	0	0	0
Collectors Cabin	25,000	278	24,408	0	0	0
Cornish Way	170,000	810	161,857	0	0	0
Fakenham Connect	100,000	3,606	96,062	0	0	0
North Walsham Heritage Action Zone	3,953,776	1,765,886	1,697,276	307,250	0	0
Public Convenience Improvements	737,000	189,511	335,362	0	0	0
Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	0	55,000	0	0	0
Purchase of Property Services Vehicles	25,000	0	25,000	0	0	0
Car Park Ticket Machine Replacement Programme	275,000	134,428	140,572	0	0	0
Weybourne Car Park Public Convenience	16,000	16,000	0	0	0	0
Fakenham Urban Extension	1,800,000	0	1,800,000	0	0	0
Public Convenience Improvements Sheringham & North Walsingham	500,000	0	500,000	0	0	0
	8,620,858	2,115,519	4,875,156	307,250	0	0
Local Homes for Local Need						
Disabled Facilities Grants		Annual programme, subject to NCC funding	877,598	1,000,000	0	0
Compulsory Purchase of Long Term Empty Properties	675,500	0	184,823	0	0	0
Community Housing Fund	2,371,094	50,000	1,335,160	250,000	0	0
Provision of Temporary Accommodation	2,630,560	1,305,505	336,038	0	0	0
S106 Enabling	1,900,000	0	1,425,000	175,000	300,000	300,000
	7,577,154	2,233,103	4,281,021	425,000	300,000	300,000

<u>Scheme</u>	Scheme Total Current Estimate	Updated Budget 2021/22	Updated Budget 2022/23	Updated Budget 2023/24	Updated Budget 2024/25	Updated Budget 2025/26
	£	£	£	£	£	£
Climate, Coast and the Environment						
Cromer Coast Protection Scheme	8,822,001	0	3,516,184	0	0	0
Coastal Erosion Assistance	90,000	3,431	45,366	0	0	0
Coastal Adaptations	247,493	0	247,493	0	0	0
Mundesley - Refurbishment of Coastal Defences	3,221,000	208,590	2,959,860	0	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	2,919,783	302,486	927,994	0		0
Sea Palling Ramp	10,000	0	9,651	0	0	0
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,000	0	45,000	0	0	0
Climate Change – Coastal Tools and Knowledge	11,275	11,275	0	0	0	0
	15,366,552	525,782	7,751,548	0	0	0
Quality of Life						
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	0	27,467	0	0	0
Fakenham Gym	62,500	0	62,500	0	0	0
Gym Equipment	1,013,000	340,700	161,834	0	0	0
North Walsham Artificial Grass Pitch	860,000	0	848,868	0	0	0
The Reef Leisure Centre	12,697,000	3,374,398	147,640	0	0	0
Sheringham Enabling Land	110,000	10,966	99,034	0	0	0
Refurbishment of Chalets in Cromer and Sheringham	101,000	101,000	0	0	0	0
Green Road Football Facility	60,000	9,777	50,223	0	0	0
	14,931,001	3,836,842	1,397,566	0	0	0

<u>Scheme</u>	Scheme Total Current Estimate	Updated Budget 2021/22	Updated Budget 2022/23	Updated Budget 2023/24	Updated Budget 2024/25	Updated Budget 2025/26
	£	£	£	£	£	£
Customer Focus and Financial Sustainability						
Administrative Buildings	1,713,878	2,456	10,103	0	0	0
Council Chamber and Committee Room Improvements	89,000	(0)	7,814	0	0	0
Purchase of Bins	691,834	151,220	8,780	0	0	0
User IT Hardware Refresh	275,000	35,698	131,065	0	0	0
Storage Hardware	60,000	(0)	17,567	0	0	0
Members IT	65,000	0	23,543	0	0	0
Electric Vehicle Charging Points	248,600	2,080	87,975	0	0	0
Waste vehicles	4,500,000	935,603	32,601	0	0	0
Backup Network Upgrade	14,000	0	14,000	0	0	0
Cromer Office LED Lighting	60,000	0	60,000	0	0	0
Fire Wall Replacements	36,000	0	3,512	0	0	0
Refurbishment of IT Training Room	15,000	0	15,000	0	0	0
Financial Management System	150,000	75,000	75,000	0	0	0
Planning S106 Software	40,000	0	40,000	0	0	0
Citizen App	45,000	850	1,000	0	0	0
	8,003,312	1,202,907	527,960	0	0	0
TOTAL EXPENDITURE	54,498,877	9,914,153	18,833,251	732,250	300,000	300,000
Capital Programme Financing						
Grants		3,167,894	8,478,186	92,500	0	0
Other Contributions		0	2,325,000	175,000	300,000	300,000
Asset Management Reserve		264,357	293,022	0	0	0
Revenue Contribution to Capital (RCCO)		310,183	0	0	0	0
Capital Project Reserve		487,477	219,871	0	0	0
Other Reserves		347,140	2,907,560	250,000	0	0
Capital Receipts		1,027,100	4,429,371	214,750	0	0
Internal / External Borrowing		4,310,002	180,241	0	0	0
TOTAL FINANCING		9,914,153	18,833,251	732,250	300,000	300,000

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COVID Grants Position 2021/22 Outturn

Grant Title	Received from	Total Allocation			Total Expenditure	Movement 2021/22	Treatment and Impact on Net cost of Service	Closing Balance
		B/F Balance	Received in 2021/22	available 2021/22				
		£	£	£	£	£	£	
General Covid Grant	DLUHC	(780,224)	(580,654)	(1,360,878)	558,647	(22,007)	Variance on GF - contra cont. to Grants Reserve	(802,232)
Test and Trace Standard	DHSC	(17,500)	(51,500)	(69,000)	161,500	110,000	No Variance On Net Cost Of Service - Debtor Provision	92,500
Test and Trace Discretionary	DHSC	(54,000)	(8,000)	(62,000)	97,500	89,500	No Variance On Net Cost Of Service - Debtor Provision	35,500
Test and Trace Administration	DHSC	(21,218)	(29,746)	(50,964)	23,114	(6,632)	Variance on Net cost of Services Contra cont. to Grants reserve.	(27,850)
Local Discretionary Test and Trace Scheme	NCC		(50,000)	(50,000)	7,800	(42,200)	Variance on Net cost of Services Contra cont. to Grants reserve.	(42,200)
Tourism Support Funding	NCC	(16,197)	0	(16,197)	16,197	16,197	Variance on Net cost of Services Contra cont. from Grants reserve.	(0)
Local Restrictions Grant Schemes		(1,044,467)	(296,800)	(1,341,267)	599,170	302,370	No Variance On Net Cost Of Service - Creditor Provision	(742,097)
Business Lockdown Grant Schemes		(1,972,736)	0	(1,972,736)	769,605	769,605	No Variance On Net Cost Of Service - Creditor Provision	(1,203,131)
Omicron Hospitality & Leisure	BEIS		(8,070,885)	(8,070,885)	6,670,710	(1,400,175)	No Variance On Net Cost Of Service - Creditor Provision	(1,400,175)
Additional Restrictions Support		(1,758,013)	(938,678)	(2,696,691)	2,664,817	1,726,139	No impact on net cost of Service transfer from Government Receipts in Advance	(31,874)
Restart Grant		0	(26,166,249)	(26,166,249)	27,201,481	1,035,232	No Variance On Net Cost Of Service - Debtor Provision	1,035,232
Small Business Grants		(9,544,000)	0	(9,544,000)	9,474,000	9,474,000	No Variance On Net Cost Of Service - Creditor Provision	(70,000)
Welcome Back Fund	European		(27,861)	(27,861)	27,861	0	-	0
Covid -19 Hardship Fund	MHCLG	(180,097)		(180,097)	0	0	No movement in 2021/22	(180,097)
Household Support Payments	NCC		(128,800)	(128,800)	121,633	(7,167)	Variance on Net cost of Services Contra cont. to Grants reserve.	(7,167)
Protect And Vaccinate	DLUHC		(57,861)	(57,861)	9,048	(48,813)	No Variance On Net Cost Of Service - Creditor Provision	(48,813)

COVID Grants Position 2021/22 Outturn

Grant Title	Received from	Total Allocation		Total Expenditure	Movement 2021/22	Treatment and Impact on Net cost of Service	Closing Balance
		B/F Balance	Received in 2021/22				
		£	£	£	£	£	£
Clinically Extremely Vulnerable (CEV) funding	NCC	(42,000)		(42,000)		0 No movement in 2021/22	(42,000)
DHSC - COMF	DHSC		(149,846)	(149,846)	149,846	0 -	0
NCC - COMF Funding	NCC	(97,194)	(200,000)	(297,194)	97,194	(102,806) Variance on Net cost of Services Contra cont. to Grants reserve.	(200,000)
Local Outbreak Control Plan (LOCP)	NCC	(100,000)		(100,000)	73,316	73,316 Variance on Net cost of Services Contra cont. from Grants reserve.	(26,684)
National Leisure Recovery Fund	Sport England		(14,894)	(14,894)	14,894	0	0
Business Support	DLUHC	(170,000)		(170,000)	0	0 No movement in 2021/22	(170,000)
New Burdens 4 Restart & Arg	BEIS		(127,300)	(127,300)	17,218	(110,082) Variance on Net cost of Services Contra cont. to Grants reserve.	(110,082)
New Burdens 5 - Stage 1 payment	BEIS		(25,620)	(25,620)	0	(25,620) Variance on Net cost of Services Contra cont. to Grants reserve.	(25,620)
Cyber Support Grant	DLUHC		(100,000)	(100,000)	0	(100,000) Variance on Net cost of Services Contra cont. to Grants reserve.	(100,000)
New Burdens 6 Omicron & ARG	BEIS		(82,657)	(82,657)	0	(82,657) Variance on Net cost of Services Contra cont. to Grants reserve.	(82,657)
COVID - CTAX new burdens hardship	DLUHC	(10,654)		(10,654)	0	0 No movement in 2021/22	(10,654)
COVID - NDR new burdens hardship	DLUHC	(11,700)		(11,700)	0	0 No movement in 2021/22	(11,700)
		(15,820,000)	(37,107,352)	(52,927,351)	48,755,550	11,648,198	(4,171,802)

2021/22 Under spends and Grants - Requests to Roll Forward

Ref	Service Area	Service	Amount £	Amount Agreed by Management Team	Under spend and details of request	Request Made by (Service Mgr/Budget Holder)	Recommended Treatment / Reserve Allocation
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1) Requests to roll forward service underspends.

US1	Corporate	Corporate Leadership Team	24,287	24,287	To support the creation of an apprentice post within the Corporate PA team.	Lynda McElligott	General
US2	Communities	Cleansing	15,000	15,000	To replace some of the bin housings which are damaged. The replacement of these bins has not been included within the 2022/23 budget.	Scott Martin	Environmental Health
US3	Place and Climate Change	Coast Protection	62,000	62,000	Budget to complete Overstrand Sea Defence Maintenance scheme – completion delayed due to delays from Marine Management Organisation in discharging licence conditions. Move to Coastal Management Reserve.	Rob Goodliffe	Coast Protection
US4	Corporate	HR	27,861	27,861	This will be used for adhoc project work within the team, I am also anticipating increased salary costs as the HR Advisor posts are going to a JE panel	James Claxton	Organisational Dev
Page 113	Corporate	Common Training	38,850	38,850	Due to the impact of COVID, the council's learning and development activities suffered. Projects due for completion in the new financial year include upgrades to Skillgate, performance management, and customer services learning across the council. To create the £38,850 roll forwards, £21k is to be used from a reserve amount of £31K.	James Claxton	Organisational Dev
US5	Organisational Resources	Property Services	11,000	11,000	Expenditure required for replacement of oven and dishwasher.	Russell Tanner	Asset Management
US6	Resources	Property Services	11,000	11,000	March lighting inspections for Sheringham and Cromer and repairs to be financed - 6 x lantern heads ordered for replacement at £700 each. .	Russell Tanner	Asset Management
US7	Finance, Assets and Legal	Estates	30,000	30,000	Min expenditure of £9,000 to deal with the beach hut plot repairs at Overstrand, caused by the recent storms. Coastal Team have budget estimate for the repair, but may increase as it has not been possible to quantify exactly. Chalets at the donkey shelter repair works are required as they were not undertaken as part of the recent repair programme as PS overspent. Estimated cost of £20,000. £1,000 for replacement curtains and other equipment that has been damaged or lost.	Renata Garfoot	Asset Management

2021/22 Under spends and Grants - Requests to Roll Forward

Ref	Service Area	Service	Amount £	Amount Agreed by Management Team	Under spend and details of request	Request Made by (Service Mgr/Budget Holder)	Recommended Treatment / Reserve Allocation
US8	Sustainable Growth	Economic Growth	25,000	25,000	The slippage in our budget is as a direct result of my service focusing on our Covid response and the administration of a range of support grants and schemes. The amount specified will be used to fund a 'North Walsham Vision' Study in 22/23 which has been identified as a critical piece of complementing work to the North Walsham HAZ, but sits outside the parameters of its funding and we were not able to deliver this in the 21/22 financial year due to competing priorities.	Stuart Quick	Economic Development and Tourism
US8	Environment & Leisure	Commercial	50,000	50,000	Underspend in staffing budgets due to staff working on Covid related tasks - Test and Trace, support for self-isolation, and compliance and enforcement duties. Some staffing costs have been funded from various grants (COMF and LOCP) leaving an under spend in the staffing base budgets. The under spend is to be earmarked for backfilling staff or using agency staff/consultants to fulfil works not undertaken during the pandemic.	Emily Capps	Environmental Health

294,998 294,998

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2) Unspent grants - grants received in the year that remain unspent at 31 March 2022

Grant 1	Environment & Leisure	Commercial & Public Protection	13,219	13,219	Carry over of the grant funding to allow the service to undertake regulatory work following the impacts and displacement of statutory activities during the Covid pandemic.	Tracy Howard	Environmental Health
Grant 2	People Services	Benefits	41,500	41,500	The Benefits service would request the roll forward of underspends in its budget. This income has come from grants and burdens funding through the DWP for the administration of Housing Benefit and Council Tax Support.	Trudi Grant/Lindsay Circuit	Benefits
Grant 3	People Services	Housing	32,138	32,138	Carry forward of the Domestic abuse grant to enable funding of people services restructure approved by cabinet in October 2021.	Lisa Grice	Housing
Grant 4	People Services	Housing	28,000	28,000	Homelessness Prevention Top up Grant was awarded towards the end of the financial year with limited time to spend the full amount, the service has been successful in preventing a number of cases and would like to continue to use the rest of the fund to prevent further to support & prevent households facing eviction due to financial difficulties.	Lisa Grice	Housing

114,857 114,857

TOTAL

409,855 409,855

0

Treasury Management Annual Report 2021/22

Summary: This report sets out the Treasury Management activities actually undertaken during 2021/22 compared with the Treasury Management Strategy for the year.

Options considered: This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.

Conclusions: Treasury activities for the year have been carried out in accordance with the CIPFA Code and the Council's Treasury Strategy.

Recommendations: **That Council be asked to resolve that the Treasury Management Annual Report for 2021/22 is approved.**

Reasons for

Recommendations: Approval by Council demonstrates compliance with the CIPFA Codes.

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)

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

1. Introduction

1.1 The Authority has adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve treasury management semi-annual and annual reports.

The Authority's treasury management strategy for 2021/22 was approved at a meeting on 24th February 2022. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Authority's treasury management strategy.

Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report.

The Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 24th February 2022.

Treasury risk management at the Authority is conducted within the framework of the TM Code. This Code now also includes extensive additional requirements for service and commercial investments, far beyond those in the 2017 version

2. Main body of report

External Context

Economic background: Following Russia's invasion of Ukraine in February, global inflationary pressures have intensified sharply, leading to a sizeable deterioration in the outlook for world and UK growth.

Bank Rate was 0.1% at the beginning of the reporting period. April and May saw the economy gathering momentum as the shackles of the pandemic restrictions were eased. Despite the improving outlook, market expectations were that the Bank of England would delay rate rises until 2022. Rising, persistent inflation changed that.

UK CPI was 0.7% in March 2021 but thereafter began to steadily increase. Initially driven by energy price effects and by inflation in sectors such as retail and hospitality which were re-opening after the pandemic lockdowns, inflation then was believed to be temporary. Thereafter price rises slowly became more widespread, as a combination of rising global costs and strong demand was exacerbated by supply shortages and transport dislocations. The surge in wholesale gas and electricity prices led to elevated inflation expectations. CPI for February 2022 registered 6.2% year on year, up from 5.5% in the previous month and the highest reading in the National Statistic series. Core inflation, which excludes the more volatile components, rose to 5.2% y/y from 4.4%.

The government's jobs furlough scheme insulated the labour market from the worst effects of the pandemic. The labour market began to tighten and demand for workers grew strongly as employers found it increasingly difficult to find workers to fill vacant jobs. Having peaked at 5.2% in December 2020, unemployment continued to fall and the most recent labour market data for the three months to January 2022 showed the unemployment rate at 3.9% while the employment rate rose to 75.6%.

Headline 3-month average annual growth rate for wages were 4.8% for total pay and 3.8% for regular pay. In real terms, after adjusting for inflation, total pay growth was up 0.1% while regular pay fell by 1.0%.

With the fading of lockdown – and, briefly, the ‘pingdemic’ – restraints, activity in consumer-facing sectors improved substantially as did sectors such as oil and mining with the reopening of oil rigs but materials shortages and the reduction in the real spending power of households and businesses dampened some of the growth momentum. Gross domestic product (GDP) grew by an upwardly revised 1.3% in the fourth calendar quarter of 2021 according to the final estimate (initial estimate 1.0%) and took UK GDP to just 0.1% below where it was before the pandemic. The annual growth rate was revised down slightly to 7.4% (from 7.5%) following a revised 9.3% fall in 2020.

Having increased Bank Rate from 0.10% to 0.25% in December, the Bank of England hiked it further to 0.50% in February and 0.75% in March. At the meeting in February, the Monetary Policy Committee (MPC) voted unanimously to start reducing the stock of its asset purchase scheme by ceasing to reinvest the proceeds from maturing bonds as well as starting a programme of selling its corporate bonds.

In its March interest rate announcement, the MPC noted that the invasion of Ukraine had caused further large increases in energy and other commodity prices, with the expectation that the conflict will worsen supply chain disruptions around the world and push CPI inflation to around 8% later in 2022, even higher than forecast only a month before in the February Monetary Policy Report. The Committee also noted that although GDP in January was stronger than expected with business confidence holding up and the labour market remaining robust, consumer confidence had fallen due to the squeeze in real household incomes.

GDP growth in the euro zone increased by 0.3% in calendar Q4 2021 following a gain of 2.3% in the third quarter and 2.2% in the second. Headline inflation remains high, with CPI registering a record 7.5% year-on-year in March, the ninth successive month of rising inflation. Core CPI inflation was 3.0% y/y in March, was well above the European Central Bank’s target of ‘below, but close to 2%’, putting further pressure on its long-term stance of holding its main interest rate of 0%.

The US economy expanded at a downwardly revised annualised rate of 6.9% in Q4 2021, a sharp increase from a gain of 2.3% in the previous quarter. In its March 2022 interest rate announcement, the Federal Reserve raised the Fed Funds rate to between 0.25% and 0.50% and outlined further increases should be expected in the coming months. The Fed also repeated its plan to reduce its asset purchase programme which could start by May 2022.

Financial markets: The conflict in Ukraine added further volatility to the already uncertain inflation and interest rate outlook over the period. The Dow Jones started to decline in January but remained above its pre-pandemic level by the end of the period while the FTSE 250 and FTSE 100 also fell and ended the quarter below their pre-March 2020 levels.

Bond yields were similarly volatile as the tension between higher inflation and flight to quality from the war pushed and pulled yields, but with a general upward trend from higher interest rates dominating as yields generally climbed.

The 5-year UK benchmark gilt yield began the quarter at 0.82% before rising to 1.41%. Over the same period the 10-year gilt yield rose from 0.97% to 1.61% and the 20-year yield from 1.20% to 1.82%.

The Sterling Overnight Rate (SONIA) averaged 0.39% over the quarter.

Credit review: In the first half of FY 2021-22 credit default swap (CDS) spreads were flat over most of period and are broadly in line with their pre-pandemic levels. In September spreads rose by a few basis points due to concerns around Chinese property developer Evergrande defaulting but then fell back. Fitch and Moody's revised upward the outlook on a number of UK banks and building societies on the Authority's counterparty to 'stable', recognising their improved capital positions compared to 2020 and better economic growth prospects in the UK.

Fitch also revised the outlook for Nordea, Svenska Handelsbanken and Handelsbanken plc to stable. The agency considered the improved economic prospects in the Nordic region to have reduced the baseline downside risks it previously assigned to the lenders.

The successful vaccine rollout programme was credit positive for the financial services sector in general and the improved economic outlook meant some institutions were able to reduce provisions for bad loans. However, in 2022, the uncertainty engendered by Russia's invasion of Ukraine pushed CDS prices modestly higher over the first calendar quarter, but only to levels slightly above their 2021 averages, illustrating the general resilience of the banking sector.

Having completed its full review of its credit advice on unsecured deposits, in September Arlingclose extended the maximum duration limit for UK bank entities on its recommended lending list from 35 days to 100 days; a similar extension was advised in December for the non-UK banks on this list. As ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remains under constant review.

Revised CIPFA Codes, Updated PWLB Lending Facility Guidance

In August 2021 HM Treasury significantly revised guidance for the PWLB lending facility with more detail and 12 examples of permitted and prohibited use of PWLB loans. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing. Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management.

CIPFA published its revised Prudential Code for Capital Finance and Treasury Management Code on 20th December 2021. The key changes in the two codes are

around permitted reasons to borrow, knowledge and skills, and the management of non-treasury investments.

The principles of the Prudential Code took immediate effect although local authorities could defer introducing the revised reporting requirements until the 2023/24 financial year if they wish.

To comply with the Prudential Code, authorities must not borrow to invest primarily for financial return. This Code also states that it is not prudent for local authorities to make investment or spending decision that will increase the CFR unless directly and primarily related to the functions of the authority. Existing commercial investments are not required to be sold; however, authorities with existing commercial investments who expect to need to borrow should review the options for exiting these investments.

Borrowing is permitted for cashflow management, interest rate risk management, to refinance current borrowing and to adjust levels of internal borrowing. Borrowing to refinance capital expenditure primarily related to the delivery of a local authority's function but where a financial return is also expected is allowed, provided that financial return is not the primary reason for the expenditure. The changes align the CIPFA Prudential Code with the PWLB lending rules.

Unlike the Prudential Code, there is no mention of the date of initial application in the Treasury Management Code. The TM Code now includes extensive additional requirements for service and commercial investments, far beyond those in the 2017 version.

The Authority will follow the same process as the Prudential Code, i.e. delaying changes in reporting requirements to the 2023/24 financial year.

Local Context

On 31st March 2021, the Authority had net investments of £34.81m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.

Lower official interest rates have lowered the cost of short-term, temporary loans and investment returns from cash assets that can be used in lieu of borrowing. The Authority pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low

The treasury management position at 31st March 2022 and the change during the year is shown in the table below.

Treasury Management Summary

	31.3.21 Balance £m	Movement £m	31.3.22 Balance £m	31.3.22 Rate %
Long-term borrowing	0.000	0.000	0.000	0.00
Short-term borrowing	7.000	6.000	13.000	0.36
Total borrowing	7.000	6.000	13.000	
Long-term investments	32.000	0.000	32.000	2.92
Short-term investments	9.810	0.960	10.770	0.06
Total investments	41.810	0.960	42.770	
Net Investments	34.810	0.960	29.770	

There was an increased amount of borrowing at the end of the financial year to fund a £8.6m repayment to central government on the 8th March 2022 to repay part of the first tranche of COVID business grants.

Borrowing Update

The Authority has not planned any borrowing to invest primarily for commercial return and so is unaffected by the changes to the Prudential Code.

The Council mainly sources its borrowing through brokers to borrow only from other local government authorities/police services/fire services/pension funds. The Council takes measures to ensure no money is borrowed from authorities deemed to be at financial risk.

Borrowing strategy

At 31st March 2022 the Authority held £13m of short-term loans, an increase of £6m to the 31st March 2021, as part of its strategy for funding current years' capital programmes. Outstanding short-term loans on 31st March are summarised in the table below.

Borrowing Position

	31.3.21 Balance £m	Net Movement £m	31.3.22 Balance £m	31.3.22 Weighted Average Rate %	31.3.22 Weighted Average Maturity (years)
Local authorities (short-term)	7.00	4.00	11.00	0.36	<1
Fire & Rescue authorities (short-term)	0.00	2.00	2.00	0.36	<1
Total borrowing	7.00	6.00	13.00		

The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.

With short-term interest rates remaining much lower than long-term rates, the Authority considered it more cost effective in the near term to use internal resources or borrowed rolling temporary / short-term loans instead. The net movement in temporary / short-term loans is shown in the table above.

The Authority has an increasing CFR due to the capital programme and an estimated borrowing requirement as determined by the Liability Benchmark which also takes into account usable reserves and working capital. Having considered the appropriate duration and structure of the borrowing need based on realistic projections, it was decided to take short-term borrowing to fulfil any funding requirements. The Authority borrowed no medium/long term loans as long term loans.

PWLB funding margins have lurched quite substantially and there remains a strong argument for diversifying funding sources, particularly if rates can be achieved on alternatives which are below gilt yields + 0.80%. The Authority will evaluate and pursue these lower cost solutions and opportunities with its advisor Arlingclose.

Treasury Investment Activity

CIPFA published a revised Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes on 20th December 2021. These define treasury management investments as investments that arise from the organisation's cash flows or treasury risk management activity that ultimately represents balances that need to be invested until the cash is required for use in the course of business.

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Authority's investment balances ranged between £35.623 and £71.748 million due to timing differences between income and expenditure. The investment position is shown in the table below.

On 6th April 2021 the Authority received central government funding to support small and medium businesses during the coronavirus pandemic through grant schemes. £26.166m was received, temporarily invested in short-dated, liquid instruments such as call accounts and Money Market Funds

Treasury Investment Position

	31.3.21 Balance £m	Net Movement £m	31.3.22 Balance £m	31.3.22 Income Return %
Money market Funds	9.810	0.960	10.770	0.06
Other Pooled Funds.				
- <i>Cash plus funds</i>	3.000	0.000	3.000	0.42
- <i>Short-dated bond funds</i>	3.000	0.000	3.000	0.48
- <i>Strategic bond funds</i>	5.000	0.000	5.000	1.96
- <i>Equity income funds</i>	8.000	0.000	8.000	3.46
- <i>Property funds</i>	5.000	0.000	5.000	5.08
- <i>Multi asset income funds</i>	8.000	0.000	8.000	3.48
Total investments	41.810	0.960	42.700	2.20

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Ultra low short-dated cash rates, which were a feature since March 2020 when Bank Rate was cut to 0.1%, prevailed for much of the 12-month reporting period which resulted in the return on sterling low volatility net asset value (LVNAV) Money Market Funds being close to zero even after some managers have temporarily waived or lowered their fees. However, higher returns on cash instruments followed the increases in Bank Rate in December, February and March. At 31st March, the 1-day return on the Authority's MMFs ranged between 0.55% - 0.70%.

Similarly, deposit rates with the Debt Management Account Deposit Facility (DMADF) initially remained very low with rates ranging from 0% to 0.1%, but following the hikes to policy rates increased to between 0.55% and 0.85% depending on the deposit maturity. The average return on the Authority's DMADF deposits was 0.01%. This facility was only used for a few days during April 2021.

Given the risk and low returns from short-term unsecured bank investments, the Authority maintained its diversification in more secure and/or higher yielding asset classes as shown in the table above with £32m that is available for longer-term investment invested in pooled funds. Notably the CCLA LAMIT property fund which is solely responsible for the 5.08% return on the £5m invested in Property Funds. This fund has been seen a much desired fund to be an investor of during the 2020-21 year, with many bidders offering to buy shares of other authorities.

The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in the table below.

Investment Benchmarking – Treasury investments managed in-house

On 10/03/2022, Arlingclose reviewed the Council's financial strength rating and North Norfolk District Council was promoted to Gold status from Silver, this puts the Council in the top 5% of authorities under Arlingclose for cash and investment management.

Debt	0.4
Interest	1.3
Income	0.1
Reserves	0.8
Budget	1.2
Financial Strength	Gold

Updated: 10/03/2022

Externally Managed Pooled Funds: £32m of the Authority's investments is invested in externally managed strategic pooled equity, property and bank funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. These funds generated an average total return of £934,179.02 (90% of total investment income)

In the nine months to December improved market sentiment was reflected in equity, property and multi-asset fund valuations and, in turn, in the capital values of the Authority's property, equity and multi-asset income funds in the Authority's portfolio. The prospect of higher inflation and rising bond yields did however result in muted bond fund performance. In the January- March quarter the two dominant themes were tighter UK and US monetary policy and higher interest rates, and the military invasion of Ukraine by Russia in February, the latter triggering significant volatility and uncertainty in financial markets.

In light of Russia's invasion, Arlingclose contacted the fund managers of our MMF, cash plus and strategic funds and confirmed no direct exposure to Russian or Belarusian assets had been identified. Indirect exposures were immaterial. It should be noted that any assets held by banks and financial institutions (e.g. from loans to companies with links to those countries) within MMFs and other pooled funds cannot be identified easily or with any certainty as that level of granular detail is unlikely to be available to the fund managers or Arlingclose in the short-term, if at all.

Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's medium- to long-term investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates.

Non-Treasury Investments

The definition of investments in CIPFA's revised 2021 Treasury Management Code covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return).

The Authority also held £2.999m of such investments in:

- Directly owned property £0.390m
- loans to housing associations £2.609m

A full list of the Authority's non-treasury investments is below:

- Grove Lane Depot, Holt, Norfolk – Valued at £0.390m
- Loan to Broadland Housing Association – Outstanding value of £2,423,080
- Loan to Homes for Wells – Outstanding value of £186,252

These investments generated £100,623.33 of investment income for the Authority after taking account of direct costs, representing a rate of return of 3.86%.

Treasury Performance

The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to benchmark interest rates, as shown in the table below.

Performance

	Actual £m	Budget £m	Over/ under	Actual %	Over/ under
Short-term Borrowing from other LAs	0.0077	0.01000	Under	0.36	Under
Long-term Borrowing	0.0000	0.1446	Under	N/A	Under
Total borrowing	0.0077	0.1546	Under	0.36	Under
Money Market Fund	0.0060	0.0003	Over	0.06	Over
Pooled Funds	0.9342	0.9293	Over	2.92	Over
Total treasury investments	0.9402	0.9296	Over	2.29	Over

Compliance

The Chief Finance Officer reports that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in the table below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in the table below.

Debt Limits

	2021/22 Maximum £	31.3.22 Actual £	2021/22 Operational Boundary £	2021/22 Authorised Limit £	Complied? Yes/No
Borrowing	13.000m	13.000m	23.530m	28.400m	Yes
Total debt	13.000m	13.000m	23.530m	28.400m	Yes

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Investment Limits

	2021/22 Maximum	31.3.22 Actual	2021/22 Limit	Complied? Yes/No
Local authorities & other government entities	nil	nil	Unlimited	Yes
Secured investments	nil	nil	Unlimited	Yes
Banks (unsecured)	nil	nil	£5m	Yes
Building societies (unsecured)	nil	nil	£5m	Yes
Registered providers (unsecured)	nil	nil	£10m	Yes
Money market funds	£19.190	£10.770m	£20m	Yes
Strategic pooled funds	£32m	£32m	Unlimited	Yes
Real estate investment trusts	nil	nil	£10m	Yes
The UK Government	£26.3m	nil	Unlimited	Yes
Other investments	nil	nil	£5m	Yes
Any group of pooled funds under the same management	£7m	£7m	£15m	Yes
Negotiable instruments held in a broker's nominee account	nil	nil	£10m	Yes
Foreign countries	nil	nil	£6m	Yes

Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

Security: The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	31.3.22 Actual	2021/22 Target	Complied?
Portfolio average credit score	4.79	6.0	Yes

Liquidity: The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

	31.3.22 Actual	2021/22 Target	Complied?
Total sum borrowed in past 3 months without prior notice	£0m	£10m	Yes

Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interests was:

Interest rate risk indicator	31.3.22 Actual	2021/22 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£0.04m	£0.6m	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£0.04m	£0.6m	Yes

The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at current rates.

Maturity Structure of Borrowing: This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	31.3.22 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	100%	100%	0%	Yes
12 months and within 24 months	0%	100%	0%	Yes
24 months and within 5 years	0%	100%	0%	Yes

5 years and within 10 years	0%	100%	0%	Yes
10 years and above	0%	100%	0%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal Sums Invested for Periods Longer than a year: The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

	2021/22	2022/23	2023/24
Actual principal invested beyond year end	£32m	£32m	£32m
Limit on principal invested beyond year end	£50m	£50m	£50m
Complied?	Yes	Yes	Yes

Other

IFRS 16: The implementation of the new IFRS 16 Leases accounting standard has been delayed for a further year until 2022/23.

Prudential Indicators: The Prudential Indicators for 2021/22 will be reported to a future committee cycle once the end of year capital accounts have been completed.

3. Corporate Plan Objectives

3.1 This report contributes towards the overall financial performance of the Council

4. Medium Term Financial Strategy

4.1 The Councils Treasury Management supports the Medium Term Financial Strategy through protecting Council funds and cashflows and minimising borrowing costs.

5. Financial and Resource Implications

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

6. Legal Implications

6.1 This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes

7. Risks

7.1 Risks are included within the report content.

8. Sustainability

8.1 None as a direct result of this report.

9. Climate / Carbon impact

9.1 None as a direct result of this report.

10. Equality and Diversity

10.1 None as a direct result of this report.

11. Section 17 Crime and Disorder considerations

11.1 None as a direct result of this report

12. Conclusion and Recommendations

12.1 Treasury activities for the year have been carried out in accordance with the CIPFA Code and the Council's Treasury Strategy

12.2 That Council be asked to resolve that the Treasury Management Annual Report for 2021/22 is approved

DEBT RECOVERY 2021-22

Summary: This is an annual report detailing the council's collection performance and debt management arrangements for 2021/22
The report includes a:

- A summary of debts written off in each debt area showing the reasons for write-off and values.
- Collection performance for Council Tax and Non- Domestic Rates.
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

Recommendations: 1. **To approve the annual report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.**

Cabinet member(s): Eric Seaward

Wards: All

Contact Officer, telephone number, and e-mail: Sean Knight 01263 516347
Sean.Knight@north-norfolk.gov.uk

1. 1. Introduction

1.1. The Corporate Debt Management annual report is one of the performance management measures to provide members with outturn figures for 2020/21 for the following:

- A summary of debts written off in each debt area showing the reasons for write off and values.
- Collection performance for Council Tax and Non - Domestic Rates (NNDR).
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

2. Background

2.1. Writing off bad debts is a necessary function of any organisation collecting money. The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off. The Council views such cases very much as exceptions and this report identify those debts.

3. Performance

3.1. Below are a summary of the Council's three main income streams and the level of debt associated with each, for the last four financial years.

Table 1

Income Area	Year/Date	Total Arrears at 31 st March All Years (after write offs)* (£)	Current Years Arrears Included (after write – offs)** (£)	% of Current Arrears v Net Debit	Provision for Bad/Doubtful Debt for all years (£)
Council Tax	2018/19	2,297,629*	997,954**	1.40%	778,470
	2019/20	2,599,769	1,192,173	1.60%	863,985
	2020/21	3,451,400	1,610,836	2.10%	1,155,777
	2021/22	3,654,527	1,548,794	1.90%	1,272,071

Table 2

Income Area	Year/Date	Total Arrears at 31 st March All Years (after write offs)* (£)	Current Years Arrears Included (after write – offs)** (£)	% of Current Arrears v Net Debit	Provision for Bad/Doubtful Debt for all years (£)
NNDR	2018/19	323,870	192,064	0.71%	195,124
	2019/20	1,655,968	724,063	2.60%	958,258
	2020/21	410,374*	179,520**	1.40%	243,423
	2021/22	393,786	106,462	0.56%	254,611

3.2. *This is the cumulative arrears (excludes costs) for all years including 2021/22.

3.3. ** This is the arrears figure as at 31/3/2022. Collection of the 2021/22 debt is ongoing and £408k council tax and £199k NNDR has been collected since 17 August 2022 against the previous 2021/22 year's arrears.

3.4. The table below shows the level of sundry debt outstanding at the year-end. For 2021/22, this will exclude the residue of Housing Benefit Overpayments, which is shown separately.

Table 3

Income Area	Year	Total Arrears at 31 st March All Years (after write offs) (£)	Net Debit Raised End of Year (£)	% outstanding against debit at year end (£)	Provision for Bad/Debt for all years (£)
Sundry Income	2018/19	1,330,004	5,579,524	23.84%	762,096
	2019/20	610,999	22,839,235	2.68%	78,407
	2020/21	1,111,194	5,585,812	19.89%	210,170

	2021/22	643,957	7,085,105	9.09%	189,373
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3.5. The above figures for 2018/19 previously included overpayments being recovered through weekly reclaim against ongoing Housing Benefit. The value of overpayments from 2019/20 onwards are not treated as a corporate debt as they have not been invoiced. The value of these debts are recorded against the subsidy claim.

3.6 The table below shows the breakdown of 2021/22 residual housing benefit overpayments in finance and the level of housing benefit overpayments in Benefits outstanding at the year-end.

Table 4

Income Area	Year	Total Arrears at 31st March All Years (after write offs) (£)	Net Debit Raised End of Year (£)	% outstanding against debit at year end (£)	Provision for Bad/Debt for all years (£)
Sundry Income Residual Housing Benefit Overpayments (in Finance)	2020/21	75,581	0.00	100	72,926
	2021/22	67,028	0.00	100	64,810
Housing Benefit Overpayments (put to invoice in the Benefits Service)	2020/21	769,139	147,641	88.06%	549,075
	2021/22	670,571	135,492	74.21%	711,593

3.7. During 2021/22, as part of the ongoing recovery from the pandemic, we continued to offer a payment break or a payment plan for those who were suffering financial hardship.

During the pandemic we saw a significant shift from the number of people claiming Housing Benefit moving across to claim their Housing Costs through Universal Credit instead. This has made recovery of Housing Benefit more difficult and time consuming as we are not allowed to recover directly from Universal Credit.

Table 5

Income Area	Year/Date	Net Collectable Debit (£)	Number of Accounts	Average Amount per Account (after adjustments) (£)	Total of all Years Arrears (£)
Council Tax	2018/19	71,201,165	54,938	1,296	2,297,629
	2019/20	74,697,433	55,169	1,354	2,599,769
	2020/21	77,133,527	55,463	1,391	3,451,400
	2021/22	81,511,373	55,825	1,460	3,654,527
NNDR	2018/19	27,210,079	7,334	3,710	323,870
	2019/20	27,870,878	7,652	3,642	1,655,968
	2020/21	12,809,134	7,879	1,626	410,374
	2021/22	19,105,144	8,158	2,342	393,786

Sundry Income	2018/19	5,579,524	6,093	1,870	1,329,966
	2019/20	5,585,812	5,364	1,041	1,111,194
	2020/20	5,585,812	5,364	1,041	1,111,194
	2021/22	7,085,105	5,637	1,257	657,258

3.8. The above figures for 2018/19 previously included Housing Benefit Overpayments being recovered through weekly reclaim against the ongoing Housing Benefit. The value of overpayments from 2019/20 onwards does not treat these as a corporate debt as they have not been invoiced. The value of these debts are recorded against the subsidy claim.

3.9. The Provision for Bad/Debt for Sundry Income for all years is £776,403 which includes (£64,810 + £711,593 see table 4) for housing benefit overpayments. £670,571 is the level of housing benefit overpayments in the Benefit Service and £53,727 is the residual housing benefit overpayments in the Finance.

3.10 The table below shows the breakdown of 2021/22 residual housing benefit overpayments in finance and the level of housing benefit overpayments in Benefits outstanding at the year-end.

Table 6

Income Area	Year/Date	Net Collectable Debit (£)	Number of Accounts	Average Amount per Account (after adjustments) (£)	Total of all Years Arrears (£)
Sundry Income (residual Housing Benefit overpayments in finance).	2020/21	58,486	12	4,874	58,486
	2021/22	53,727	12	4,477	53,727
Housing Benefit overpayments put to invoice in the Benefits Service.	2020/21	873,380	538	1,623	769,139
	2021/22	768,149	483	1,590	670,571

Table 7

Income Area	2017/18	2018/19	2019/20	2020/21	2021/22	Target 2021/21
Council Tax	98.74%	98.72%	98.51%	98.01%	98.1	98.2%
NNDR	99.40	99.15%	97.32%	98.41%	99.24	98.7%

3.11. There have been a number of changes over the past few years that have affected council tax charges. From April 2013, support for council tax was localised. The Government reduced the level of funding that it had previously provided to cover the cost of the support (council tax benefit). All those of working age who had previously been on 100% benefit had to pay a minimum of 8.5%. In addition some people on benefits were also affected by other welfare reform changes – e.g. under occupation of properties in the social sector, the benefit cap and Universal Credit, putting additional pressure on incomes. In addition to the welfare, changes there were a number of technical changes to council tax. These included an increase in the charge for empty properties with additional premiums for those empty for more than two, five and ten years, a reduction in the second homes discounts and those properties undergoing structural repair and alteration. These changes affected the level of council tax to be collected and the ability of some residents to pay. The target for council tax collection continues to be challenging given the above.

3.12 There are no longer national indicators for the collection of Council Tax and Non-Domestic (Business) Rates. The performance indicator (PI) is retained as a local PI, and continues to be monitored monthly. An important part of debt management is to ensure that bills are sent out accurately and timely and that council tax and business ratepayers are aware of any appropriate discounts, exemptions, reliefs and benefit entitlement they may apply. Information is sent with the annual bills and is shown on our web site with service information being provided on these. The ongoing promotion of Direct Debit also forms an important part of debt management where 75% of council taxpayers are paying by direct debit and 29% of NNDR customers pay by direct debit.

3.13 The Government has made the Small Business Rate Relief (SBRR) scheme more generous from 1 April 2017. Small businesses with a Rateable Value below £12,001 are now entitled to receive 100% relief (increase funded by Government). Small businesses with a Rateable Value between £12,000 and £15,001 may now be entitled to receive a percentage reduction in their rates bill. There has been a number of new relief schemes to help small businesses with Non-Domestic Rates over the past few years.

3.14 The Government's NDR Retail Discount Scheme was implemented from 2019/20 to award retail businesses with a third off their net rates bill. This was increased to 50% from 2020/21 and then changed to the 100% NDR Expanded Discount Scheme. A Nursery Discount Scheme for 100% was also implemented alongside the Business Grant Schemes.

3.15 The temporary NDR Growth person that we employed to identify growth and increase revenue to NNDC was offered a permanent position in another service so this position no longer exists.

3.16 Since March 2020 because of the pandemic and the effect of this on customers' ability to pay, we took the unprecedented step to stop all council tax and Non-Domestic Rates recovery work. Customers were given the opportunity to defer or delay paying us whilst they sort out their personal and business finances. We started sending out soft reminders from August 2020 with court attendances starting again later in the same year. This has impacted on the collection performance.

3.17 Non-Domestic Rates had the introduction of the Covid Additional Relief Fund (CARF) for 2021/22.

3.18 The 100% NDR Retail Discount was reduced from 1 July 2022 to 66% and then from 1 April 2022 to 50%.

4. Write-Offs

4.1. The table below shows in summary the amounts of debts that have been written off over the last four years. Since 2019/20 Sundry Income is now illustrated separately to the residual Housing Benefit overpayments.

Table 8

Income Area	2018/19 (£)	2019/20 (£)	2020/21 (£)	2021/22 (£)
Council Tax	141,522	165,133	65,638	133,790
NNDR	135,839	45,671	94,863	3,957
Sundry Income (includes residual Housing Benefit write-offs)	11,380			
Housing Benefit	37,070			
Sundry Income only		9,248	9,962	12,595
Sundry Income (residual Housing Benefit overpayments in finance).		12,497	1,382	2,536
Housing Benefit overpayments put to invoice in the Benefits Service.		20,556	40,391	61,398

4.2. The table below details the category of debts that have been written off over the year 2021/22 (includes costs) for all years.

Table 9

Category	Council Tax(£)	NNDR(£)	Sundry Income(£)	Sundry Income (£) (residual Housing Benefit overpayments in finance)	Housing Benefit overpayments put to invoice in the Benefits Service (£)
Unable to collect Uneconomic/ bailiff unable to collect	-131	21	4,288	-33	644
Debtor deceased	8,787		132		28,537
Debtor absconded	34,775	298	596		2,928
Debtor in bankruptcy Or liquidation or other Insolvency proceedings	83,068	2,522	1,145		19,258
Debt cannot be proved (conflict of evidence)	2,311	1,116			0.00
Ill health & no means	1,200		210		0.00
Undue hardship	5				7,001
Debt remitted by the Court					0.00
Irrecoverable	1,966		3,674	2,694	0.00
Detained/Prison					3,030
Other	1,809		-23	-123	0.00
Totals	133,790	3,957	10,022	2,536	61,398

4.3 The level of Housing Benefit overpayment debt written-off increased in 2021/22 due to an exercise carried out against older outstanding cases which had exhausted all debt collection recovery options. We have started to make enquiries into the use of High Court Enforcement to help recover debt against cases where no engagement has been made by the customer and other recovery channels have been exhausted.

4.4 The level of Non-Domestic (Business) Rates debts written off has reduced since last year. The Council Tax and Non-Domestic (Business) Rates debts that have been written off are principally debts from insolvency and people absconding. Whilst every effort is made to trace debtors there is a number of debtors that cannot be traced and the debt has to be written off.

5.1. The information gained from this report will help improve monitoring and our ability to consider the risks in a more accurate way.

6. Financial Implications and Risks

6.1. The Council is already required to make provision for bad and doubtful debts. The additional information gained from this report will help improve monitoring and our ability to consider the appropriateness of the provisions in a more accurate way.

7. Sustainability

7.1 This report does not raise any issues relating to Sustainability.

8. Equality & Diversity

8.1 The Debt Management & Recovery Policy takes account of the impact that getting into debt can have on people and their families, so it also encourages people to pay, and aims to provide reasonable facilities and assistance for them to do so.

8.2. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken into account to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt, together with any other factors that it feels are relevant to the individual case. All write-offs are dealt with in the same fair and consistent way in line with equality and diversity issues.

8.3 While you can be sent to prison for up to 3 months if the court decides you don't have a good reason to not pay your Council Tax and you refuse to do so it is not our Council's policy to take such action where there is an inability to pay and there is a range of support which the Council offers in order to avoid this.

9. Section 17 Crime and Disorder considerations

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

CORPORATE DEBT MANAGEMENT AND RECOVERY POLICY

INTRODUCTION

Effective debt management is crucial to the success of any organisation. It is essential that this authority has clear policies and strategies to help prevent debt in the first instance and then manage the recovery of debt where prevention has failed. If the Council is to achieve its aim of first class resource management, then it must seek to recover all debts due and sustain collection rates. It also has a key role in the prevention of debt, and in providing advice and assistance to clients where there is genuine hardship.

This policy has therefore been designed to address these concerns. Its implementation aims to deliver measurable service improvement and adherence to recognised good practice. Members need to be confident that debt is being managed within the parameters set by this document.

The following policies have been prepared within this framework:

Debt Write -Off policy as shown in Appendix 2.

POLICY AIMS

The key aims of this policy are as follows:

- ◆ To identify debtors as early as possible, and consider fully the debtors circumstances and ability to pay, and so distinguish from the outset between the debtor who won't pay, and the debtor who genuinely can't pay.
- ◆ To work with the client to clear the debt as soon as possible. To ensure a professional, consistent and timely approach to recovery action across all of the Council's functions.
- ◆ To cost effectively pursue all debts owed to the Council, seeking to maintain and improve on the levels of income collected by the authority.
- ◆ To promote a co-ordinated approach towards sharing debtor information and managing multiple debts owed to the Council. To actively work alongside approved advice agencies to seek early identification of clients who are failing to meet multiple debt liabilities.
- ◆ To only write debt off once all avenues have been exhausted for the recovery of debt. This is in accordance with the Council's write-off policy.
- ◆ To treat individuals consistently and fairly regardless of age, sex, gender, disability, ethnicity, race or sexual orientation, and to ensure that individual's rights under General Data Protection Regulations (GDPR) and Human Rights legislation are protected.

SUPPORTING THE COUNCIL'S CORPORATE PRIORITIES

This Policy supports the Council's drive towards continuous improvement whilst recognising equality and diversity issues. It is reflective of the values and standards adopted by this Council within the Corporate Plan and contribute towards the following priorities:

First Class Resource Management – To manage the Council's resources efficiently and effectively and to make sensible choices in setting priority led service budgets which do not burden council tax payers with unnecessary or unjustifiable costs.

Better Access to Council Services – To improve customer service through all access channels, and to move towards a fully integrated front office with multi-agency enquiry-handling capacity.

The Policy also supports the wider aim of improving service provision through partnership working by seeking to maximise the benefits of external debt advisory agencies.

DEBTS COVERED BY THIS POLICY

The main section involved in debt recovery is Finance.

The debts involved are primarily:

- Council Tax
- National Non Domestic Rates
- Overpaid Housing Benefit
- Sundry Income

The policy will apply to all sections of the Council and focus on collecting the charge set rather than how the charge is arrived at. Ability to pay is a paramount concern when considering debt recovery. For Council Tax a discretionary scheme (Council Tax Support) is provided on application, which is designed to offset the effects of low income on ability to pay.

Charging policy, statutory or discretionary will never completely remove the problems of people and families on low incomes. The approach to recovery must therefore be sensitive to individual circumstances and take into account multiple debts owed to ensure that arrangements are manageable. The primary aim remains the recovery of debt and improved data sharing will support this aim.

THE LEGAL AND POLICY FRAMEWORK FOR RECOVERY

The Council has a legal duty to ensure cost-effective billing, collection and recovery of all sums due to the Council. This policy is in addition to existing legislation and will provide a framework for procedures to be developed and improved.

This debt recovery policy is concerned primarily with the recovery of debts prior to legal action being taken, but the principles should still be applied wherever appropriate even if litigation has commenced.

Local Taxation

Council Tax recovery procedures are laid down by statute in The Council Tax (Administration and Enforcement) Regulations 1992 and subsequent amendments.

National Non-Domestic Rates recovery procedures are laid down by statute in The Local Government Finance Act 1988 and subsequent regulations and amendments.

The Council appoints Enforcement Agents to recover local taxation arrears in accordance with an enforcement protocol. Changes to legislation came in from April 2014 under The Taking Control of Goods (Fees) Regulations 2014 nationally standardising fees and charges and an enforcement protocol for bailiffs. Since this date, bailiffs became known as Enforcement Agents. The changes to the legislation are to ensure that the rates and charges added by the Enforcement Agents are transparent and nationally set making it easier for debtors to understand the consequences of non-compliance and the powers available to Enforcement Agents. The Enforcement Agent Code of Practice & Enforcement Agent Instructions with the statutory fees recoverable is shown in Appendix 3.

Housing Benefits

Housing Benefit overpayments are reclaimed in accordance with Regulations 98-105 of The Housing Benefit (General) Regulations 1987 (as amended) And Sections 105 & 106 of the Welfare Reform Act 2012 and Social Security Overpayment and Recovery) Regulations 2013. The Benefit Overpayment Policy sets out the basis under which these debts are recovered and is shown in Appendix 4.

Miscellaneous Income

Sundry Debt arrears are collected within a well-established framework, but written guidelines are required. On certain debts, interest may be charged for late payment. The debtor will be made aware of any additional costs in advance so that they have the opportunity to avoid this wherever possible. Customers will also be made aware of legal fees and costs that will be incurred for non-payment.

THE POLICY

- Full names, contact address, email address and a phone number will be established wherever possible prior to service provision or invoicing/billing.
- All Council bills and invoices will be raised as soon as practicable on a daily basis and will include clear, relevant and full information as to:
 - What the bill is for;
 - When payment is due;
 - How to pay;
 - How to contact us if there is a query in relation to the bill or in relation to making payment.
- All letters and reminders will:
 - Be written in plain English;
 - Explain fully what has been agreed and the consequences of non-payment;
 - Include appropriate contact details.
- Debtors will be encouraged to make prompt contact if they disagree with a bill or have difficulty in making payment on time. Contact can be made by:
 - Website
 - Email
 - Telephone
 - Letter
 - In person at the Council Offices.

- Problems and bill discrepancies raised will be resolved as quickly as possible to prevent unnecessary delays in payment and incorrect debits.
- All debtors seeking help due to financial difficulties will:
 - Be given the opportunity to have their ability to pay assessed by the relevant collection unit;
 - Be invited to provide details of their means by listing their income and expenditure. (Evidence to confirm the accuracy of the means statement will be requested if necessary);
 - Be invited to use the money and debt advice services available from the Citizens Advice Bureau (CAB) and other similar organisations;
 - Be asked if they have other debts owing to the Council that they also wish to be considered;
 - Be given access to the Council's interpreter service if required.
- If legal proceedings have already commenced, consideration will be given to whether the debt can firstly be attached to earnings or benefits, the priority of the debts owed and the level of repayments currently being made.
- If a specific recovery action has already commenced e.g. attachment of earnings or the debt has been passed to an Enforcement Agency, the action taken will usually continue. However, any arrears not included in the action will be considered in line with existing arrangements and this policy.
- If it is found that the debtor has the ability to pay, but refuses to pay, then recovery action will continue promptly within the existing arrangements for the type of debt.
- If it is found that the debtor is suffering severe hardship or has difficulty managing their own affairs, the following will be considered:
 - Can we reduce the debt? Are they entitled to take up relevant benefits, discounts, exemptions, reliefs or any other reductions to minimise the potential for debt accrual?
 - Does the debtor owe money to other Council services? If so the debtor will be advised that, with their consent, all their Council debts may be taken into consideration when deciding on an arrangement. The advantage to the debtor in making a common arrangement is that they may save time and costs. However, it is for the debtor to decide if this is an option they want to pursue.
- If a debtor takes up the offer to deal with all Council debts collectively, the various services will communicate the debtor's details confidentially between themselves and will endeavour to take a holistic approach to collection without prejudice to their own service. An officer will be identified as a single point of contact for the debtor and will act as a liaison between services.
- Where there is no continuous liability a special long-term arrangement may be made according to the ability to pay and the existing recovery provisions such as an attachment of earnings.
- Where liability is continuous e.g. Council Tax, NNDR any arrangement made will normally require payments over and above the on-going monthly liability. Future instalments must be paid when due as a condition of the arrangement.

Longer term arrangements for older arrears will be strictly monitored and reviewed. If there is no improvement by the review date and if the amount payable cannot be reduced (by awarding Council Tax Support or other reliefs, discounts, exemptions etc.), the Council will reserve the right to continue with legal action, and in the case of Local Taxation, obtain a Liability Order from the Magistrates' Court. This is to protect the Council's interests and prevent the debt from becoming statute barred and irrecoverable. Nevertheless regular contact with the debtor will be made and part payments will be accepted to reduce the overall debt. Furthermore it is not in the debtor's best interest to have a long term arrangement when liability is continuous, since the level of debt will increase as time goes by and the debtor's situation deteriorate rather than improve.

- If a debtor is receiving Income Support or Job Seekers Allowance, this will usually limit the ability to pay to no more than the amount that can be paid directly to creditors by the Department of Work and Pensions (DWP). Where appropriate, a separate agreement will be made for additional debts and Liability Orders depending on the individual's circumstances.
- Debtors given time to pay will be advised to contact the Council immediately should they experience a change of circumstances affecting their ability to pay. This is to discuss the options available to prevent recovery action and additional costs.

If a debtor fails to co-operate by:

- Refusing to provide details of their means, and/or
- Not consenting to multiple debts being dealt with together, and/or
- Failing to pay a special arrangement on time without contact, then recovery action will be taken promptly in the normal way.

- If there are council tax arrears on properties of over £1,000, then we are able to apply for a charging order. This basically means we register our interest against a property and when it is sold, we receive the payment out of the proceeds of sale. Some customers ask us to use this method where they have no or low income and are in the process of selling their property. This method is also used where other recovery action has not been successful and the property is empty or a second home. This helps bring the property back into use. Where the property is occupied and there is very large debt because of repeated non-payment, then this method will be considered on a case by case basis with the portfolio member.

LIMITATIONS ON DEBT RECOVERY

All Enforcement Agents appointed will work to an agreed Enforcement Agent Code of Practice & Enforcement Agent Instructions as shown in Appendix 3.

PROCEDURES AND TRAINING

This policy will be made available to all staff dealing with income collection and recovery. This will be reinforced with training and management supervision of all staff involved in collecting debt.

MONITORING

Each section will be responsible for ensuring that this policy is adhered to and effective. Management information will be required for each debt stream on a monthly basis.

Revised
17 August 2022.

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DEBT WRITE OFF POLICY

1. This forms part of the Council's Corporate Debt Management and Recovery policy (Appendix 2).
2. The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off. The Council views such cases very much as exceptions and this document provides the framework within which procedures must be documented and followed.
3. The Debt Management and Recovery policy takes account of the impact that getting into debt can have on people and their families, so it also encourages people to pay, and aims to provide all reasonable facilities and assistance for them to do so. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt, together with any other factors that it feels are relevant to the individual case.
4. The Council will only consider write off in the following circumstances:

Category	Requirement	Action
De-minimus / Uneconomic to collect	Debts less than £25.00 would not be cost effective to pursue. Sundry Income Debts of £100 plus which have been returned from tracing agents and where legal costs will exceed the debt.	Submit for Write Off
Debtor deceased – No Estate	Insufficient funds in estate to discharge debt.	Submit for Write Off
Debtor absconded / Unable to Trace / Detained or Imprisonment *	All attempts to trace debtor have failed. Including tracing agent for debts over £25.00. Including long-term imprisonment (12 months) or more.	Submit for Write Off
Debtor in bankruptcy or liquidation or other insolvency proceedings including Debt Relief Orders**	A claim against the debtor has been lodged with the administrators. No dividend is to be paid or the balance after the dividend is submitted.	Submit for Write Off
Debt cannot be proved (conflict of evidence)	An explanation should be given as to why recovery cannot be made.	Submit for Write Off
Ill Health & no means	Written evidence of one of the following criteria: 1. Terminal illness and limited means 2. Where payment would cause further ill health 3. Old age and frailty and no financial	Submit for Write Off

Appendix 2

	assistance 4. Severely mentally impaired and no financial assistance 5. Long term hospitalisation or residential care and no means to pay	
Undue hardship and debt remaining following negotiated settlement.	Where the debtor can provide written evidence of genuine financial difficulty, showing evidence of inability to pay even small instalments, or that such payment will cause undue hardship.	Submit for Write Off
Debt remitted by the Court	Action in the Magistrates Court has resulted in the Magistrates remitting the debt, leaving the Council with no alternative but to write off the amount.	Submit for Write Off
Irrecoverable / Out of Jurisdiction***	The debtor has moved out of legal jurisdiction or the debt has been returned nulla bona and all other recovery avenues have failed.	Submit for Write Off

** If a debtor's whereabouts become known after the write-off has been approved, then the debt should be written back on.*

*** If a dividend is subsequently paid, then the debt should be written back on.*

**** If the debtor subsequently moves back into legal jurisdiction, then the debt should be written back on.*

5. Debts will normally only be considered for write off where the account is "closed" (i.e. no recurring debt). Only in exceptional circumstances will amounts on "live" (i.e. ongoing accruing debt) accounts be considered for write off. Such cases must demonstrate that further recovery action will not achieve collection of the debt.
6. The Director for Resources will be accountable to Cabinet Committee for the effective management of debt write offs and will ensure that appropriate performance management arrangements are introduced across all Council service and debt areas.
7. Decisions on the write off of individual debts will be taken in accordance with the Council's Scheme of Delegation. They must also comply with all relevant statutory requirements and those of the Director for Resources or designated representative(s).
8. Cabinet Committee will receive an annual report from the Director for Resources summarising performance on debt write offs during the previous year.
9. Each Service Head will be responsible for the initial recovery of debt within their service. Where the debt is collected through Sundry Income the Director for Resources will be responsible. Once recovery action is required, this must be passed to the recovery section who will then take ownership of the debt.
10. The Heads of Service will be responsible for the regular review of debts and will consider the need for write off of individual debts within their jurisdiction, monthly.

11. Negotiated settlements generally result in the need for a write off. Any negotiation of a settlement at court will be the responsibility of the Court Officer, as such, situations cannot be planned and we need to respond immediately. Any other negotiated settlement will require approval according to the Scheme of Delegation i.e. the write off amount is the sum being remitted through negotiation.
12. Prior to write off being proposed, the debt will be reviewed to ensure that no further recovery action is possible or practicable.
13. Following the appropriate investigation, those debts still considered irrecoverable will be proposed for write off. The following information needs to be provided for each debt to the officer who authorises the write offs:
 - Debtors name
 - Debtors address
 - Description of debt
 - Period of debt and / or date of invoice
 - Amount to be written off
 - Reason for write offSupporting documentation must be retained and available that shows:
 - Evidence to support write off
 - Recovery history
 - Details of tracing and enquiries carried outIn considering a debt for write-off, the following conditions will apply:
 - Each case will be considered on its merits
 - Each request will be supported by relevant documentation
 - Each case will receive authorisation from the appropriate authorised officer.
14. Appropriate records of all authorised write offs will be maintained and reviewed periodically against live caseload. This will enable any trends to be identified and will support the review of the Policy every 12 months.
15. Authorisation levels are reflected in the Scheme of Delegation within the following parameter.

Section Manager / Team Leader	up to £2,000
Head of Service / Revenues Manager	up to £10,000
Section 151 Officer or Deputy Section 151 Officer	up to £20,000
Director for Resources or Chief Executive in consultation with the Portfolio Member	over £20,000
16. The revenues manager will record all write-off decisions, and provide a summary to the Director for Resources. This will be available for further Scrutiny, for Audit purposes and for reporting to Cabinet.
17. The Director for Resources will submit an annual report to Cabinet identifying the following:
 - A summary of debts written off in each debt area showing reason for write-off, values and number of cases.
 - Collection performance for each service area
 - Level of arrears outstanding
 - Level of provision for bad and doubtful debts

Appendix 2

Reviewed 17 August 2022.

Enforcement Agent Code of Practice

Any Enforcement Agent engaged by this Council shall adhere strictly to the provisions contained in the appropriate legislation relevant to taking control of goods and any other instructions laid down by this Council as may be in force at the relevant time.

The Enforcement Agent will not raise or charge any costs or fees in excess of the costs and fees allowed under the regulations in force as shown in the table below:-

Schedule of Enforcement Fees (other than under a High Court Writ)

Fee Stage	Fixed Fee	Percentage fee (regulation 7): percentage of sum to be recovered exceeding £1500
Compliance Stage	£75.00	0%
Enforcement Stage	£235.00	7.5%
Sale or disposal stage	£110.00	7.5%

The above figures are not including VAT.

The Enforcement Agent shall not represent himself as an employee or representative of the Council, unless directly employed by the Council.

- The Enforcement Agent shall not follow any irregular practices with regard to taking control of goods or attempting to take control of goods, or in the execution of warrants and shall not cause nuisance or trespass in the execution of his duties.
- The Enforcement Agent may conduct his business out of normal office hours, (8:30 - 5:00) but shall at all times consider the reasonableness of the time and the debtor's personal and business movements.

- The Enforcement Agent shall not discriminate against or in favour of a debtor on the grounds of ethnic origin, sex, religion, status, race, colour, creed or disability.
 - No removal of goods is to be undertaken without prior authorisation, preferably in writing, by the Client, against the long term sick, the disabled (either mental or physical) those in hospital, those recently bereaved, those on Income Support, or those where in the opinion of the attending Enforcement Agent to do so would cause the Council unwarranted publicity.
 - All Enforcement Agents are required to be Certificated Enforcement Agents of the County Court and either corporate or individual members of CIVEA or working towards it and shall not have, nor permit any of his personnel to have, any criminal convictions or disqualification including those under the Rehabilitation of Offenders Act 1974 and shall sign a declaration to that effect.
 - Debtors are to be given a minimum 14 days notice before enforcement visits commence.
 - The Enforcement Agent shall indemnify the Council against any and all actions arising from any act or omission not occasioned by the Council and those where the Enforcement Agent was aware that there was an act or omission prior to the action taking place.
 - Cases where the taking control of and removal of “Tools of the Trade” over the statutory £1350 limit is being sought shall be referred on a case by case basis to the Revenues Team Leaders/Revenues Manager. No such removal shall take place without this referral having been made.
 - Whilst permitted in legislation, visits are not to be made on Sundays.
- **Enforcement Agent Instructions**



1. General

1.1 It is the Council's policy to be firm yet fair when dealing with our taxpayers.

1.2 Although the Council's preferred method of recovery is Attachment of Earnings or Benefits the Council's Policy is that the most appropriate method shall be used from information available to recover the sums due.

1.3 No method of recovery shall be used which is either not in the Council's best interests or which may bring the Council into disrepute. At all times an attempt should be made to minimise the detrimental effect on the family of the taxpayer whilst ensuring the debt is paid. Special care shall be taken when dealing with vulnerable groups i.e. the elderly, the long term sick, the disabled (either mental or physical) those in hospital, those recently bereaved, or those on Income Support/Job Seekers Allowance Income Based.

1.4 If there is a genuine inability to pay and the debt is small the Enforcement Agent should pass the information and circumstances to the office so that an informed decision as to the appropriate action can be made.

2. ENFORCEMENT AGENT WORKING PRACTICES.

2.1 The Contractor shall not sub-contract the provision of the service or any parts thereof to any person.

2.2 Work shall be issued to the Enforcement Agent electronically.

2.3 The Enforcement Agent shall conduct his/her affairs in accordance with statutory requirements and comply with the [North Norfolk District Councils Code of Conduct for Enforcement Agents](#), Enforcement Agent Guidelines, Enforcement Agents Code of Practice, and any nationally approved Code of Practice.

2.4 All visits shall be carried out in accordance with legislation.

2.5 The Enforcement Agent shall commence processing all cases issued to him within 3 days of instruction unless otherwise agreed by the Council.

2.7 The Enforcement Agent shall, on each visit to a debtors premises, present his identification without being requested to do so once it has been confirmed that he is speaking to the debtor.

2.8 The Enforcement Agent shall thoroughly and accurately complete the appropriate visiting documentation provided to him by his employer.

2.11 The Enforcement Agent shall seek completion of signed controlled goods agreements where required.

2.12 The Enforcement Agent shall have regard to the Council's [Special Arrangement Policy](#) when considering entering into Controlled goods agreements with the debtor.

2.13 Goods taken into control shall be detailed on the appropriate Enforcement Agency documentation. In the case of electrical goods, serial numbers shall be listed on the inventory.

2.14 In exceptional circumstances, i.e. where the Council or the Enforcement Agent is aware of a debtors imminent intention to move away or another Enforcement Agents' imminent involvement in one of our cases, the normal process will be by-passed and immediate action to take control of/remove goods to secure the Councils' position shall take place.

2.17 The Enforcement Agent shall provide sufficient and accurate evidence, including a nulla bona certificate, in cases where required.

2.18 The Enforcement Agent shall obtain authorisation from the Revenues Manager or Revenues Team Leader prior to the removal of goods taken control of.

2.19 The Enforcement Agent shall attend Court to act as witness if so required.

2.20 The Enforcement Agent shall immediately inform the Revenues Manager or Revenues Team Leader of any cases of physical or verbal abuse or where any action could lead to an official complaint or legal challenge being directed at the Council.

2.21 The Enforcement Agent shall be notified by the Council within five working days of the posting to an individual's account of payments received or amendments made which alter the balance of any Liability Order currently being processed by him/her.

COUNCIL'S SPECIAL ARRANGEMENT POLICY

- When making special payment arrangements the Enforcement Agent shall endeavour to ensure the arrangement ends within the same financial year, or

does not exceed a period of 12 months, having sought approval from a member of the Revenues Team.

- Debtors can be offered the option of weekly or fortnightly instalments instead of monthly.
- If the debtor requests that the instalment profile is extended over a year end or twelve month period written or verbal authorisation shall be sought from a member of the Revenues Team
- Remember when making these arrangements to notify the Debtor that the new year's instalments will need to be paid when due.
- All arrangements shall be made subject to the debtor signing a controlled goods agreement.
- Any failure by the debtor to maintain the special arrangement shall result in further recovery action being taken.

Revised 17 August 2022

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BENEFIT OVERPAYMENT POLICY

CONTENTS

- 1.0 COUNCIL RESPONSIBILITIES
- 2.0 BEST PRACTICE
- 3.0 APPLICATION OF THE POLICY
- 4.0 IDENTIFICATION OF OVERPAYMENTS
- 5.0 DECISIONS ON RECOVERABILITY
- 6.0 CLASSIFICATION OF OVERPAYMENTS
- 7.0 WHO SHOULD THE OVERPAYMENT BE RECOVERED FROM?
- 8.0 METHOD OF RECOVERY
- 9.0 PERIOD OF OVERPAYMENT CALCULATION
- 10.0 CALCULATION OF OVERPAYMENTS
- 11.0 MAXIMUM AMOUNT
- 12.0 MAXIMUM PERIOD OF RECOVERY
- 13.0 DECISION NOTICES
- 14.0 RECOVERY OF OVERPAYMENT DEBT

BENEFIT OVERPAYMENTS POLICY

1.0 COUNCIL RESPONSIBILITIES

1.1 The Council recognizes that overpayments of benefit do occur. In order to reduce the loss to public funds the Council ensures that firm but fair action must be applied in the administration of overpayments. Positive action in the recovery of overpayments has a deterrent effect. However, in the overpayments process and that of recovering any overpayment of benefit the Council has the responsibility to:

- a) Act in accordance with Primary Legislation (being that of an Act of Parliament, Order or other Statutory Requirement);
- b) Comply with the requirements of Secondary Legislation (being that of the Housing Benefit Regulations, Claims and Payment Regulations, Decision Making and Appeals Regulations etc);
- c) Comply with any changes to the above stated Primary or Secondary Legislation;
- d) Identify the overpayment promptly;
- e) Stop the overpayment continuing;
- f) Classify the overpayment correctly;
- g) Determine if the overpayment is recoverable;
- h) If recoverable:
Determine from whom recovery should be sought, and

- Determine the most appropriate method of recovery;
- i) Notify claimants and other affected persons of any decision in accordance with the regulations;
 - j) Ensure implementation of effective financial control during the overpayments process.
 - k) Pursue debt by the most effective recovery method.

2.0 BEST PRACTICE

- 2.1 This policy reflects best practice in the procedure for dealing with and the recovery of overpaid housing benefit.
- 2.2 The policy should be flexible in its approach to recovery of overpayments. Each case will be considered on its own merits. The Council recognises that a policy, which, for example, requires recovery in all cases or where recovery is always made from specific categories of claimants, is unlawful.
- 2.3 This policy has regard for the rights of individuals and obligations of the Council under the provisions of the Human Rights Act 1998.

3.0 APPLICATION OF THE POLICY

- 3.1 The policy should be applied to all cases where an overpayment of benefit may occur and all identified recoverable overpayments; that is any amount of housing benefit which has been paid, but to which there is no entitlement whether on initial decision or on a subsequent revised or superseded decision. In most cases overpayments can arise in consequence of:
- a) Payments being made in advance;
 - b) Late disclosures of changes in circumstances;
 - c) Errors made by the claimant in completing the application form or subsequent review form;
 - d) Claimant fraud;
 - e) Official errors made by the Council or other Statutory Benefits Departments; Overpayments in the case of e) above are only recoverable if the claimant or person from whom recovery is sought could reasonably have been aware that the overpayment was occurring at the time when the overpayment occurred.

4.0 IDENTIFICATION OF OVERPAYMENTS

- 4.1 The Council will endeavour to act on any information received in relation to a claimant's change of circumstances within service target of having sufficient information to identify an actual or potential overpayment which has occurred or may be occurring.
- 4.2 Such action should, in the first instance, include suspending further ongoing payments of incorrect benefit.
- 4.3 The Council will endeavour to identify any changes of circumstances, resulting in an overpayment by:

- a) Identifying communications from the DWP notifying of Income Support or Income based Jobseekers Allowance having stopped.
- b) Identifying communications from fraud sections requiring action;
- c) Identifying incoming post that indicates a change of circumstances.
- d) Identifying internal post from area and other NNDC offices which indicates a change of circumstances

5.0 DECISIONS ON RECOVERABILITY

- 5.1 In all cases where an overpayment of benefit has arisen NNDC will have regard for legislative procedures in deciding whether an overpayment is recoverable?
- 5.2 In doing so the Council will consider whether an official error caused or contributed to the overpayment.
- 5.3 The Council will have regard for legislative requirements in deciding to recover any overpayment or part thereof, which was caused by official error, or to which an official error materially contributed.

6.0 CLASSIFICATION OF OVERPAYMENTS

- 6.1 All overpayments, whether recoverable or not, must be classified by an officer of the Council who is appropriately trained to sufficient standards that will allow for the correct application of the law in this decision making process.
- 6.2 Officers responsible for the classification of an overpayment must record the classification and reasons for it on file.

7.0 WHO SHOULD THE OVERPAYMENT BE RECOVERED FROM?

- 7.1 Before recover action is undertaken, in each case consideration should be awarded to the relevant facts of the individual case. This may mean that further specific information will need to be obtained from affected parties prior to a decision being made. Recovery should be made from the most appropriate person who may be:
 - a) The claimant, or
 - b) The person to whom the payment was made, or
 - c) The person who misrepresented the material fact or failed to disclose the Fact or
 - d) The partner of the claimant. However regulations provide that this can only be the case where the partner was living as a member of the claimant's family at the time of the overpayment and at the time of the decision being made in respect of recovery.
- 7.2 Recovery of fraudulent overpayments should, in the first instance, be sought to be made from the person who misrepresented or failed to disclose material facts giving rise to the overpayment.

8.0 METHOD OF RECOVERY

8.1 Appropriate means of recovery should be considered in all cases under **Regulation 102 of the Housing Benefit Regulations 2006**. Recovery action should be taken by one of the following methods:-

- a) **Ongoing housing benefit deductions;** - The Regulation prescribes the maximum weekly deduction that can be made to recover an overpayment from ongoing entitlement. There are prescribed rates of deduction depending on whether the overpayment has arisen as a result of fraud or not. These rates may be updated annually by the Department for Work and Pensions on the 1st April.
- b) **Deductions from other DWP benefits** – Where there is no ongoing entitlement to Housing Benefit recovery can be sought from an attachment of other DWP welfare benefits through the Payment Deduction Programme. This is the electronic method of requesting an attachment of benefit.
- c) **Deductions from housing benefit payments made by other local authorities;** – If a debtor has moved to another Council area and is in receipt of Housing Benefit there, a letter can be sent to the Authority requesting that they make deductions from the claimants ongoing benefit entitlement at the suitable rate. The Housing Benefit overpayment would be passed to a Sundry Debtor to create an account in order for payments to be credited to NNDC.
- d) **Invoices** – An invoice will be raised for overpayments which cannot be recovered from ongoing Housing Benefit. Invoices will be raised for overpayments of £25 or more. The first principle will be to seek payment in full. Where a claimant can show that this is unaffordable, then instalments will be negotiated, by officers in accordance with the Corporate Debt Policy and Department for Works and Pensions best practice guidance.
- e) **Direct Earnings Attachment** – The Welfare Reform Act 2012 allows NNDC to ask employers to make deductions from the employees pay. Where a debt is at invoice stage, the debtor will be sent a reminder. Where the debt remains outstanding, the debt can be recovered directly from the debtor's earnings.
- f) **Collection of Overpayments from Landlords** – Where the claimant is no longer entitled to Housing Benefit, the overpayment will be sought from the landlord where they have failed to report a material change which they would have reasonably expected to realise had occurred. The overpayment will be invoiced. Where the landlord fails to settle the account the overpayment will be recovered directly from future Housing Benefit payments for other current tenants. The current tenants are protected and the deduction counts as their rent payment. This is referred to as Blameless Tenant recovery.
- g) **Debt Collection Agencies** – where an invoice has been raised and the payment has not been received the debt can be passed to a debt collection agency to collect.
- h) **Court action** - where an invoice has been raised and a reminder issued and nonpayment of the debt continues the debt can be passed to legal services for action in the County Court via a County Court Judgement. A Claim Letter will be sent to the debtor first as a pre-warning that County Court action will take place. This gives the debtor a further opportunity to dispute the debt, or advise the authority that they are seeking financial assistance.
- i) **Recovery action (Post County Court Judgement)** – the HB overpayment is registered as a judgement of the court. Unpaid debts can be recovered by a number of enforcement methods – warrant of execution, attachment of earnings, third party debt order, charging order, bankruptcy or High Court Enforcement (see 8.2 below).

The Council will determine the most appropriate option for recovery of the debt.

Recovery action will commence after taking into consideration the claimants eligibility to underlying entitlement or a new claim pending. This will allow for the claimant to provide further information or make any reapplication for housing benefit, thereby reducing any overpayment, in addition to allowing time for the affected persons to register any appeal rights that they may wish to enact, and or to reach a mutually acceptable arrangement for the recovery of the overpayment.

- 8.2 From 12th April 2018, we now have access to a new recovery tool called the Housing Benefit Debt Service (HBDS). This is administered by the DWP and allows us to retrieve debtor's employment, self-employment, private pension information and address details directly from the HMRC.

Following the introduction of HBDS, we anticipate more debts being recovered via a Direct Earnings Attachment. Where these recovery options do fail and we are unable to engage with the debtor and once a County Court Judgement has been obtained, we are able to consider use of High Court Enforcement. This is where a Writ of Execution (a cost to NNDC of £66 if not successful) will be obtained from the High Court authorising a High Court Enforcement Officer to recover the amount owed by the debtor or take sufficient goods to be sold at auction to raise what is owed. The Enforcement Agent will not raise or charge any costs or fees in excess of the costs and fees allowed under the regulations in force as shown in the table below:-

Schedule of Enforcement Fees (other than under a High Court Writ)

Fee Stage	Fixed Fee	Percentage fee (regulation 7): percentage of sum to be recovered exceeding £10,000
Compliance Stage	£75.00	0%
First enforcement Stage	£190.00	7.5%
Second enforcement Stage	£495.00	0%
Sale or disposal stage	£525.00	7.5%

The above figures are not including VAT.

- 8.3 In respect of ongoing housing benefit deductions, the standard rates should be applied as per the amounts laid down by Regulations, unless having regard to the health and/or financial circumstances and/or housing risk or need of the person from whom recovery is sought a lesser sum is deemed appropriate. Regulations provide that in all cases a minimum of 50p per week housing benefit must remain in payment.

- 8.4 Where recovery is sought from a bankrupt, recovery should be sought via ongoing benefit entitlement or from other prescribed benefits before considering any court action.
- 8.5 Where the case involves the death of a claimant, the deceased's representative or executor should be approached to seek recovery from the estate. However, the overpayment should not be recovered from ongoing benefit deductions from the surviving spouse.
- 8.6 'Excess Council Tax Benefit/Support ' will be added back onto the Council Tax account and collected in accordance with the Council Tax recovery Regulations.

9.0 PERIOD OF OVERPAYMENT CALCULATION

- 9.1 The period over which the overpayment is calculated should be from the start date of the overpayment.

10.0 CALCULATION OF OVERPAYMENTS

- 10.1 Where an overpayment is identified the Council will invite claimants to provide sufficient information to establish any underlying benefit entitlement.
- 10.2 The Council will endeavour to carry out the calculation of the overpayment within 14 days of its receipt of any written notice of change and any further information that is reasonably required for the correct administration of the overpayments procedure as is required by regulations.

11.0 MAXIMUM AMOUNT

- 11.1 The full amount of the overpayment should be recovered, unless after having regard to the health and or financial circumstances and/or housing risk or need of the person from whom recovery is sought, a lesser amount would be more appropriate.

12.0 MAXIMUM PERIOD OF RECOVERY

- 12.1 In all cases the overpayment should be recovered as quickly as possible. However, the maximum period over which the debtor should be allowed to repay the overpayment is that of six years.
- 12.2 The maximum period of six years may be exceeded if the method of recovery is deductions from ongoing benefit entitlement of other DWP benefits, having regard to the maximum deductions allowed by the regulations.

13.0 DECISION NOTICES

- 13.1 All decision notices must be dated and issued to all the "affected persons" as prescribed by regulations within 14 days of the Council having reached that decision.

13.2 All decision notices must fully comply with the requirements of legislation, including the reasons for the decision, the right to request a statement of reasons and time limits for doing so, the affected person's right of revision/appeal and time limit for doing so.

13.3 Copies of the actual decision notice must be retained on file for a period of not less than 13 months in order that they may be retrieved and produced in the event of a future review/appeal/complaint or civil proceedings.

14.0 RECOVERY OF OVERPAYMENT DEBT

14.1 The Council will seek to recover all recoverable overpayments of benefit in its statutory duty to reduce any loss to public funds. In doing so the Council will have regard for:

- a) The period of time that the debt may take to be recovered;
- b) The effect of recovery on the affected person from whom recovery is sought;
- c) The ability to repay of the affected person from whom recovery is sought.

14.2 All methods of recovery may be considered at any time, having regard for the circumstances of any individual case.

14.3 The Council may reconsider the methods used to recover overpayments at the end of each financial year for effectiveness and efficiency.

15.0 Policy Performance

15.1 From April 2005 there are three performance measures that Councils have to report quarterly on to the Department of Works & Pensions in relation to overpayments:-

- The amount of HB overpayments recovered during the period as a percentage of the total amount of HB overpayments identified during the period.
- The amount of overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.
- The amount of overpayments written off during the period as a percentage of the total amounts of HB overpayment debt outstanding at the start of the period plus amount of overpayments identified during the period

Revised

17 August 2022

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BUDGET MONITORING REPORT 2022/23 – PERIOD 4

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

Options considered: Not applicable

Conclusions: The overall position at the end of July 2022 shows a £4,149,811 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year underspend of £472,234 (but these may be impacted by in year cost pressures as shown in paragraph 2.4).

Recommendations: It is recommended that Cabinet:

- 1) **Note the contents of the report and the current budget monitoring position.**
- 2) **That £30,000 is released from the Asset Management reserve for health and safety works at Mundesley Road Car Park, North Walsham.**

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 Ward(s) affected All
Eric Seward

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

1. Introduction

- 1.1 This report compares the actual expenditure and income position at the end of July 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.

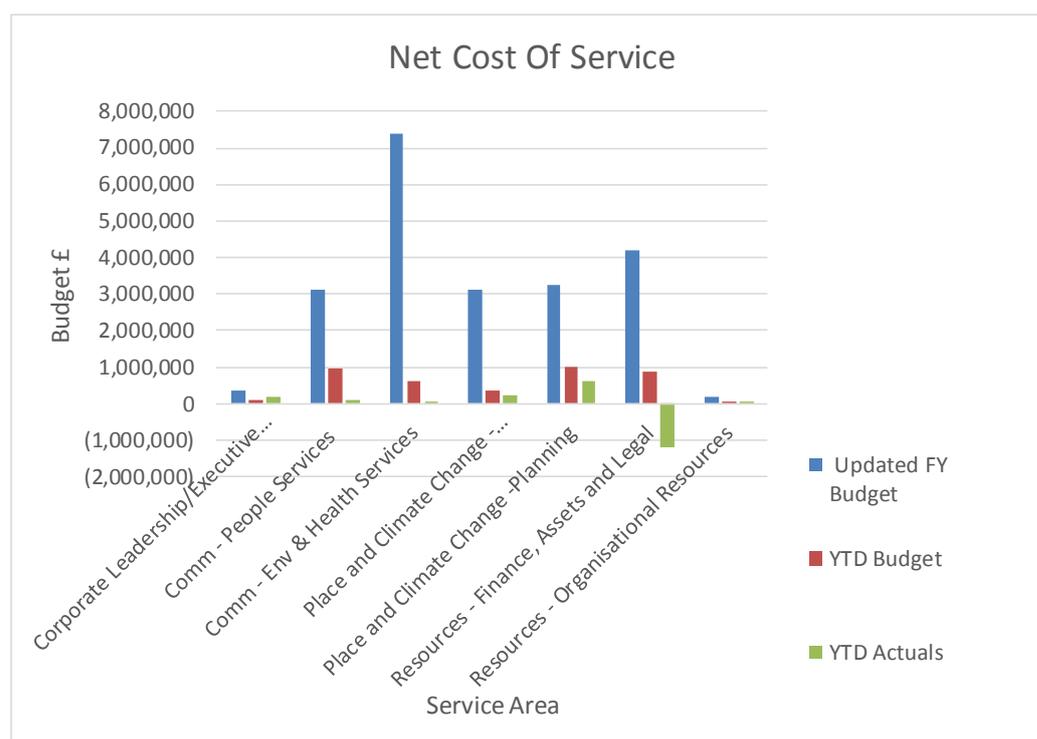
2. Revenue

2.1 The General Fund Summary at Appendix A shows the high level budget monitoring position as at 31 July 2022 and highlights a year to date variance of £4,149,811 underspend against the profiled updated budget. There is an under spend of £3,960,868 in relation to the service variances with the remainder relating to non-service specific budgets.

	Budget YTD £	Actuals YTD £	YTD Variance £	Estimated FYE £
Net Cost of Service	£3,963,449	£2,581	(£3,960,868)	£15,000
External interest – Received/Paid	(£330,372)	(£519,313)	(£188,941)	(£487,234)
Income from Government Grant and Taxpayers	(£8,824,782)	(£8,824,782)	0	0
Total FYE				(£472,234)

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 variance relates to Serco contract payments. Accruals have been brought forward from 2021/22 relating to variable billing for which we have not yet received any invoices - this is due to reconciliation issues. In addition, we have only received invoices for 2022/23 in respect of the fixed price elements of the contract (bin collections, cleansing and grounds maintenance) – a payment was made but coded only to Waste – this needs to be allocated across various service areas.
- 2.4 The current financial position excludes the likely impacts of increasing Inflation. The 2022/23 base budget allowed for a 2% increase on employee budgets, however currently the national pay award is likely to be far higher than this value once agreed. Other budgets across the Council are likely to be adversely affected by the current economic trends including utilities, contract expenditure and running costs inflation. These additional costs may be largely offset by the additional investment income anticipated however as part of the outturn report the surplus is recommended to be transferred to the General reserve and this could be used to mitigate any negative impacts.
- 2.5 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 cover.	£52,013	£60,000
Human Resources and Payroll - The majority of this variance is in respect of recruitment costs, which will be allocated to the service areas.	£21,201	0
Communities – Environment & Leisure		
Parks and Open Spaces – (£62,835) Cleansing & Grounds maintenance contract payments not made - invoices awaited from contractor. (£83,386) Income relating to a Section 106 agreement, this will be ringfenced and drawn down at a later date.	(£142,977)	0
Other Sports - £19,313 Additional costs	£33,471	£30,000

associated with the Mammoth Marathon. £13,989 additional staffing including redundancy costs.		
Beach safety – Cleansing contract payments not yet made awaiting invoices from the contractor.	(£68,527)	0
Waste Collection and Disposal – (£984,483) Accruals brought forward for contractor invoices relating to 2021/22. £1,025,241 First quarter payments to Serco coded to Waste - to be allocated across various services. (£90,187) Additional commercial fee income.	(£51,576)	0
Cleansing – Accrual brought forward from 2021/22 not yet offset by expenditure.	(£393,323)	0
Communities – Peoples Services		
Benefits Administration – Staff turnover due to vacancies and secondments. (£46,063) Service grants received from Department for Works and Pensions to be offset by additional expenditure.	(£72,864)	0
Homelessness - Increased Bed and Breakfast accommodation charges to be offset by subsidy and client contributions. Additional grant funding to be allocated to staffing and service provision.	(£127,466)	0
Housing Options – (See Homelessness) – Additional grant income to be allocated to staffing budget.	£34,038	0
Community – This significant variance is mostly made up of grants and contributions drawn down which were not budgeted for. These include (£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 - all to be used for staffing and partnership payments.	(£670,059)	0
Place and Climate Change – Planning		
Development Management – Staff turnover savings from vacant posts. (£47,915) Fee income and pre-application advice. (£165,691) Section 111 & Section 106 income ringfenced to be offset by appropriate expenditure.	(£247,638)	(£25,000)

Planning Policy – Staff turnover savings due to vacant posts.	(£28,311)	(£15,000)
Conservation, Design & Landscape – Staff turnover savings due to vacant posts. (£10,047) Grant income received.	(£41,629)	(£20,000)
Major Developments – Staff turnover due to vacant posts.	(£29,097)	(£15,000)
Building Control - 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.	(£54,797)	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.	(£44,005)	0
Resources – Finance, Assets and Legal		
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).	(£1,762,560)	0
Corporate Finance – Staff Turnover savings due to vacant posts - this will be offset by temporary agency support. Contribution accrual not fully offset by expenditure.	(£88,758)	0
Investment properties – Service charge accruals not yet offset by income.	£22,234	0
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.	(£207,843)	0
Resources – Organisational Resources		
Car parking – (£123,462) Car Park and Cleansing contract invoices not yet received. Higher than anticipated R & M and Business rate costs of £53,672. (£60,811) Car park income is up against the	(£130,601)	0

profiled budget. This budget will continue to be monitored and an estimated Full Year Effect calculated for P6 monitoring.		
Property Services – Accrual relating to the Re-opening of the High Street project not yet offset by Income.	£82,865	0
Customer Services - Corporate – (£24,847) Staff turnover savings due to vacant posts. (£10,610) Service charge Income.	(£34,175)	
Net Position	(£3,940,608)	£15,000

3. Non-Service Variances to period 4 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 4, a total of £545,572 has been earned, resulting in a favourable variance against the year-to-date budget of £162,516. The average rate of interest achieved was 3.59% from an average balance available for investment of £45m. At the end of the year a favourable variance against the budget of £487,234 is anticipated. A total of £32.0m has been invested in pooled funds which are valued at £33.3m at the end of period 4. The increase in interest and decrease in capital value are both consequences of the increasing base rate following the economic events of Russia.
- 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. Interest rates continue to outperform borrowing rates, therefore holding onto investments still provides the best rate of return for the Council.

Borrowing Interest

- 3.4 The budget for 2022/23 anticipates that £2,000 would be paid in interest for short-term borrowing for cash flow purposes.
- 3.5 At period 4, a total of £3,662 has been paid resulting in an adverse variance against the budget of £1,662. At the end of the year an adverse variance against the budget of £23,858 is anticipated. This is following increased borrowing interest rates from economic events. As highlighted in point 3.3. the increase in interest rates for the Council's long-term deposits (pooled funds) outweigh the increased cost of borrowing.

- 3.6 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.
- 3.7 At period 4, 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.

Retained Business Rates

- 3.8 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 £631,777 (including budgeted capital salaries) across all projects in the first four months of 2022/23.
- 4.2 The Capital Programme has been updated to reflect changes as per the Outturn Report 2021/22 which is also on this agenda, and can be found at Appendix C. No further changes have been made.

5. Reserves

- 5.1 The Council's current Reserve Statement is included as part of the Outturn report at Appendix C, this gives the latest position of amounts allocated to services.

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 July 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 The revenue budget is showing an estimated full year underspend for the current financial year of £472,234. The overall financial position continues to be closely monitored and it is anticipated that the overall budget for the current year will be achieved.

12.2 The Council will continue to try and address any 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 the budget although this requirement is not anticipated at the current time.

General Fund Summary P4 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	350,720	92,464	173,994	81,530	29,882	146,844
Communities	9,765,875	10,512,392	1,586,820	128,626	(1,458,194)	2,938,230	7,445,536
Place and Climate Change	5,530,289	6,368,062	1,354,843	866,128	(488,715)	325,769	5,176,165
Resources	5,967,695	4,383,405	929,322	(1,172,937)	(2,102,259)	1,444,055	4,112,287
Net Cost of Services	21,614,579	21,614,579	3,963,449	(4,189)	(3,967,638)	4,737,935	16,880,832
Parish Precepts	2,724,873	2,724,873	1,362,437	1,362,437	0	0	1,362,436
Capital Charges	(2,456,953)	(2,456,953)	(818,984)	(818,988)	(4)	0	(1,637,965)
Refcus	(1,677,167)	(1,677,167)	0	0	0	0	(1,677,167)
Interest Receivable	(1,136,652)	(1,136,652)	(378,884)	(546,017)	(167,133)	0	(590,635)
External Interest Paid	145,532	145,532	48,512	26,704	(21,808)	0	118,828
Revenue Financing for Capital:	1,173,426	1,173,426	0	0	0	0	1,173,426
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	21,215,634	4,176,530	19,947	(4,156,583)	4,737,935	16,457,751
Contribution to/(from) the Earmarked Reserves							
Asset Management	5,466	5,466	0	0	0	0	5,466
Benefits	(32,303)	(32,303)	0	0	0	0	(32,303)
Building Control	0	0	0	0	0	0	0
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)	(51,476)	0	0	0	0	(51,476)
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	280,000	0	0	0	0	280,000
New Homes Bonus Reserve	(160,000)	(160,000)	0	0	0	0	(160,000)
Organisational Development	(12,446)	(12,446)	0	0	0	0	(12,446)
Pathfinder	0	0	0	0	0	0	0
Planning Revenue	0	0	0	0	0	0	0
Property Investment Fund	0	0	0	0	0	0	0
Property Company	0	0	0	0	0	0	0
Restructuring/Invest to save	130,453	130,453	0	0	0	0	130,453
Sports Facilities	0	0	0	0	0	0	0
Treasury Reserve	0	0	0	0	0	0	0
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	4,176,530	19,947	(4,156,583)	4,737,935	13,544,568
Collection Fund – Parishes	(2,724,873)	(2,724,873)	(953,742)	(953,742)	0	0	(1,771,131)
Collection Fund – District	(6,513,398)	(6,513,398)	(2,279,690)	(2,279,690)	0	0	(4,233,708)
Retained Business Rates	(7,206,520)	(7,206,520)	(4,737,265)	(4,737,265)	0	0	(2,469,255)
Revenue Support Grant	(93,540)	(93,540)	(33,674)	(33,674)	0	0	(59,866)
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)	(49,180)	(49,180)	0	0	(98,365)
Services Grant	(222,339)	(222,339)	(74,112)	(74,110)	2	0	(148,229)
Income from Government Grant and Taxpayers	(18,302,451)	(18,302,451)	(8,824,782)	(8,824,780)	2	0	(9,477,671)
(Surplus)/Deficit	0	0	(4,648,252)	(8,804,833)	(4,156,581)	4,737,935	4,066,897

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Service Area Summaries P4 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	100,084	101,511	1,427	7,324	234,507	No Major Variances.
Gross Direct Income	(24,500)	(5,369)	(1,461)	3,908	0	(23,039)	Lower Legal Fee income.
Support Service Charges	173,440	57,808	57,808	0	0	115,632	No Major Variances.
	492,283	152,523	157,858	5,336	7,324	327,101	
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	84	84	0	0	166	No Major Variances.
	432,450	216,184	219,497	3,313	0	212,953	
Travellers							
Gross Direct Costs	49,600	12,870	11,347	(1,523)	41,394	(3,141)	No Major Variances.
Capital Charges	23,174	7,724	7,724	0	0	15,450	No Major Variances.
Gross Direct Income	(2,000)	(668)	(240)	428	0	(1,760)	No Major Variances.
Support Service Charges	6,940	2,316	2,316	0	0	4,624	No Major Variances.
	77,714	22,242	21,147	(1,095)	41,394	15,173	
Public Protection							
Gross Direct Costs	201,959	62,800	64,129	1,329	12,364	125,466	No Major Variances.
Gross Direct Income	(202,100)	(62,495)	(66,646)	(4,150)	0	(135,454)	Street Trading fee income.
Support Service Charges	127,140	42,388	42,388	0	0	84,752	No Major Variances.
	126,999	42,693	39,872	(2,821)	12,364	74,763	
Street Signage							
Gross Direct Costs	12,000	0	0	0	0	12,000	No Major Variances.
Support Service Charges	21,040	7,016	7,016	0	0	14,024	No Major Variances.
	33,040	7,016	7,016	0	0	26,024	
Environmental Protection							
Gross Direct Costs	682,128	218,058	210,554	(7,504)	27,335	444,239	Vacant post.
Capital Charges	52,962	17,656	17,656	0	0	35,306	No Major Variances.
Gross Direct Income	(45,000)	(10,005)	(5,466)	4,539	0	(39,534)	Local Air Pollution Prevention and Control (LAPPC) fee income - accruals brought forward from 2021/22.
Support Service Charges	227,770	75,932	75,932	0	0	151,838	No Major Variances.
	917,860	301,641	298,676	(2,965)	27,335	591,849	
Env Health - Service Mgmt							
Gross Direct Costs	0	0	20,273	20,273	33,623	(53,895)	Cost centre now obsolete - expenditure to be allocated to various Environmental Health services.
	0	0	20,273	20,273	33,623	(53,895)	

Service Area Summaries P4 2022/23

Communities

Ad Environment & Leisure Services

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Immediate Commitments £	Remaining Budget £	Explanation for Major Variances.
Environmental Contracts							
Gross Direct Costs	310,999	100,200	103,449	3,249	418	207,132	No Major Variances.
Capital Charges	4,521	1,508	1,508	0	0	3,013	No Major Variances.
Support Service Charges	(315,520)	(105,164)	(105,172)	(8)	0	(210,348)	No Major Variances.
	0	(3,456)	(215)	3,241	418	(203)	
Markets							
Gross Direct Costs	56,250	22,502	19,395	(3,107)	1,231	35,624	No Major Variances.
Gross Direct Income	(40,000)	(35,000)	(34,127)	873	0	(5,873)	No Major Variances.
Support Service Charges	22,680	7,568	7,568	0	0	15,112	No Major Variances.
	38,930	(4,930)	(7,164)	(2,234)	1,231	44,863	
Parks & Open Spaces							
Gross Direct Costs	311,273	77,172	17,581	(59,591)	44,617	249,075	(£62,835) Cleansing & Grounds maintenance contract payments not made - invoices awaited from contractor. £3,245 Surveyor costs and signage.
Capital Charges	16,206	5,400	5,400	0	0	10,806	No Major Variances.
Gross Direct Income	(8,500)	(2,836)	(86,222)	(83,386)	0	77,722	Income relating to a Section 106 agreement.
Support Service Charges	127,370	42,476	42,476	0	0	84,894	No Major Variances.
	446,349	122,212	(20,765)	(142,977)	44,617	422,497	
Foreshore							
Gross Direct Costs	130,663	32,810	45,085	12,275	5,548	80,030	R&M costs at Sheringham prom and bandstand shelters.
Capital Charges	27,880	9,292	9,292	0	0	18,588	No Major Variances.
Support Service Charges	111,360	37,128	37,128	0	0	74,232	No Major Variances.
	269,903	79,230	91,505	12,275	5,548	172,850	
Leisure Complexes							
Gross Direct Costs	141,946	46,294	43,286	(3,008)	37,939	60,721	See Note A below:
Capital Charges	492,459	164,156	164,156	0	0	328,303	No Major Variances.
Gross Direct Income	0	0	(1,868)	(1,868)	0	1,868	No Major Variances.
Support Service Charges	90,150	30,068	30,068	0	0	60,082	No Major Variances.
	724,555	240,518	235,642	(4,876)	37,939	450,973	
Note A: (£69,763) Accruals brought forward from 2021/22 for the hire of school halls; £66,350 Higher management fees (new contracts). This will lead to a potential full year overspend of c. £120k.							
Other Sports							
Gross Direct Costs	80,749	26,530	96,348	69,818	2,385	(17,984)	£55,660 Costs associated with the Mammoth Marathon; £13,989 Staffing costs - to include a redundancy payment.
Gross Direct Income	0	0	(36,347)	(36,347)	0	36,347	Fees for Mammoth Marathon.
Support Service Charges	60,520	20,176	20,176	0	0	40,344	No Major Variances.
	141,269	46,706	80,177	33,471	2,385	58,707	

Service Area Summaries P4 2022/23

Communities

Ad Environment & Leisure Services

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Immediate Commitments £	Remaining Budget £	Explanation for Major Variances.
Recreation Grounds							
Gross Direct Costs	12,400	3,100	0	(3,100)	3,509	8,891	No Major Variances.
Capital Charges	5,632	1,876	1,876	0	0	3,756	No Major Variances.
Gross Direct Income	(1,000)	(332)	(565)	(233)	0	(435)	No Major Variances.
Support Service Charges	3,410	1,140	1,140	0	0	2,270	No Major Variances.
	20,442	5,784	2,451	(3,333)	3,509	14,482	
Pier Pavilion							
Gross Direct Costs	9,000	3,000	6,430	3,430	3,766	(1,197)	Fixed wire testing.
Capital Charges	17,020	5,672	5,672	0	0	11,348	No Major Variances.
Support Service Charges	25,770	8,592	8,592	0	0	17,178	No Major Variances.
	51,790	17,264	20,694	3,430	3,766	27,329	
Beach Safety							
Gross Direct Costs	416,930	73,362	4,835	(68,527)	100,490	311,605	Cleansing contract payments not made - invoices awaited from contractor.
Support Service Charges	69,990	23,336	23,336	0	0	46,654	No Major Variances.
	486,920	96,698	28,171	(68,527)	100,490	358,259	
Woodlands Management							
Gross Direct Costs	214,413	70,566	75,133	4,567	48,995	90,285	Signage at Pretty Corner Woods - offset by income from Woodland Trust.
Capital Charges	1,346	448	448	0	0	898	No Major Variances.
Gross Direct Income	(33,960)	(11,316)	(23,994)	(12,678)	0	(9,966)	(£4,264) Community Tree Nursery; (£10,878) Grant and contribution from Woodland Trust.
Support Service Charges	152,570	50,864	50,864	0	0	101,706	No Major Variances.
	334,369	110,562	102,451	(8,111)	48,995	182,923	
Cromer Pier							
Gross Direct Costs	126,140	44,212	43,380	(832)	2,212	80,548	No Major Variances.
Capital Charges	20,737	6,912	6,912	0	0	13,825	No Major Variances.
Support Service Charges	97,720	32,572	32,572	0	0	65,148	No Major Variances.
	244,597	83,696	82,864	(832)	2,212	159,521	
Waste Collection And Disposal							
Gross Direct Costs	4,467,050	960,491	858,596	(101,895)	1,891,874	1,716,581	See Note A below:
Capital Charges	459,571	153,192	153,192	0	0	306,379	No Major Variances.
Gross Direct Income	(3,824,500)	(2,393,924)	(2,343,601)	50,323	0	(1,480,899)	See Note B below:
Support Service Charges	472,660	157,544	157,540	(4)	0	315,120	No Major Variances.
	1,574,781	(1,122,697)	(1,174,273)	(51,576)	1,891,874	857,181	

Note A: (£1,038,667) Accruals brought forward for Contractor invoices relating to 2021/22. £1,025,241 First quarter payments to Serco coded to Waste - to be allocated across various services. (£86,205) Accrual brought forward for the Smoothing Mechanism contribution to South Norfolk DC.

Note B: £105,135 Accruals brought forward relating to recycling credits for March 2022; (£90,187) Additional commercial fee income; £35,254 Accruals brought forward relating to the shares for the Deed of Variation and recharge of clinical waste disposal.

Service Area Summaries P4 2022/23

Communities

Ad Environment & Leisure Services

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Immediate Commitments £	Remaining Budget £	Explanation for Major Variances.
Cleansing							
Gross Direct Costs	718,000	176,000	(199,107)	(375,107)	202,171	714,936	Accrual brought forward and contractor invoices not yet received.
Capital Charges	85,500	28,500	28,500	0	0	57,000	No Major Variances.
Gross Direct Income	(60,000)	(60,000)	(78,216)	(18,216)	0	18,216	Additional income from recharging for dog and litter bins.
Support Service Charges	46,540	15,512	15,512	0	0	31,028	No Major Variances.
	790,040	160,012	(233,311)	(393,323)	202,171	821,180	
Leisure							
Gross Direct Costs	200,512	66,836	53,540	(13,296)	30	146,942	Lower staffing costs.
Gross Direct Income	0	0	(15)	(15)	0	15	No Major Variances.
Support Service Charges	(200,512)	(64,864)	(64,864)	0	0	(135,648)	No Major Variances.
	0	1,972	(11,339)	(13,311)	30	11,309	
Community Safety							
Gross Direct Costs	25,873	8,620	2,513	(6,107)	0	23,360	Vacant post - secondment.
Support Service Charges	22,220	7,408	7,408	0	0	14,812	No Major Variances.
	48,093	16,028	9,921	(6,107)	0	38,172	
Civil Contingencies							
Gross Direct Costs	87,641	28,718	29,465	747	245	57,931	No Major Variances.
Gross Direct Income	0	0	(2,520)	(2,520)	0	2,520	Sale of vehicle.
Support Service Charges	37,810	12,608	12,608	0	0	25,202	No Major Variances.
	125,451	41,326	39,553	(1,773)	245	85,653	
Ad Environmental & Leisure Svs							
Gross Direct Costs	77,440	25,812	25,781	(31)	0	51,659	No Major Variances.
Support Service Charges	(77,440)	(25,812)	(25,812)	0	0	(51,628)	No Major Variances.
	0	0	(31)	(31)	0	31	
Total Environment & Leisur	7,377,835	633,224	10,669	(622,555)	2,467,471	4,899,695	

Service Area Summaries P4 2022/23

Communities

People Services

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitment	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	1,033,785	338,420	311,619	(26,801)	17,530	704,636	See Note A below:
Capital Charges	31,700	10,568	10,568	0	0	21,132	No Major Variances.
Gross Direct Income	(404,824)	(18,276)	(64,339)	(46,063)	0	(340,485)	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	134,560	134,560	0	0	269,110	No Major Variances.
	1,064,331	465,272	392,408	(72,864)	17,530	654,393	

Note A: (£15,685) Underspend in staffing - vacant posts and secondments; £6,886 Civica On Demand service (to be funded from grant). (£9,613) Creditor provision brought forward for Civica on-line change in circumstances; (£6,936) Test and Trace grant payments - not now required.

Homelessness

Gross Direct Costs	1,091,244	259,328	345,007	85,679	453,034	293,203	See Note A below:
Capital Charges	28,482	9,496	9,496	0	0	18,986	No Major Variances.
Gross Direct Income	(998,392)	(324,960)	(538,085)	(213,125)	0	(460,307)	Additional grant funding received over and above the Homeless Prevention grant. Quarterly income not allocated to service area yet.
Support Service Charges	873,130	291,048	291,028	(20)	0	582,102	No Major Variances.
	994,464	234,912	107,446	(127,466)	453,034	433,984	

Note A: £78,753 B&B charges - offset by subsidy and client contributions; £11,760 Bad debts written off; £11,242 Higher R&M costs; (£15,638) Lower running costs - invoices not received for some utilities.

Housing Options

Gross Direct Costs	493,333	164,448	198,498	34,050	195	294,640	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)	(164,440)	(164,452)	(12)	0	(328,881)	No Major Variances.
	0	8	34,046	34,038	195	(34,241)	

Community

Gross Direct Costs	934,767	187,396	159,072	(28,324)	0	775,695	See Note A below:
Capital Charges	0	0	0	0	0	0	No Major Variances.
Gross Direct Income	(64,101)	(16,368)	(64,107)	(627,739)	0	580,006	See Note B below:
Support Service Charges	205,096	82,372	68,376	(13,996)	0	136,720	No Major Variances.
	1,075,762	253,400	(416,659)	(670,059)	0	1,492,421	

Note A: £24,399 Staffing - to be funded by grants; (£48,528) Accruals brought forward in respect of grant payments from the North Norfolk Sustainable Communities 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 - all to be used for staffing and partnership payments.

Ad People Services

Gross Direct Costs	74,104	24,704	25,668	964	0	48,436	No Major Variances.
Support Service Charges	(74,104)	(24,700)	(24,700)	0	0	(49,404)	No Major Variances.
	0	4	968	964	0	(968)	

Total People Services

3,134,557	953,596	117,957	(835,639)	470,759	2,545,589
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Total Communities

10,512,392	1,586,820	128,626	(1,458,194)	2,938,230	7,445,283
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Service Area Summaries P4 2022/23

Corporate Leadership/Executive Support

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances.
	£	£	£	£	£	£	
Human Resources & Payroll							
Gross Direct Costs	361,346	120,608	144,717	24,109	22,861	193,768	£7,618 Unplanned staffing costs. £12,128 Prepaid recruitment costs to be redistributed to individual service areas. £4,082 unbudgeted consultancy fees.
Capital Charges	0	0	0	0	0	0	No Major Variances.
Gross Direct Income	(1,000)	(332)	(3,232)	(2,900)	0	2,232	(£3,000) Apprenticeship Grant.
Support Service Charges	(360,346)	(120,116)	(120,124)	(8)	0	(240,222)	No Major Variances.
	0	160	21,361	21,201	22,861	(44,222)	
Registration Services							
Gross Direct Costs	186,310	50,512	33,431	(17,081)	19	152,860	(£13,161) Staff turnover saving due to vacant posts. Difference is made up of a number of minor variances.
Gross Direct Income	(1,500)	(500)	29,000	29,500	0	(30,500)	£29,000 2019 General Election costs reclaim awaiting payment.
Support Service Charges	165,910	55,316	55,312	(4)	0	110,598	No Major Variances.
	350,720	105,328	117,743	12,415	19	232,958	
Corporate Leadership Team							
Gross Direct Costs	704,386	232,576	287,596	55,020	4,713	412,078	£52,013 Employee costs including recruitment for the Director of resources and interim section 151 cover. Difference is made up of a number of minor variances.
Gross Direct Income	0	0	(2,986)	(2,986)	0	2,986	Kickstart funding to cover fixed term staff member.
Support Service Charges	(704,386)	(234,784)	(234,804)	(20)	0	(469,582)	No Major Variances.
	0	(2,208)	49,805	52,013	4,713	(54,518)	
Communications							
Gross Direct Costs	253,547	76,180	84,746	8,566	2,289	166,513	£11,412 Maternity cover staffing costs. Difference is made up of a number of minor variances.
Capital Charges	55,954	18,652	18,652	0	0	37,302	No Major Variances.
Gross Direct Income	0	0	(500)	(500)	0	500	No Major Variances.
Support Service Charges	(309,501)	(101,648)	(101,648)	0	0	(207,853)	No Major Variances.
	0	(6,816)	1,250	8,066	2,289	(3,538)	
Corporate Delivery Unit							
Gross Direct Costs	187,312	58,436	46,272	(12,164)	0	141,040	(£10,766) Staff turnover saving due to vacant posts. Difference is made up of a number of minor variances.
Support Service Charges	(187,312)	(62,436)	(62,436)	0	0	(124,876)	No Major Variances.
	0	(4,000)	(16,164)	(12,164)	0	16,164	
Total Corporate Directorate							
	350,720	92,464	173,994	81,530	29,882	146,844	

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Service Area Summaries P4 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	394,132	360,101	(34,031)	82,213	640,624	(£38,844) Staff turnover saving due to vacant posts. (£2,572) Travel costs. £7,384 Legal fees.
Capital Charges	76,501	25,500	25,500	0	0	51,001	No Major Variances.
Gross Direct Income	(858,216)	(286,066)	(499,673)	(213,607)	0	(358,543)	(£47,915) Planning fee income and Pre-application advice. (£165,691) Sections 106 & 111 income.
Support Service Charges	751,570	250,532	250,532	0	0	501,038	No Major Variances.
	1,052,793	384,098	136,460	(247,639)	82,213	834,120	
Planning Policy							
Gross Direct Costs	713,547	162,016	133,705	(28,311)	86	579,755	Staff turnover saving due to vacant posts.
Support Service Charges	167,770	55,940	55,940	0	0	111,830	No Major Variances.
	881,317	217,956	189,645	(28,311)	86	691,585	
Conservation, Design & Landscape							
Gross Direct Costs	415,826	123,740	92,158	(31,582)	15,387	308,281	Staff turnover saving due to vacant posts.
Gross Direct Income	0	0	(10,047)	(10,047)	0	10,047	DEFRA Grant not budgeted for.
Support Service Charges	89,550	29,860	29,860	0	0	59,690	No Major Variances.
	505,376	153,600	111,971	(41,629)	15,387	378,018	
Major Developments							
Gross Direct Costs	390,652	132,552	103,455	(29,097)	25,354	261,843	Staff turnover saving due to vacant posts.
Support Service Charges	118,380	39,476	39,476	0	0	78,904	No Major Variances.
	509,032	172,028	142,931	(29,097)	25,354	340,747	
Building Control							
Gross Direct Costs	496,299	165,440	146,624	(18,816)	5,759	343,916	Staff turnover saving due to vacant posts.
Gross Direct Income	(429,000)	(143,004)	(178,985)	(35,981)	0	(250,015)	(£62,316) Influx of Building Reg Plan income due to regulation change. £26,538 lower Inspection Fee income.
Support Service Charges	174,840	58,288	58,288	0	0	116,552	No Major Variances.
	242,139	80,724	25,927	(54,797)	5,759	210,453	
Combined Enforcement Team							
Gross Direct Costs	232,648	77,552	69,625	(7,927)	9,306	153,717	(£19,937) Staff turnover saving due to vacant posts. £12,742 Agency staff fee.
Support Service Charges	(232,648)	(77,548)	(77,548)	0	0	(155,100)	No Major Variances.
	0	4	(7,923)	(7,927)	9,306	(1,383)	
Property Information							
Gross Direct Costs	166,268	49,260	46,763	(2,497)	41,892	77,612	No Major Variances.
Gross Direct Income	(182,190)	(60,732)	(42,247)	18,485	0	(139,943)	Invoicing delay.
Support Service Charges	53,090	17,704	17,704	0	0	35,386	No Major Variances.
	37,168	6,232	22,221	15,989	41,892	(26,945)	
Ad Planning							
Gross Direct Costs	91,203	30,404	32,334	1,930	734	58,135	No Major Variances.
Support Service Charges	(91,203)	(30,396)	(30,396)	0	0	(60,807)	No Major Variances.
	0	8	1,938	1,930	734	(2,672)	
Total Planning	3,227,825	1,014,650	623,171	(391,479)	180,731	2,423,923	

Service Area Summaries P4 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	25,336	17,835	(7,501)	8,207	75,957	(£10,216) Grants payments funded from grant income. £2,255 Sheringham Little Theatre boiler report.
Capital Charges	2,037	680	680	0	0	1,357	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	79,576	79,568	(8)	0	159,152	No Major Variances.
	315,757	105,592	81,301	(24,291)	8,207	226,249	
Tourism							
Gross Direct Costs	81,600	25,000	24,575	(425)	0	57,025	No Major Variances.
Support Service Charges	138,030	46,012	46,000	(12)	0	92,030	No Major Variances.
	219,630	71,012	70,575	(437)	0	149,055	
Coast Protection							
Gross Direct Costs	666,500	65,000	64,681	(320)	127,598	474,222	No Major Variances.
Capital Charges	508,701	169,568	169,568	0	0	339,133	No Major Variances.
Gross Direct Income	(405,000)	(405,000)	(405,000)	0	0	0	No Major Variances.
Support Service Charges	309,650	103,220	103,220	0	0	206,430	No Major Variances.
	1,079,851	(67,212)	(67,532)	(320)	127,598	1,019,785	
Business Growth Staffing							
Gross Direct Costs	353,291	117,764	100,618	(17,146)	0	252,673	Staff turnover saving due to vacant posts.
Support Service Charges	(353,291)	(102,404)	(102,408)	(4)	0	(250,883)	No Major Variances.
	0	15,360	(1,790)	(17,150)	0	1,790	
Housing Strategy							
Gross Direct Costs	210,286	61,440	56,610	(4,830)	5,990	147,687	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)	(5,625)	0	5,625	0	(22,500)	Norfolk Warm Homes grant from Broadland District Council to be claimed.
Support Service Charges	61,380	20,468	20,468	0	0	40,912	No Major Variances.
	1,026,333	76,283	77,078	795	5,990	943,266	
Environmental Strategy							
Gross Direct Costs	486,416	57,462	46,235	(11,226)	1,227	438,954	(£7,797) Staff turnover saving due to vacant posts. Difference is made up of a number of minor variances.
Gross Direct Income	(15,000)	0	(1,000)	(1,000)	0	(14,000)	No Major Variances.
Support Service Charges	27,250	9,084	9,076	(8)	0	18,174	No Major Variances.
	498,666	66,546	54,311	(12,234)	1,227	443,128	
Coastal Management							
Gross Direct Costs	497,229	162,084	118,079	(44,005)	1,702	377,449	(£40,824) Staff turnover saving due to vacant posts. (£2,118) Travel costs.
Gross Direct Income	(130,000)	0	0	0	0	(130,000)	No Major Variances.
Support Service Charges	(367,229)	(89,468)	(89,468)	0	0	(277,761)	No Major Variances.
	0	72,616	28,611	(44,005)	1,702	(30,312)	
Ad Sustainable Growth							
Gross Direct Costs	84,324	28,108	28,522	414	0	55,802	No Major Variances.
Support Service Charges	(84,324)	(28,112)	(28,120)	(8)	0	(56,204)	No Major Variances.
	0	(4)	402	406	0	(402)	
Total Sustainable Growth	3,140,237	340,193	242,957	(97,236)	144,723	2,752,557	
Total Place and Climate Change	6,368,062	1,354,843	866,128	(488,716)	325,454	5,176,480	

Service Area Summaries P4 2022/23

Resources

Ad Finance, Assets & Legal

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitmen	Remaining Budget	Explanation for Major Variances.
	£	£	£	£	£	£	
Gross Direct Costs	44,200	14,880	17,511	2,631	903	25,787	£7,781 Prof. service costs higher due to legal fees for lease of Industrials offset by no insurance premium paid and other minor variances.
Capital Charges	19,246	6,416	6,416	0	0	12,830	No Major Variances.
Gross Direct Income	(191,000)	(82,436)	(73,418)	9,018	0	(117,582)	Lower rental income due to vacant units.
Support Service Charges	89,740	29,912	29,912	0	0	59,828	No Major Variances.
	(37,814)	(31,228)	(19,579)	11,649	903	(19,137)	
Surveyors Allotments							
Gross Direct Costs	3,000	1,000	(200)	(1,200)	0	3,200	No Major Variances.
Gross Direct Income	(100)	(50)	(50)	0	0	(50)	No Major Variances.
Support Service Charges	18,660	6,220	6,220	0	0	12,440	No Major Variances.
	21,560	7,170	5,970	(1,200)	0	15,590	
Parklands							
Gross Direct Costs	36,768	11,985	8,828	(3,157)	925	27,015	(£4,074) Electricity costs lower as there has been problems with EDF billing, offset by £2,700 Other prof. service costs (due to valuation costs for sale of unit) and other minor variances.
Gross Direct Income	(66,160)	(55,780)	(88,668)	(32,888)	0	22,508	(£23,500) Additional income due to commission on the sale of unit. (£5,312) Income received in 2022-23 in relation to 2021/2021 for common area service charges. (£3,880) Increase in rental income due to rent increase.
Support Service Charges	47,560	15,852	15,852	0	0	31,708	No Major Variances.
	18,168	(27,943)	(63,988)	(36,045)	925	81,231	
Revenue Services							
Gross Direct Costs	929,998	307,035	304,290	(2,744)	37,518	588,189	(£2,390) Underspend on employee costs due to Apprenticeship vacancies. No other major variances.
Gross Direct Income	(513,882)	(170,057)	(1,929,852)	(1,759,795)	0	1,415,970	(£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	201,916	201,896	(20)	0	403,844	No Major Variances.
	1,021,856	338,894	(1,423,666)	(1,762,560)	37,518	2,408,004	
Benefits Subsidy							
Gross Direct Costs	19,857,260	0	2,647	2,647	0	19,854,613	No Major Variances.
Gross Direct Income	(19,857,260)	0	(3,853)	(3,853)	0	(19,853,407)	£128,000 Test and Trace accrual not yet offset by grant income. (£122,736 Household support grant to be offset by payments.
	0	0	(1,206)	(1,206)	0	1,206	
Non Distributed Costs							
Gross Direct Costs	0	66,552	57,154	(9,398)	0	(57,154)	(£24,323) Superannuation - Added years underspend, partly offset by Superan - Act.Strain £15,263 costs.
	0	66,552	57,154	(9,398)	0	(57,154)	

Service Area Summaries P4 2022/23

Resources

Ad Finance, Assets & Legal

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitmen	Remaining Budget	Explanation for Major Variances.
	£	£	£	£	£	£	
Estates							
Gross Direct Costs	313,916	99,070	92,563	(6,507)	0	221,353	(£4,910) Lower costs in relation to vacant post and no expenditure against consultancy fees YTD.
Gross Direct Income	0	0	859	859	0	(859)	No Major Variances.
Support Service Charges	(313,916)	(100,740)	(100,740)	0	0	(213,176)	No Major Variances.
	0	(1,670)	(7,319)	(5,649)	0	7,319	
Admin Buildings							
Gross Direct Costs	590,702	230,395	223,759	(6,636)	27,540	339,403	£15,019 Overspend due to new ways of working: expenditure in relation to Pods and Furniture. (£5,774) Business rates that have not been charged yet. (£13,176) Underspend due to issues with billing for electricity. Balance made up by other minor variances.
Capital Charges	43,174	14,388	14,388	0	0	28,786	No Major Variances.
Gross Direct Income	(328,439)	(75,238)	(71,594)	3,644	0	(256,845)	No Major Variances.
Support Service Charges	(238,177)	(79,388)	(79,388)	0	0	(158,789)	No Major Variances.
	67,260	90,157	87,164	(2,993)	27,540	(47,444)	
Corporate Finance							
Gross Direct Costs	501,010	167,008	78,270	(88,738)	412,962	9,778	Business rates transfer that needs to be reallocated.
Capital Charges	13,631	4,544	4,544	0	0	9,087	No Major Variances.
Support Service Charges	(514,641)	(171,568)	(171,588)	(20)	0	(343,053)	No Major Variances.
	0	(16)	(88,774)	(88,758)	412,962	(324,188)	
Insurance & Risk Management							
Gross Direct Costs	211,059	4,900	7,553	2,653	0	203,507	£7,556 Other prof fees higher due to Legal Fees, partly offset by minor employee cost underspends totalling (£2,964) and minor underspends within supplies and services totalling (£1,792).
Gross Direct Income	0	0	(9)	(9)	0	9	No Major Variances.
Support Service Charges	(211,059)	(70,344)	(70,344)	0	0	(140,715)	No Major Variances.
	0	(65,444)	(62,800)	2,644	0	62,800	
Internal Audit							
Gross Direct Costs	80,000	0	(632)	(632)	81,413	(780)	No Major Variances.
Support Service Charges	(80,000)	(26,664)	(26,664)	0	0	(53,336)	No Major Variances.
	0	(26,664)	(27,296)	(632)	81,413	(54,116)	
Chalets/Beach Huts							
Gross Direct Costs	50,599	17,300	17,205	(95)	8,102	25,292	No Major Variances.
Gross Direct Income	(236,300)	(104,792)	(108,037)	(3,245)	0	(128,263)	(£2,970) Unbudgeted storage cost income and an increase in rental income.
Support Service Charges	102,760	34,252	34,252	0	0	68,508	No Major Variances.
	(82,941)	(53,240)	(56,580)	(3,340)	8,102	(34,463)	

Service Area Summaries P4 2022/23

Resources

Ad Finance, Assets & Legal

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitmen	Remaining Budget	Explanation for Major Variances.
	£	£	£	£	£	£	
Investment Properties							
Gross Direct Costs	172,176	36,838	33,233	(3,605)	25,825	113,118	(£2,675) Underspend against budget for Business Rates as we will only be charged if unit becomes vacant.
Capital Charges	76,841	25,616	25,616	0	0	51,225	No Major Variances.
Gross Direct Income	(192,676)	(116,815)	(90,976)	25,839	0	(101,700)	£17,500 Debtor provisions for Rocket House 20/21 and 20/22 service charge and £5,000 debtor provision for insurance recharge.
Support Service Charges	147,150	49,060	49,060	0	0	98,090	No Major Variances.
	203,491	(5,301)	16,933	22,234	25,825	160,733	
Central Costs							
Gross Direct Costs	94,080	23,234	21,770	(1,464)	4,506	67,804	(£3,246) Creditor provision for last financial year, offset by unbudgeted subs to professional bodies.
Support Service Charges	(94,080)	(31,372)	(31,372)	0	0	(62,708)	No Major Variances.
	0	(8,138)	(9,602)	(1,464)	4,506	5,096	
Corporate & Democratic Core							
Gross Direct Costs	229,700	82,520	(28,160)	(110,680)	11,246	246,614	(£130,000) Creditor provision in relation to audit fees for 20/21 and 21/22. £17,286 Other prof fees spend £13,450 for Fakenham Levelling up bid, which may be recovered if successful, if not this will be covered by reserves and £3,836 in relation to Enterprise Zone Delivery Costs.
Capital Charges	900,000	0	0	0	0	900,000	No Major Variances.
Gross Direct Income	0	0	(97,139)	(97,139)	0	97,139	(£125,000) Unbudgeted income from DCLG - Support for Levelling Up bid process, partly offset by a debtor provision of £27,861 in relation to Welcome back fund 21/22.
Support Service Charges	1,265,540	421,852	421,828	(24)	0	843,712	No Major Variances.
	2,395,240	504,372	296,529	(207,843)	11,246	2,087,465	
Members Services							
Gross Direct Costs	530,613	170,038	178,184	8,146	4,025	348,404	£9,376 Unbudgeted costs in relation to Youth Council Support, partly offset by various minor underspends.
Support Service Charges	76,050	25,368	25,368	0	0	50,682	No Major Variances.
	606,663	195,406	203,552	8,146	4,025	399,086	
Legal Services							
Gross Direct Costs	553,481	198,852	194,708	(4,144)	1,911	356,862	(£12,640) Vacant post, partly offset by YTD overspend on Legal books £5,523 and other prof. fees in relation to a legal case £5,124. No other major variances.
Gross Direct Income	(329,896)	(248,800)	(250,242)	(1,442)	0	(79,654)	No Major Variances.
Support Service Charges	(223,585)	(74,540)	(74,540)	0	0	(149,045)	No Major Variances.
	0	(124,488)	(130,074)	(5,586)	1,911	128,163	
Ad Finance, Assets & Legal							
Gross Direct Costs	80,898	26,972	43,571	16,599	0	37,327	Employee costs in relation to unbudgeted supplement.
Support Service Charges	(80,898)	(26,968)	(26,968)	0	0	(53,930)	No Major Variances.
	0	4	16,603	16,599	0	(16,603)	
Total Finance Assets and Legal							
	4,213,483	858,423	(1,206,980)	(2,065,402)	616,875	4,803,588	

Service Area Summaries P4 2022/23

Resources

Organisational Resources

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Immediate Commitment £	Remaining Budget £	Explanation for Major Variances.
Car Parking							
Gross Direct Costs	963,000	527,172	457,382	(69,790)	301,840	203,778	Carpark expenditure is being monitored and will be profiled based on historic trends.
Capital Charges	75,820	25,272	25,272	0	0	50,548	No Major Variances.
Gross Direct Income	(2,772,799)	(925,100)	(985,911)	(60,811)	0	(1,786,888)	Carpark income is being monitored and will be profiled based on historic trends.
Support Service Charges	149,690	56,568	56,568	0	0	93,122	No Major Variances.
	(1,584,289)	(316,088)	(446,689)	(130,601)	301,840	(1,439,440)	

IT- Support Services

Gross Direct Costs	1,802,688	489,354	494,740	5,386	345,527	962,421	See Note A below
Capital Charges	127,978	42,660	42,660	0	0	85,318	No Major Variances.
Support Service Charges	(1,930,666)	(643,580)	(643,616)	(36)	2,535	(1,289,585)	No Major Variances.
	0	(111,566)	(106,216)	5,350	348,062	(241,846)	

Note A (£22,026) Underspend in employee costs due to staff vacancies. £13,838 Overspend in relation to Filestore Implementation and Upgrade and £9,491 overspend in relation to software licence for 21/22 financial year being paid in current financial year. Balance is made up of other minor

Poppyfields

Gross Direct Costs	22,814	6,354	4,029	(2,325)	0	18,785	No Major Variances.
Support Service Charges	21,820	7,272	7,272	0	0	14,548	No Major Variances.
	44,634	13,626	11,301	(2,325)	0	33,333	

Property Services

Gross Direct Costs	606,813	203,312	205,593	2,281	35,248	365,971	see Note A below
Capital Charges	47,755	15,920	15,920	0	0	31,835	No Major Variances.
Gross Direct Income	(10,000)	0	80,603	80,603	0	(90,603)	£81,198 Debtor provision in relation to (Reopening of the High Street Safety Fund) RHSSF grant from MHCLG.
Support Service Charges	(644,568)	(214,852)	(214,872)	(20)	0	(429,696)	No Major Variances.
	0	4,380	87,245	82,865	35,248	(122,493)	

Note A (£7,951) Underspend on employee costs, £4,336 Material purchase overspend including barrier replacements, £3,878 Vehicle - Diesel overspend increase in fuel after purchase of additional vehicles and £2,078 Rep & Maint (Reactive) overspend in relation to replacement of broken signs and setting up waste storage/disposal areas.

Playgrounds

Gross Direct Costs	77,200	11,950	10,887	(1,063)	15,039	51,274	No Major Variances.
Support Service Charges	59,340	19,780	19,780	0	0	39,560	No Major Variances.
	136,540	31,730	30,667	(1,063)	15,039	90,834	

Community Centres

Gross Direct Costs	5,800	5,650	11,713	6,063	9	(5,922)	£6,334 Over budget on Rep & Maint (Reactive) due to roof repairs.
Support Service Charges	16,010	5,340	5,340	0	0	10,670	No Major Variances.
	21,810	10,990	17,053	6,063	9	4,748	

Tourist Information Centres

Gross Direct Costs	95,580	35,321	47,781	12,460	13,297	34,503	£8,866 Overspend on electricity costs, no other major variances.
Capital Charges	6,040	2,012	2,012	0	0	4,028	No Major Variances.
Gross Direct Income	(30,170)	(14,216)	(14,095)	121	0	(16,075)	No Major Variances.
	51,550	17,192	17,192	0	0	34,358	No Major Variances.
	123,000	40,309	52,890	12,581	13,297	56,814	

Public Conveniences

Gross Direct Costs	603,314	126,668	149,213	22,545	63,283	390,819	see Note A below
Capital Charges	82,028	27,344	27,344	0	0	54,684	No Major Variances.
Support Service Charges	190,120	63,372	63,372	0	0	126,748	No Major Variances.
	875,462	217,384	239,929	22,545	63,283	572,251	

Note A £8,125 R&M Buildings - Vandalism unbudgeted costs due to Arson. £3,897 Overspend due to emergency drain down of the water for most public conveniences. £6,147 Unbudgeted costs in relation to Sanitary & Nappy waste collection service. £8,568 Unbudgeted costs to remove internal walls at Cromer Melbourne. Offset by Business Rates being less than budgeted.

Service Area Summaries P4 2022/23
Resources

Organisational Resources

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Immediate Commitment £	Remaining Budget £	Explanation for Major Variances.
Digital Transformation							
Gross Direct Costs	164,485	54,828	52,353	(2,475)	14,630	97,502	No Major Variances.
Support Service Charges	388,280	129,432	129,432	0	0	258,848	No Major Variances.
	552,765	184,260	181,785	(2,475)	14,630	356,350	
Reprographics							
Gross Direct Costs	82,889	25,092	25,033	(59)	24,685	33,171	No Major Variances.
Gross Direct Income	(7,500)	(2,500)	(712)	1,788	0	(6,788)	No Major Variances.
Support Service Charges	(75,389)	(25,124)	(25,124)	0	0	(50,265)	No Major Variances.
	0	(2,532)	(803)	1,729	24,685	(23,882)	
Customer Services - Corporate							
Gross Direct Costs	929,444	303,822	278,949	(24,873)	11,089	639,406	(£24,847) Underspend in employee costs due to staff vacancy.
Capital Charges	54,056	18,016	18,016	0	0	36,040	No Major Variances.
Gross Direct Income	(17,250)	(1,332)	(10,610)	(9,278)	0	(6,640)	(£10,610) In relation to service charge, offset by various other minor variances.
Support Service Charges	(966,250)	(322,100)	(322,124)	(24)	0	(644,126)	No Major Variances.
	0	(1,594)	(35,769)	(34,175)	11,089	24,680	
Ad Organisational Resources							
Gross Direct Costs	76,955	25,648	28,298	2,650	0	48,657	No Major Variances.
Support Service Charges	(76,955)	(25,648)	(25,648)	0	0	(51,307)	No Major Variances.
	0	0	2,650	2,650	0	(2,650)	
Total Organisational Resources	169,922	70,899	34,042	(36,857)	827,180	(691,300)	
Total Resources	4,383,405	929,322	(1,172,937)	(2,102,259)	1,444,055	4,112,287	

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PRE-SCRUTINY: PERFORMANCE MANAGEMENT FRAMEWORK

Summary: To present to Overview and Scrutiny the outcome of the Performance Management Framework Project. That is a new Performance Management Framework for pre-Scrutiny.

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 X, meets the needs of the Council and provides a framework that is fit for purpose.

Recommendations: **Overview and Scrutiny Committee is requested to review the revised Performance Management Framework and make recommendations for amendment to Cabinet.**

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)

Cabinet Member(s) Cllr T Adams	Ward(s) affected All
Contact Officer, telephone number and email: Helen Thomas, Helen.thomas@north-norfolk.gov.uk	

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
 - Reviewed by the Leader of the Council
- 2.2 We are now at the point of sharing the final draft with Members of Overview and Scrutiny Committee prior to approval by Cabinet.

3. Next Steps

- 3.1 Recommendations for amendment of the framework by Overview and Scrutiny Committee will be submitted to Cabinet alongside the final draft of the framework attached as Appendix A.
- 3.2 After approval of the draft framework, it will be implemented with all staff and Members.
- 3.3 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:
- 3.3.1 Developments proposed by the recently constituted Managers Group Performance Management Themed Group.
- 3.3.2 Developments to manage the delivery of the next Corporate Plan.
- 3.4 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 A, meets the needs of the Council and provides a framework that is fit for purpose.

Overview and Scrutiny Committee is requested to review the revised Performance Management Framework and make recommendations for amendment to Cabinet.

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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:



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.

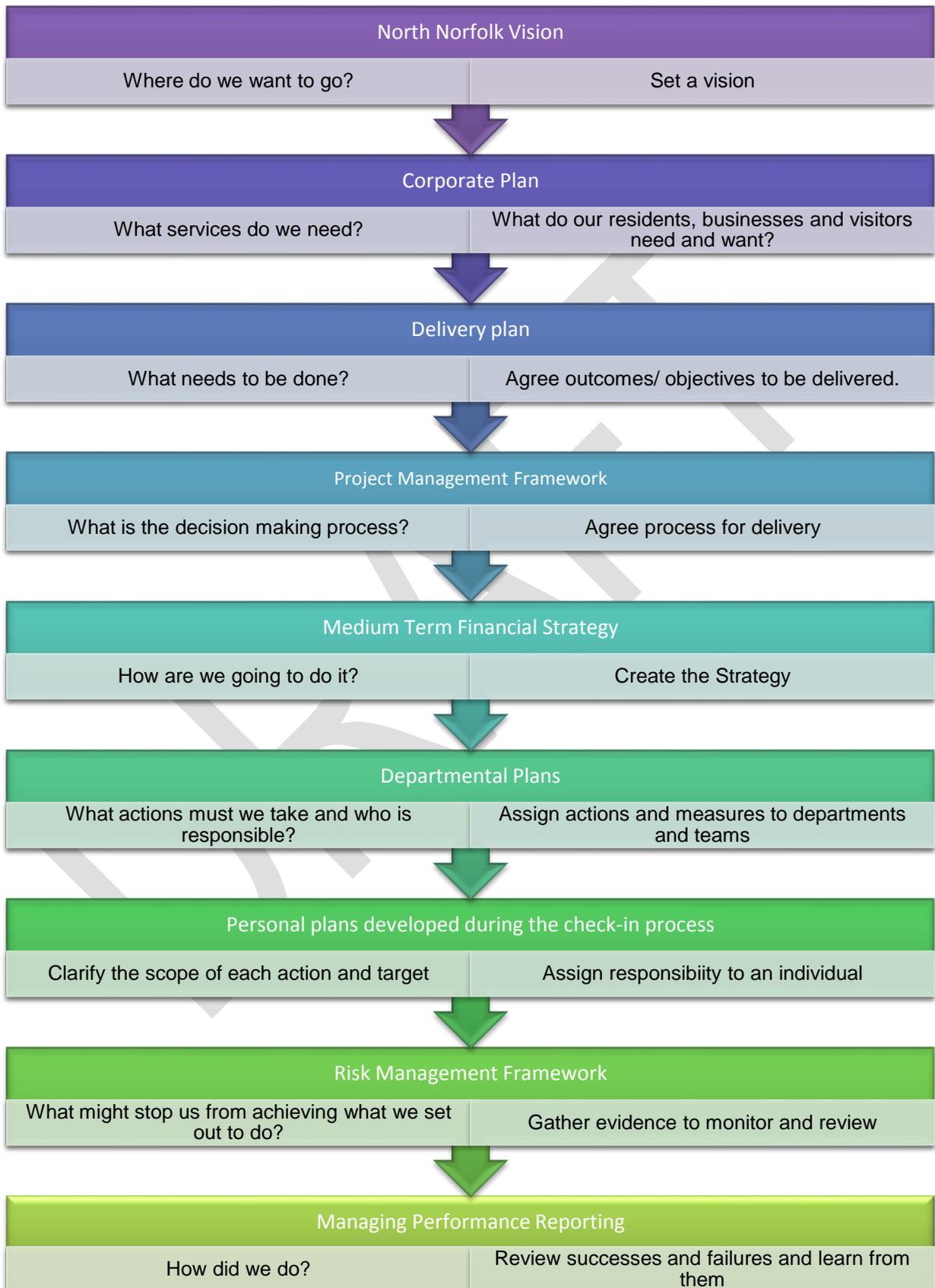
The Council needs to maintain a deep understanding of the legal, political, technological, economic, and operating context within which the council operates to achieve their objectives. The Council has a range of statutory obligations, while political commitments might change with each administration 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.



Step 1	<ul style="list-style-type: none"> • Assess the needs of residents, customers and businesses and communities. • Use needs assessments, consultations, feedback, complaints etc. to assist
Step 2	<ul style="list-style-type: none"> • Set a vision and priorities to be clear on direction. • Use the results of Step 1 to assist.
Step 3	<ul style="list-style-type: none"> • Set SMART objectives with measures of success and associated targets. • Objectives and targets should be Specific, Measurable, Achievable, Relevant and Time-bound.
Step 4	<ul style="list-style-type: none"> • Create plans to achieve objectives with resources required. • Plans may include: Directorate, department, team and individual plans. • Consider the resources required to meet objectives. Resources may include people, money, time, property, etc. • Ensure projects engage with the Performance Management Framework
Step 5	<ul style="list-style-type: none"> • Consider what might prevent the objectives being met. • Put mitigation in place or amend plans
Step 6	<ul style="list-style-type: none"> • Use performance data, achievement against targets, project and action reporting, complaints, feedback etc. to assess progress against the objectives set. • Self assess progress towards individual and group responsibilities
Step 7	<ul style="list-style-type: none"> • Use what is learned from Step 6 to revise your plans and keep on track. • Use the learning from the whole process to set the next Vision and objectives.

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.

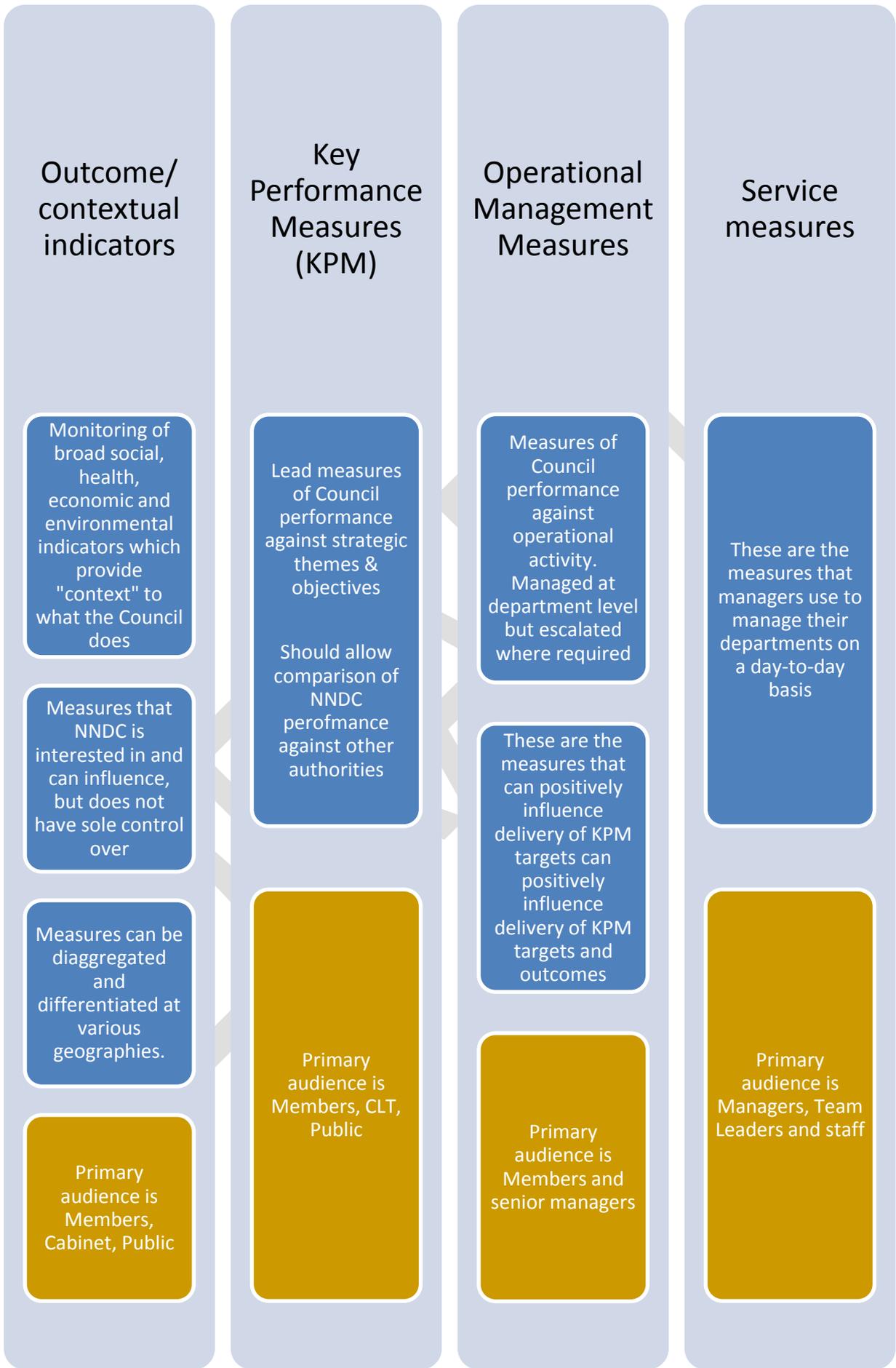
Useful performance information depends on SMART measures i.e. Specific, Measureable, Achievable, Relevant and Time-bound. Measures should be clear and concise and easy for anyone with no prior knowledge of the area to understand.

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)

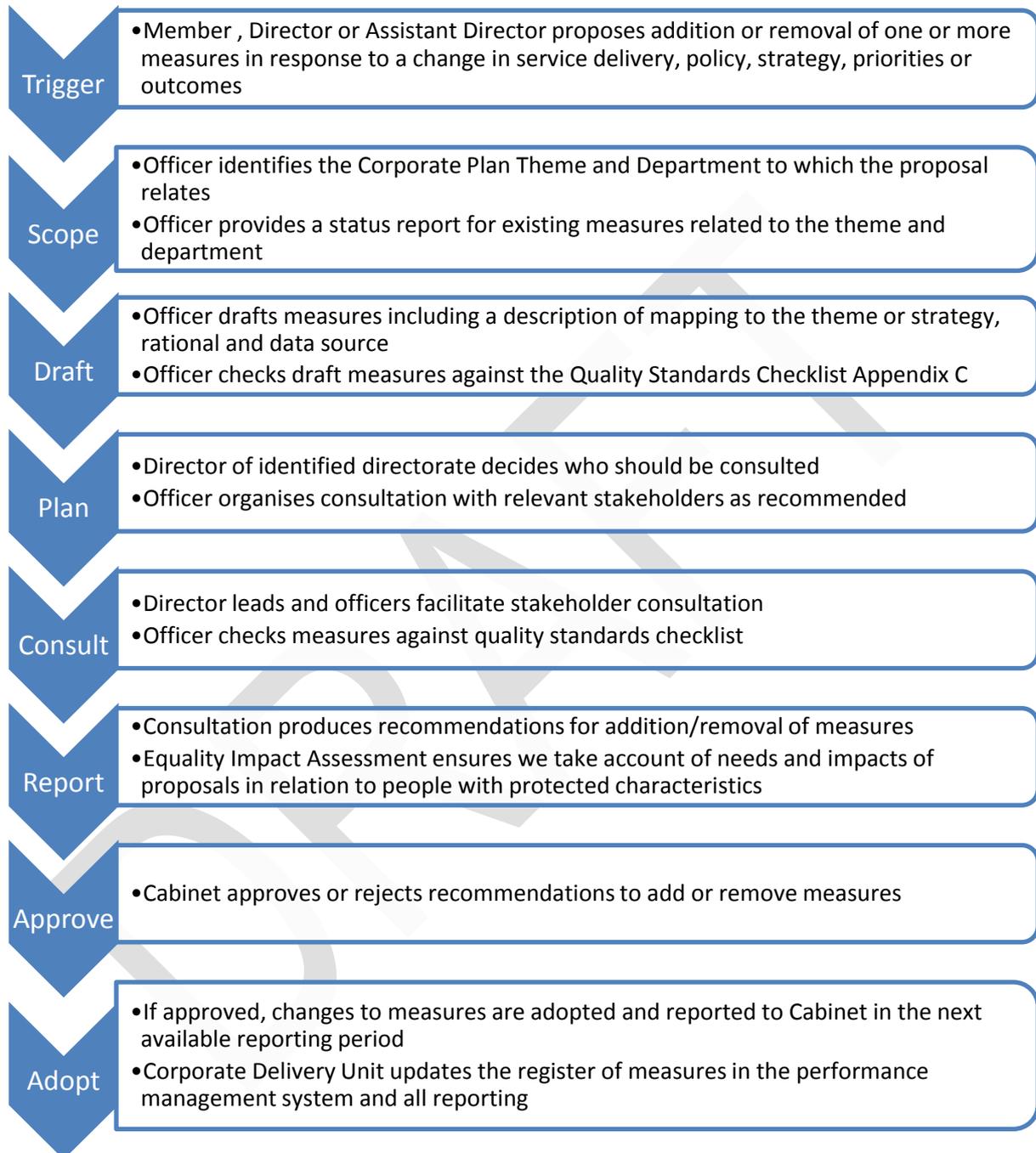
Corporate Plan Theme	Outcome/ contextual indicators	Key Performance Measures (KPMs)
Local Homes for Local Need	Affordability indicator Number of new homes built of all tenures	Number of affordable homes built Number of long term empty homes Numbers on the Housing Register
Boosting Business Sustainability 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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MANAGING PERFORMANCE QUARTER 1 2022/23

Summary: The revised Managing Performance Report attached, as Appendix A, enables the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview of progress towards achieving the objectives in the Corporate Plan, assesses the achievements and issues identified in the first quarter of 2022/23, and the actions being taken to address these issues and proposes any further action needed.

Options considered: Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee where committee approval is required.

Conclusions: Good progress has been made over the first quarter of 2022/23 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report.

This has been achieved despite additional unanticipated demands being placed on the authority with respect to directing resources in the People's Services teams to support the Council's response to the Ukrainian crisis and the payment of the £150 Energy Rebate scheme administered by the Revenues and IT teams.

Recommendations: **That Cabinet resolves to note this report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.**

That Cabinet asks for further information or action where they consider it necessary regarding performance as outlined in Appendix A.

Reasons for Recommendations: To ensure the objectives of the Council are achieved.

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)

Cabinet Member(s)	Ward(s) affected
Cllr Tim Adams	All

Contact Officer, telephone number and email: Steve Blatch, Chief Executive
Email:- steve.blatch@north-norfolk.gov.uk
Tel:- 01263 516232

1.0 Introduction

The current Performance Management Framework sets out that we should report performance to Cabinet and Overview and Scrutiny on a quarterly basis. This report enables us to fulfil this requirement of the framework. More importantly however it ensures that all key activity within the Council is actively performance managed to ensure the Council's objectives are achieved.

2.0 Overview

2.1 The Managing Performance report (Appendix A) covers the first quarter of the 2022/23 reporting year – i.e. the period covering April, May and June 2022. It presents progress in delivering the Corporate Plan and Delivery Plan and reports management measures, all by exception. Also presented is benchmarking using the Headline Report for local authorities from LG Inform comparing value for money and performance measures for the Council compared to the CIPFA nearest neighbours data.

2.2 Good progress has been made over the first quarter of 2022/23 in areas of core service delivery and in respect of key Corporate Plan projects and objectives.

2.3 This has been achieved despite additional unanticipated demands being placed on the authority with respect to directing resources in the People's Services teams to support the Council's response to the Ukrainian crisis and the payment of the £150 Energy Rebate Scheme administered by the Revenues and IT teams.

3.0 Quarter 1 - 2022/23 - Managing Performance Report

3.1 The Quarter 1 2022/23 Managing Performance Report is attached as an Appendix to this Cabinet report. It covers the period 1 April to 30 June 2022 and is a summary report with more detailed information and context available through the In-Phase system.

3.2 The report has been revised to provide focus on Achievements and Issues. Progress updates are still being collected for all measures and actions and these can be viewed on the InPhase Hub on the Intranet.

3.3 The report takes the following amended format:-

Chief Executive's Overview	Overview of the Chief Executive outlining the progress in achieving the Corporate Plan and managing services
Key	Key to Delivery Plan action symbols and performance measure symbols
Key Priorities Overview	Graphic and table showing the number of Key Priorities actions for each RAG status (Red, Amber, Green). Table showing the number of actions that are at each of the stages possible for actions (Not Started, InProgress, Completed, Blocked, Parked, Cancelled).

<p>Pages for each of the Corporate Plan Themes</p> <p>Local Homes for Local Need</p> <p>Boosting Business</p> <p>Sustainability and Growth</p> <p>Customer Focus</p> <p>Climate, Coast and the Environment</p> <p>Quality of Life</p> <p>Financial Sustainability and Growth</p>	<p>Key Performance Indicators.</p> <p>Graphic and table showing the number of actions for each RAG status (Red, Amber, Green).</p> <p>Final progress reports for Delivery Plan actions completed during the quarter (if any).</p> <p>Exceptions reports – progress reports for those actions that:</p> <ul style="list-style-type: none"> • Have been identified by the lead officer as Red or Amber, or • Have a planned start date that is in the past but is still in the Not Started stage, or • Have a planned due date that is in the reporting quarter or before but the action has not yet reached the Completed stage.
<p><i>Note on Key Performance Indicators</i></p>	<p><i>Shows performance for the Corporate Plan Key Performance Indicators (KPIs). The performance levels shown are the year-to-date figures for monthly and quarterly figures.</i></p>
<p>Performance Focus</p>	<p>This section of the report shows operational performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are the year-to-date figures for monthly and quarterly measures.</p>

3.4 In terms of the Council's performance relative to similar authorities, comparative data is now being measured using the LG Inform tool. Please see the most recent benchmarking headline report comparing North Norfolk District Council to other councils at Appendix B. Please note the benchmarking information relating to services provided by Norfolk County Council has been removed as requested. The report including these pages can be viewed on our website.

4.0 Delivery against the key priority objectives for the period 1 April 2022 to 30 June 2022

4.1 Local Homes for Local Need

- 4.1.1 During the first quarter of 2022/23 80 households on the Council's Housing List were housed which reflects the average of 75 households housed per quarter for the 2021/22 year (when a total of 302 households were accommodated over the whole year).
- 4.1.2 There have been no new affordable homes delivered this quarter. The forecast for new affordable homes in 2022/23 is down considerably from previous years and below target, due to a number of issues including the impact of nutrient neutrality, and a shortage of remaining sites in the existing Local Plan.

- 4.1.3 The Council's Energy Efficiency Officer who commenced their employment with the authority in March 2022 has developed criteria for a new Energy Efficiency Grant and had received over 60 applications for assistance through the scheme in the period April – June 2022, supported by significant funding from the Government's Warm Homes grant programme.

4.2 Boosting Business Growth and Sustainability

- 4.2.1 Significant time and commitment was made by teams across the Council during the first quarter of 2022/23 in preparing the Levelling Up Fund bids for Fakenham and Cromer and in the development of the Council's Local Investment Plan for the Council's allocation of funds through the UK Shared Prosperity Fund. It is anticipated that the outcome of the Levelling Up Fund applications will be known by end of October and that discussions with Government officials regarding the Council's proposed actions under the UK Shared Prosperity Fund will be progressed during September.
- 4.2.2 Good progress continued to be made during the quarter on the North Walsham Heritage Action Zone programme with works being taken forward on the Church Approach area, at The Cedars building, with the programme of Cultural events and works to complete the new North Walsham Travel Hub and refurbished public toilets at the New Road public conveniences. Final proposals for the Market Place improvements were also finalised during the quarter with the County Council undertaking final consultation on Traffic Regulation Orders, allowing works to the Market Place to be undertaken from September.
- 4.2.3 During the quarter the Economic Growth Team continued to handle a number of business investment enquiries in the District including the positive announcement by the Academy of Robotics to establish their operations in the development of autonomous vehicles at the former RAF Neatishead site, and Artemis Films announcing plans to establish a large film studio facility at the Tattersett Business Park site. These proposals are in addition to a number of announcements of new investments in the tourism sector in many parts of the District and new investments by two national builders merchant type businesses in North Walsham.

4.3 Customer Focus

- 4.3.1 Throughout the period April – June 2022 the District Council has assumed a lead local co-ordination role in the provision of support and advice for hosts and guests from across North Norfolk providing refuge to people fleeing the unrest in Ukraine through the Government's Homes for Ukraine scheme. This saw the Council be the first in Norfolk, and one of the first nationally, to employ a Ukrainian Community Support Officer and stage twice weekly Drop-In advice and support sessions at the Council's Cromer offices. At the end of June, there were over 70 host accommodation arrangements in North Norfolk providing accommodation to approximately 170 people from Ukraine through the Homes for Ukraine scheme.
- 4.3.2 In June the Council re-launched its Outlook publication, a twice yearly magazine providing information on Council services, for local residents delivered to over 55,000 properties across the District. The publication seeks to ensure that information on Council services is available to everyone in the District, recognising that whilst there is an increasing trend for many people to access information online and through social media channels, our demographic and rurality means that some of our residents continue to prefer printed media.

Outlook is to be published twice a year with thought already being given to the next edition which will be distributed in November.

4.4 Climate, Coast and the Environment

- 4.4.1 The Council formally launched its Net Zero 2030 Strategy and Action Plan during the quarter with good engagement with partners, stakeholders and residents through a social media animation.
- 4.4.2 Arrangements have continued to have been made for the Council's Greenbuild event to be held in Fakenham town centre on Saturday 10th September.
- 4.4.3 Over 50,000 trees have been planted during the 2021/22 planting season delivering against the Council's Tree Planting Programme – meaning that over 70,000 trees have been planted to date, towards the Council's target of 110,000 trees being planted by end of 2023. This includes three Miyawaki Forests at Fakenham, North Walsham and Sheringham. Local groups and organisations have committed to plant over 30,000 trees in the 2022/23 planting season and we are on track to achieve the overall goal as planned.
- 4.4.4 North Norfolk District Council was selected as one of two coastal authorities nationally by DEFRA for the Coastal Transition Accelerator Programme (CTAP). Year one is funded by DEFRA to complete an Outline Business Case (OBC) which if approved will secure significant funds to trial and deliver practical actions to support communities and business at risk due to coastal erosion.

4.5 Quality of Life

- 4.5.1 Confirmation was received in May that North Norfolk District Council had retained its Blue Flag status for 6 beaches in its area – Cromer, East Runton, Mundesley, Sea Palling, Sheingham and West Runton for the 2022 summer season and Wells Beach also achieved a Seaside Award – recognising the considerable commitment made by the District Council and local partners in providing good quality visitor environments for local residents and the many thousands of day and staying visitors we receive in the District each year supporting the local economy.
- 4.5.2 On 15th May, the Council, in partnership with the North Norfolk Beach Runners, delivered its first (and twice delayed due to COVID) marathon event. The vent saw over 500 people complete either the full marathon from Sea Palling to Sheringham or half marathon Mundesley to Sheringham event branded the Mammoth Marathon so as to link with our Deep History Coast brand. The event was considered to be a significant achievement and consideration is now being given to staging the event in future years.
- 4.5.3 .In May the Council adopted a new Quality of Life Strategy outlining its aspirations for the District and local communities across a range of discretionary service activities which are highly valued by our residents and visitors. Whilst continuing to provide such facilities, services and activities is challenging in the current financial climate, it is recognised that positive health and wellbeing is fundamental to North Norfolk's sense of place and the positive comments many of our residents about North Norfolk being a fantastic place to live. Priority will continue to be placed on these assets by the District Council and will underpin much future partnership work with health partners and the voluntary and community sector around social prescribing and the work of the team of Community Connectors funded by the Norfolk Integrated Care partnership and hosted by the District Council
- 4.5.4 During the quarter the District Council has taken forward significant works under its Public Convenience Improvement Programme – with old facilities demolished at Stearmans Yard, Wells and Queens Road, Fakenham and significant

refurbishment schemes taken forward at facilities at New Road, North Walsham and Womack Staithe, Ludham. Works to provide new facilities at Stearmans Yard, Wells have progressed during the quarter but some issues with materials supply unfortunately meant that the scheme could not be completed as proposed before the peak holiday weeks such that temporary facilities needed to be provided. At Queens Road, Fakenham an un-surveyed UK Power Networks cable was found meaning delays to the delivery of the replacement facilities whilst the electricity supply cable is diverted – it is hoped that this project will now be taken forward during the autumn. Plans were also developed during the quarter to provide a new public convenience facility at Vicarage Street, North Walsham.

4.6 Financial Sustainability and Growth

- 4.6.1 Following the Chancellors Spring Statement on 23rd March, which included local authorities making £150 Energy Rebate payments to some Council Tax account holders the Council had made payments to over 30,000 (75% of eligible) Council Tax account holders by the middle of May and over 90% of accounts by end of June.
- 4.6.2 A strong tenant covenant, Howdens, was secured for the industrial units the Council had purchased as an investment asset at Hornbeam Road, North Walsham.
- 4.6.3 The Council was pleased to be able to extend its contract with About with Friends for the operation of the canteen in the Council's Cromer offices after a re-tendering process – providing a quality food offering through a valuable skills and employment programme with a local charity.

5.0 Conclusion

- 5.1 Good progress has been made over the first quarter of 2022/23 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report.
- 5.2 This has been achieved despite additional unanticipated demands being placed on the authority with respect to directing resources in the People's Services teams to support the Council's response to the Ukrainian crisis and the payment of the £150 Energy Rebate scheme administered by the Revenues and IT teams.

6.0 Implications and Risks

- 7.1 Prompt action to deal with any performance issues identified by this report will reduce the risk to delivery of the Corporate Plan Delivery Plan 2019 – 2023 and support the continued delivery of high quality services.

7.0 Financial Implications and Risks

- 8.1 Prompt action to deal with any performance issues identified by this report will reduce the financial risk to the Council.

8.0 Sustainability

- 9.1 There are no negative sustainability implications of this report.

9.0 Equality and Diversity

- 10.1 There are no negative equality and diversity implications of this report.

10.0 Section 17 Crime and Disorder considerations

11.1 There are no Section 17 Crime and Disorder implications of this report.

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Managing Performance

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June 2022



Managing Performance

Overview

Good progress has been made over the first quarter of 2022/23 in areas of core service delivery and in respect of key Corporate Plan projects and objectives. This has been achieved despite additional unanticipated demands being placed on the authority with respect to directing resources in the People's Services teams to support the Council's response to the Ukrainian crisis and the payment of the £150 Energy Rebate Scheme administered by the Revenues and IT teams.

Local Homes for Local Need

During the first quarter of 2022/23 80 households on the Council's Housing List were housed which reflects the average of 75 households housed per quarter for the 2021/22 year (when a total of 302 households were accommodated over the whole year).

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The Council's Energy Efficiency Officer who commenced their employment with the authority in March 2022 has developed criteria for a new Energy Efficiency Grant and had received over 60 applications for assistance through the scheme in the period April – June 2022, supported by significant funding from the Government's Warm Homes grant programme.

Boosting Business Growth and Sustainability

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During the quarter the Economic Growth Team continued to handle a number of business investment enquiries in the District including the positive announcement by the Academy of Robotics to establish their operations in the development of autonomous vehicles at the former RAF Neatishead site, and Artemis Films announcing plans to establish a large film studio facility at the Tattersett Business Park site. These proposals are in addition to a number of announcements of new investments in the tourism sector in many parts of the District and new investments by two national builders merchant type businesses in North Walsham.

Customer Focus

Throughout the period April – June 2022 the District Council has assumed a lead local co-ordination role in the provision of support and advice for hosts and guests from across North Norfolk providing refuge to people fleeing the unrest in Ukraine through the Government's Homes for Ukraine scheme. This saw the Council be the first in Norfolk, and one of the first nationally, to employ a Ukrainian Community Support Officer and stage twice weekly Drop-In advice and support sessions at the Council's Cromer offices. At the end of June, there were over 70 host accommodation arrangements in North Norfolk providing accommodation to approximately 170 people from Ukraine through the Homes for Ukraine scheme. In June the Council re-launched its Outlook publication, a twice yearly magazine providing information on Council services, for local residents delivered to over 55,000 properties across the District. The publication seeks to ensure that information on Council services is available to everyone in the District, recognising that whilst there is an increasing trend for many people to access information online and through social media channels, our demographic and rurality means that some of our residents continue to prefer printed media. Outlook is to be published twice a year with thought already being given to the next edition which will be distributed in November.

Climate, Coast and the Environment

The Council formally launched its Net Zero 2030 Strategy and Action Plan during the quarter with good engagement with partners, stakeholders and residents through a social media animation.

Arrangements have continued to have been made for the Council's Greenbuild event to be held in Fakenham town centre on Saturday 10 September.

Over 50,000 trees have been planted during the 2021/22 planting season delivering against the Council's Tree Planting Programme – meaning that over 70,000 trees have been planted to date, towards the Council's target of 110,000 trees being planted by end of 2023. This includes three Miyawaki Forests at Fakenham, North Walsham and Sheringham. Local groups and organisations have committed to plant over 30,000 trees in the 2022/23 planting season and we are on track to achieve the overall goal as planned.

North Norfolk District Council was selected as one of two coastal authorities nationally by DEFRA for the Coastal Transition Accelerator Programme (CTAP).

Year one is funded by DEFRA to complete an Outline Business Case (OBC) which if approved will secure significant funds to trial and deliver practical actions to support communities and business at risk due to coastal erosion.

Managing Performance

Quarterly Report Chief Executive's Overview continued

Quality of Life

Confirmation was received in May that North Norfolk District Council had retained its Blue Flag status for 6 beaches in its area – Cromer, East Runton, Mundesley, Sea Palling, Sheingham and West Runton for the 2022 summer season and Wells Beach also achieved a Seaside Award – recognising the considerable commitment made by the District Council and local partners in providing good quality visitor environments for local residents and the many thousands of day and staying visitors we receive in the District each year supporting the local economy.

On 15 May, the Council, in partnership with the North Norfolk Beach Runners, delivered its first (and twice delayed due to COVID) marathon event. The event saw over 500 people complete either the full marathon from Sea Palling to Sheringham or half marathon Mundesley to Sheringham event branded the Mammoth Marathon so as to link with our Deep History Coast brand. The event was considered to be a significant achievement and consideration is now being given to staging the event in future years.

In May the Council adopted a new Quality of Life Strategy outlining its aspirations for the District and local communities across a range of discretionary service activities which are highly valued by our residents and visitors. Whilst continuing to provide such facilities, services and activities is challenging in the current financial climate, it is recognised that positive health and wellbeing is fundamental to North Norfolk's sense of place and the positive comments many of our residents about North Norfolk being a fantastic place to live. Priority will continue to be placed on these assets by the District Council and will underpin much future partnership work with health partners and the voluntary and community sector around social prescribing and the work of the team of Community Connectors funded by the Norfolk Integrated Care partnership and hosted by the District Council. During the quarter the District Council has taken forward significant works under its Public Convenience Improvement Programme – with old facilities demolished at Stearmans Yard, Wells and Queens Road, Fakenham and significant refurbishment schemes taken forward at facilities at New Road, North Walsham and Womack Staithe, Ludham. Works to provide new facilities at Stearmans Yard, Wells have progressed during the quarter but some issues with materials supply unfortunately meant that the scheme could not be completed as proposed before the peak holiday weeks such that temporary facilities needed to be provided. At Queens Road, Fakenham an un-surveyed UK Power Networks cable was found meaning delays to the delivery of the replacement facilities whilst the electricity supply cable is diverted – it is hoped that this project will now be taken forward during the autumn. Plans were also developed during the quarter to provide a new public convenience facility at Vicarage Street, North Walsham.

Financial Sustainability and Growth

Following the Chancellors Spring Statement on 23 March, which included local authorities making £150 Energy Rebate payments to some Council Tax account holders the Council had made payments to over 30,000 (75% of eligible) Council Tax account holders by the middle of May and over 90% of accounts by end of June. A strong tenant covenant, Howdens, was secured for the industrial units the Council

had purchased as an investment asset at Hornbeam Road, North Walsham. The Council was pleased to be able to extend its contract with About with Friends for the operation of the canteen in the Council's Cromer offices after a re-tendering process – providing a quality food offering through a valuable skills and employment programme with a local charity.

Conclusion

Good progress has been made over the first quarter of 2022/23 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report.

This has been achieved despite additional unanticipated demands being placed on the authority with respect to directing resources in the People's Services teams to support the Council's response to the Ukrainian crisis and the payment of the £150 Energy Rebate scheme administered by the Revenues and IT teams.

Actions and Performance Measure Keys

Actions - key to symbols

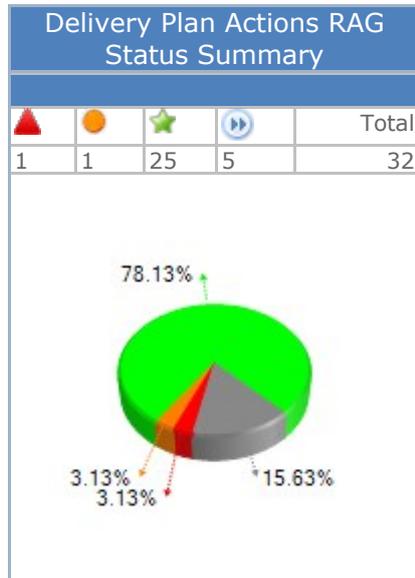
	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action 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

Measures - key to symbols

Key

Performance	Direction of Change
 Performance better than target	 Value Increasing (Smaller is Better)
 Performance just off target	 Value Decreasing (Smaller is Better)
 Performance worse than tolerance	 Value Increasing (Bigger is Better)
 No information	 Value Decreasing (Bigger is Better)
 Missing comparator	 No change
 No actual value	
- Measure is a quarterly measure so there is no data reported for this month	

Key Priorities Overview

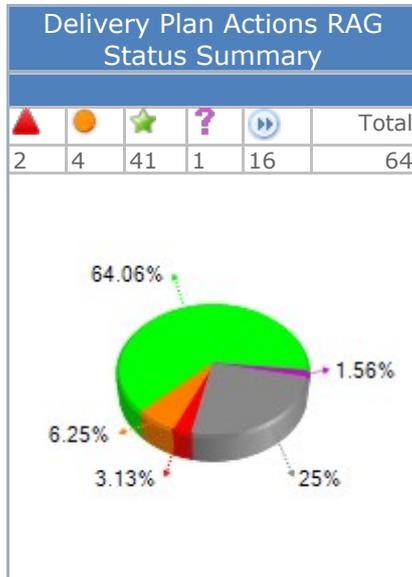


Delivery Plan Actions Summary
Actions stage
Not Started:5, In Progress:9, Completed:18, Blocked:0, Parked:0, Cancelled:0

Local Homes for Local Need

Local Homes for Local Need Key Performance Indicator Update

		Jun 2022
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	486
	Target (YTD)	
	Direction of change (YTD)	↓
	Planning Pattern	Monthly
HS 001 Number of affordable homes built	Performance (YTD)	▲
	Comments	There have been no new affordable homes delivered this quarter. The forecast for new affordable homes in 2022/23 is down considerably from previous years and below target, due to a number of issues including the impact of nutrient neutrality and a shortage of remaining sites in the existing Local Plan.
	Actual (Period) (YTD)	0
	Target (YTD)	25
	Direction of change (YTD)	→
	Planning Pattern	Monthly



Delivery Plan Actions Summary
Actions stage
Not Started:19, In Progress:19, Completed:26

Local Homes for Local Need delivery plan actions completed this quarter

Objective(s)/ Department	Action		30/06/2022
<ul style="list-style-type: none"> ■ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing ■ Strategic Housing ■ Key Priorities 	<ul style="list-style-type: none"> ☑ 1.2.2a.3 Secure support from local communities 	Performance	✔
		Comments	The annual monitoring report for 2021/22 is published on the Housing Strategy page of the website. During 2021/22 the Community Housing Enabler organised five community consultation events and provided support to three neighbourhood planning groups.
		Owner	Graham Connolly
		Start Date	31/03/2022
		Due Date	30/04/2022
		Estimated end date/ Completion date	30/04/2022
<ul style="list-style-type: none"> ■ Objective 1.3.1b: Improving Housing Stock Condition - Private - energy & fuel poverty - Improve ener ■ Strategic Housing ■ Key Priorities 	<ul style="list-style-type: none"> ☑ 1.3.1b.3 Produce a clear energy efficiency support offer for low income households 	Performance	✔
		Comments	The Council's Energy Officer is in post and has prepared information for applicants setting out clearly eligibility criteria and the types of energy improvement works for which grant is available. The Energy Officer has an ongoing programme of promotional activity.
		Owner	Graham Connolly
		Start Date	01/01/2022
		Due Date	31/03/2022
		Estimated end date/ Completion date	08/04/2022
	<ul style="list-style-type: none"> ☑ 1.3.1b.4 Promote energy efficiency measures 	Performance	✔
		Comments	The promotional campaign is in place and has generated significant interest and over 60 validated applications (applicants who pass an eligibility assessment).
		Owner	Graham Connolly
		Start Date	01/01/2022
		Due Date	31/03/2022
		Estimated end date/ Completion date	30/04/2022
<ul style="list-style-type: none"> ■ Objective 1.3.1c: Improving Housing Stock Condition - Private - energy & fuel poverty - Target ■ Strategic Housing ■ Key Priorities 	<ul style="list-style-type: none"> ☑ 1.3.1c.1 Encourage landlord take up of energy efficiency improvement works 	Performance	✔
		Comments	As part of the promotional campaign the Energy Officer has met with the Eastern Landlords Association and has written to the larger country estates in the district encouraging them to consider applications for grant.
		Owner	Graham Connolly
		Start Date	01/01/2022
		Due Date	31/03/2022
		Estimated end date/ Completion date	30/06/2022

Objective(s)/ Department	Action		30/06/2022
<ul style="list-style-type: none"> ■ Objective 1.3.2: Improving Housing Stock Condition in the Private Sector - Tackling disrepair ■ Strategic Housing 	<ul style="list-style-type: none"> ☑ 1.3.2.1 Report on good practice. to tackle disrepair 	Performance	✔
		Comments	A report with options was completed in April 2022. As a result of this report the Council is piloting a repairs scheme to support low income owner occupiers to remain in their homes. The pilot will run to the end of March 2023 and will be extended if successful and subject to further funding being identified.
		Owner	Graham Connolly
		Start Date	01/04/2022
		Due Date	30/06/2022
		Estimated end date/ Completion date	30/06/2022
<ul style="list-style-type: none"> ■ Objective 1.4.2: Making Best Use of Existing Homes - Supporting access to home ownership ■ Strategic Housing ■ Legal ■ Key Priorities 	<ul style="list-style-type: none"> ☑ 1.4.2.3 Put in place policies & processes to implement First Homes 	Performance	✔
		Comments	In consultation with colleagues in Planning and Legal proposals for a draft First Homes policy have been developed. These were discussed with CLT / Cabinet in April and the policy was approved by Cabinet. Procedures will be developed once sites have been identified.
		Owner	Nicky Debbage
		Start Date	01/01/2022
		Due Date	30/04/2022
		Estimated end date/ Completion date	02/04/2022
<ul style="list-style-type: none"> ■ Objective 1.4.4a: Making Best Use of Existing Homes - Alternative housing options - House sharing ■ Strategic Housing 	<ul style="list-style-type: none"> ☑ 1.4.4a.1 Work with partner Registered Providers to consider building new shared housing 	Performance	🟡
		Comments	Discussions continue with the Benjamin Foundation on a move-on scheme for young people but no site has yet been identified. However, following discussion on housing need and with housing providers this is not seen as a productive approach. Therefore it is recommended this action is closed down on InPhase. Instead action 1.4.4a.2 (means to encourage multi-generational living) can be pursued.
		Owner	Nicky Debbage
		Start Date	01/02/2022
		Due Date	30/04/2022
		Estimated end date/ Completion date	30/04/2022

Objective(s)/ Department	Action		30/06/2022
<ul style="list-style-type: none"> ■ Objective 1.5.2c: Supporting Vulnerable Residents - Provision of Specialist Housing - Older/Disabled ■ Strategic Housing 	<input checked="" type="checkbox"/> 1.5.2c.2 Work with partners to ensure affordable homes meet the needs of older & disabled residents	Performance	
		Comments	An annual delivery report on affordable housing has been produced and published on our website. This report shows that in 2021/22 there were 66 Independent Living new flats built (for older people/fully accessible) plus a further two accessible bungalows.
		Owner	Nicky Debbage
		Start Date	31/01/2022
		Due Date	30/04/2022
		Estimated end date/ Completion date	30/04/2022
	<input checked="" type="checkbox"/> 1.5.2c.3 Support the delivery of specialist housing schemes	Performance	
		Comments	An annual delivery report on affordable housing has been produced and published on the Council's website. The report shows 66 Independent Living flats were delivered in 2021/22. Officers have also worked with Homes Group to provide three further units of high support accommodation in the District so far in 2022/23 and indicated support for a 63 unit independent living scheme proposal in Stalham - development of which has been compromised by the uncertainty created by the nutrient neutrality issue and rising construction cost inflation.
		Owner	Nicky Debbage
		Start Date	31/01/2022
Due Date		30/04/2022	
Estimated end date/ Completion date		30/04/2022	

Local Homes for Local Need delivery plan actions exceptions report

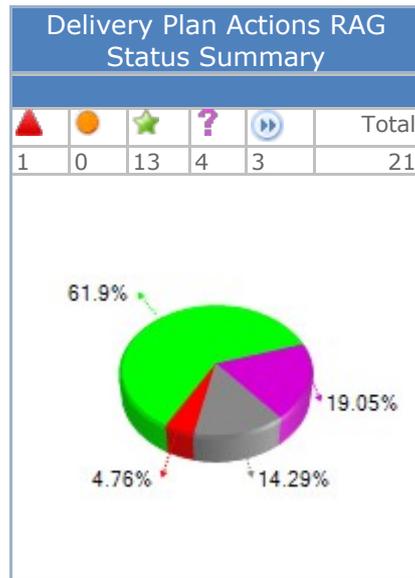
Objective(s)/ Department	Action	Stage	30/06/2022	
<ul style="list-style-type: none"> Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing Strategic Housing Major Planning Projects Key Priorities 	<input checked="" type="checkbox"/> 1.2.2a.2 Make the planning process easier for affordable housing providers	In Progress	Performance	▲
			Comments	Targeting a September 2022 deadline for report completion.
			Owner	Geoff Lyon
			Start Date	01/01/2022
			Due Date	31/03/2022
			Estimated end date/ Completion date	30/09/2022
<ul style="list-style-type: none"> Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development Strategic Housing Major Planning Projects 	<input checked="" type="checkbox"/> 1.2.2b.2 Investigate de-risking options	In Progress	Performance	▲
			Comments	Targeting a September 2022 deadline for report completion.
			Owner	Geoff Lyon
			Start Date	01/01/2022
			Due Date	31/03/2022
			Estimated end date/ Completion date	30/09/2022
<ul style="list-style-type: none"> Objective 1.2.3c: Increase the Supply of Housing - Supporting new types - Community-led Strategic Housing 	<input checked="" type="checkbox"/> 1.2.3c.1 Help grow existing community-led organisations	In Progress	Performance	●
			Comments	Grant is available to support existing community-led housing groups to deliver affordable housing. There is also grant available to support newly forming groups. Swanton Novers Community Land Trust is our newest group and plans a development of seven homes in the village in 2023/24. As this activity will continue to the end of the strategy period we propose amending the due date to 31 March 2025.
			Owner	Graham Connolly
			Start Date	31/03/2022
			Due Date	31/03/2025
			Estimated end date/ Completion date	31/03/2025
<ul style="list-style-type: none"> Objective 1.3.3: Improving Housing Stock Condition in the Private Sector - Tackling empty homes Strategic Housing 	<input checked="" type="checkbox"/> 1.3.3.1 Report on good practice to tackle long-term empty homes	In Progress	Performance	★
			Comments	The research is complete and a report has been presented to CLT. The report will be considered by Business Planning in August 2022.
			Owner	Graham Connolly
			Start Date	01/04/2022
			Due Date	30/06/2022
			Estimated end date/ Completion date	30/06/2022

Objective(s)/ Department	Action	Stage	30/06/2022	
<ul style="list-style-type: none"> ■ Objective 1.4.4a: Making Best Use of Existing Homes - Alternative housing options - House sharing ■ Strategic Housing ■ Housing Options 	<input checked="" type="checkbox"/> 1.4.4a.2 The council will investigate promotion of a scheme to facilitate multigenerationa living	In Progress	Performance	
			Comments	A temporary post has been created in Housing Options to progress this action. Recruitment has yet to take place
			Owner	Nicky Debbage
			Start Date	01/02/2022
			Due Date	30/04/2022
			Estimated end date/ Completion date	30/04/2022
<ul style="list-style-type: none"> ■ Objective 1.5.2c: Supporting Vulnerable Residents - Provision of Specialist Housing - Older/Disabled ■ Strategic Housing ■ People Services 	<input checked="" type="checkbox"/> 1.5.2c.4 Review In of the use of Disabled Facilities Grants	In Progress	Performance	
			Comments	A partial review has been completed of Disabled Facilities Grants. This has resulted in Flagship taking on direct delivery of adaptations works to their own stock which will create greater capacity in the Council's Integrated Housing Adaptations Team.
			Owner	Nicky Debbage
			Start Date	30/04/2022
			Due Date	30/06/2022
			Estimated end date/ Completion date	30/06/2022

Boosting Business Sustainability and Growth

Boosting Business Sustainability and Growth Key Performance Indicator Update

		Jun 2022
EG 011 Number of businesses supported	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	37
	Target (YTD)	30
	Direction of change (YTD)	✗
	Planning Pattern	Quarterly



Delivery Plan Actions Summary
Actions stage
 Not Started:5, In Progress:12, Completed:4

Boosting Business Sustainability and Growth delivery plan actions completed this quarter

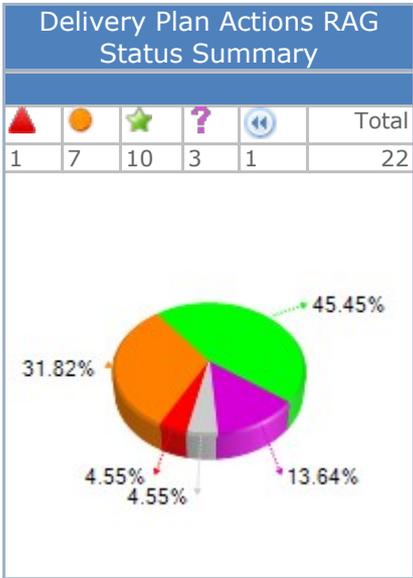
Boosting Business Sustainability and Growth delivery plan actions exceptions report

Objective(s)/ Department	Action	Stage	30/06/2022	
<ul style="list-style-type: none"> ■ Objective 2.6: Encouraging links between local education providers, apprentices and businesses ■ Economic Growth 	<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	In Progress	Performance	▲
			Comments	Included elements within the UK Shared Prosperity Fund bid to address projects that support career development and related matters. Social value is incorporated wherever appropriate within procurement procedures.
			Owner	Robert Young
			Start Date	04/02/2020
			Due Date	31/12/2022
			Estimated end date/ Completion date	31/12/2022

Customer Focus

Customer Focus Key Performance Indicator Update

		Jun 2022
CL 002 Number of Ombudsman referral decisions	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	0
	Target (YTD)	9
	Direction of change (YTD)	→
	Planning Pattern	Monthly
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	0
	Target (YTD)	0
	Direction of change (YTD)	→
	Planning Pattern	Monthly
CS 001 Number of complaints	Performance (YTD)	★
	Comments	The complaints process changed in the middle of May 2022 whereby all initial contacts are dealt with by departments to rectify issues.
	Actual (Period) (YTD)	20
	Target (YTD)	90
	Direction of change (YTD)	→
	Planning Pattern	Monthly
CS 002 Number of compliments	Performance (YTD)	▲
	Comments	The level of compliments received (6 ytd) is lower than expected (9 ytd). The target was raised this year from 2 per month to 3. These higher levels are now starting to be received.
	Actual (Period) (YTD)	6
	Target (YTD)	9
	Direction of change (YTD)	↕
	Planning Pattern	Monthly



Delivery Plan Actions Summary
Actions stage
Not Started:3, In Progress:8, Completed:11

Customer Focus actions completed this quarter

Objective(s)/ Department	Action		30/06/2022
<ul style="list-style-type: none"> ■ Objective 3.3: Benchmarking of the Council's services to learn from best practice elsewhere ■ Corporate Delivery Unit 	<ul style="list-style-type: none"> ☑ 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere 	Performance	✔
		Comments	<p>LGInform headline reports have been made available on the Council website to compare the Council with other similar councils across England.</p> <p>Cabinet is reviewing quarterly the NNDC responsibilities on this headline report and requesting further information or action.</p> <p>A briefing was held with Overview and Scrutiny Members to choose measures the Committee would like to review. An initial set of measures was chosen and was considered by the Committee on 15 June 2022. The Committee resolved to;</p> <p>Use the CIPFA nearest neighbours comparator group.</p> <ol style="list-style-type: none"> 1. Report on a quarterly basis at the same time as the performance reporting. 2. Chose seven key benchmarking areas to be included in the initial report. 3. Performance areas are reviewed on a six-monthly basis.
		Owner	Helen Thomas
		Start Date	29/05/2020
		Due Date	31/12/2021
		Estimated end date/ Completion date	30/06/2022

Customer Focus actions exceptions report

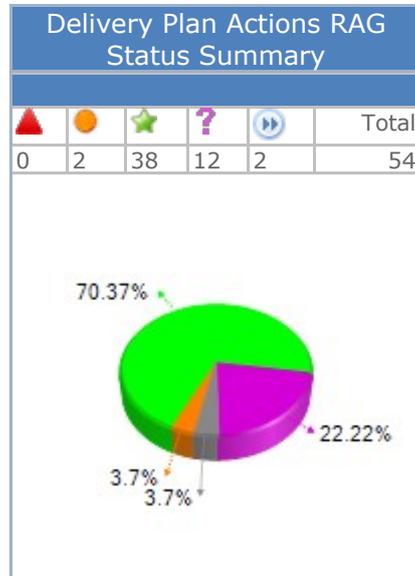
Objective(s)/ Department	Action	Stage		30/06/2022
<ul style="list-style-type: none"> Objective 3.1: Developing a new Customer Charter with published service standards Corporate Delivery Unit 	<input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter	In Progress	Performance	
			Comments	A Customer Service process Teams group has been formed to push this work forward. The group are compiling a set of performance measures, using the new Customer Service Strategy as the source, to be applied to each department. Data from Workbench will be fed through to management information reports which can be used by Members and Management to assess customer service performance. There have been issues with resourcing this work that are in the process of being resolved.
			Owner	Stuart Harber
			Start Date	01/06/2020
			Due Date	31/12/2021
			Estimated end date/ Completion date	30/06/2022
<ul style="list-style-type: none"> Objective 3.1: Developing a new Customer Charter with published service standards Organisational Resources 	<input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement	In Progress	Performance	
			Comments	Work has slowed in rolling out further webforms and website functionality following the resignation of both senior web developers. Recruitment of one part time employee has been achieved but we remain actively trying to recruit to the remaining vacancies. However work continues to transfer customer interactions into the Council wide Customer Services processes and the next major service to transfer will be Revenues which will transition on the 1st of September 2022.
			Owner	Sean Kelly
			Start Date	01/06/2020
			Due Date	31/03/2022
			Estimated end date/ Completion date	31/03/2023
<ul style="list-style-type: none"> Objective 3.2: Undertaking an annual residents survey and responding to results Customer Services Management 	<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	In Progress	Performance	
			Comments	The residents survey will be discussed at a meeting of the Corporate Leadership Team on 23 August 2022.
			Owner	Joe Ferrari
			Start Date	04/02/2020
			Due Date	31/03/2022
			Estimated end date/ Completion date	31/05/2022

Objective(s)/ Department	Action	Stage	30/06/2022	
<ul style="list-style-type: none"> ■ Objective 3.4: Developing an Engagement Strategy ■ Key Priorities ■ Communities 	>  3.4.1 Develop an Engagement Strategy	In Progress	Performance	★
			Comments	<p>The draft strategy document has now been through several consultation processes internally and is now out for final consultation with external stakeholders.</p> <p>The responses received will inform any changes required to the strategy and the final version will be taken with a supporting report to Cabinet for sign off.</p>
			Owner	Steve Hems
			Start Date	02/12/2019
			Due Date	31/03/2022
			Estimated end date/ Completion date	31/08/2022

Climate, Coast and the Environment

Climate, Coast and the Environment Key Performance Indicator Update

This report does not contain any data



Delivery Plan Actions Summary
Actions stage
Not Started:13, In Progress:28, Completed:13

Climate, Coast and the Environment actions completed this quarter

Objective(s)/ Department	Action	30/06/2022	
<ul style="list-style-type: none"> Objective 4.4: Continuing to Take a Lead Role Nationally in Coastal Management Initiatives Coastal Partnership East 	<input checked="" type="checkbox"/> 4.4.1 Agree the vision and business plan for Coastal Partnership East	Performance	
		Comments	The Coastal Partnership East Business Plan has been published and is available to view at https://www.coasteast.org.uk/our-business-plan .
		Owner	Rob Goodliffe
		Start Date	04/02/2020
		Due Date	31/12/2021
		Estimated end date/ Completion date	30/06/2022

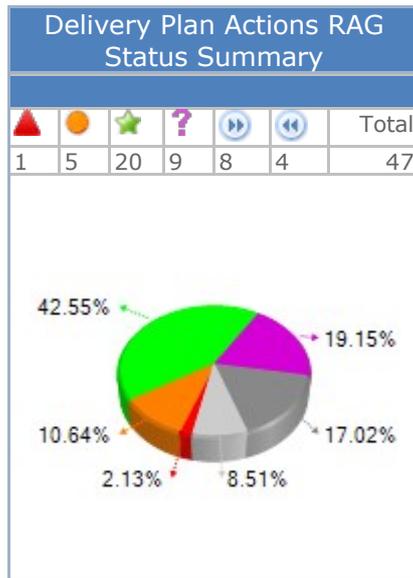
Climate, Coast and the Environment actions exceptions report

Objective(s)/ Department	Action	Stage	30/06/2022												
<ul style="list-style-type: none"> ■ Objective 4.4: Continuing to Take a Lead Role Nationally in Coastal Management Initiatives ■ Coastal Partnership East 	<input checked="" type="checkbox"/> 4.4.5 Continue to implement local actions to manage the coast	In Progress	<table border="1"> <tr> <td>Performance</td> <td style="text-align: center;">●</td> </tr> <tr> <td>Comments</td> <td> Mundesley and Cromer detailed design process is near completion, final Environmental Statement to support planning application and marine licence awaited. Due to inflation and rising construction industry costs value engineering exercise progressing alongside further discussions to seek to secure desired funding level. Balfour Beatty engaged via the SCAPE framework to undertake pre-construction activities. Ongoing coastal maintenance of coastal assets with regular inspections to prioritise our works. </td> </tr> <tr> <td>Owner</td> <td>Tamzen Pope</td> </tr> <tr> <td>Start Date</td> <td>04/02/2020</td> </tr> <tr> <td>Due Date</td> <td>not set</td> </tr> <tr> <td>Estimated end date/ Completion date</td> <td>not set</td> </tr> </table>	Performance	●	Comments	Mundesley and Cromer detailed design process is near completion, final Environmental Statement to support planning application and marine licence awaited. Due to inflation and rising construction industry costs value engineering exercise progressing alongside further discussions to seek to secure desired funding level. Balfour Beatty engaged via the SCAPE framework to undertake pre-construction activities. Ongoing coastal maintenance of coastal assets with regular inspections to prioritise our works.	Owner	Tamzen Pope	Start Date	04/02/2020	Due Date	not set	Estimated end date/ Completion date	not set
	Performance	●													
	Comments	Mundesley and Cromer detailed design process is near completion, final Environmental Statement to support planning application and marine licence awaited. Due to inflation and rising construction industry costs value engineering exercise progressing alongside further discussions to seek to secure desired funding level. Balfour Beatty engaged via the SCAPE framework to undertake pre-construction activities. Ongoing coastal maintenance of coastal assets with regular inspections to prioritise our works.													
	Owner	Tamzen Pope													
	Start Date	04/02/2020													
	Due Date	not set													
Estimated end date/ Completion date	not set														

Quality of Life

Quality of Life Key Performance Indicator Update

		Jun 2022
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	140,860
	Target (YTD)	140,860
	Direction of change (YTD)	↕
	Planning Pattern	Monthly



Delivery Plan Actions Summary	
Actions stage	
Not Started:15, In Progress:11, Completed:7, Parked:1	

Quality of Life actions completed this quarter

Objective(s)/ Department	Action		30/06/2022
<ul style="list-style-type: none"> ■ Objective 5. 2: Developing and implementing a Quality of Life Strategy ■ Key Priorities ■ Communities 	<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	
		Comments	The Quality of Life Strategy was formally adopted at Cabinet in May 2022 and is now complete.
		Owner	Steve Hems
		Start Date	04/02/2020
		Due Date	31/01/2022
		Estimated end date/ Completion date	03/05/2022
<ul style="list-style-type: none"> ■ Objective 5. 8: Blue Flag and Green Flag status for the Council's beaches and open spaces ■ Leisure and Localities ■ Key Priorities 	<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status (2021)	Performance	
		Comments	Six blue flags were awarded July 2022.
		Owner	Colin Brown
		Start Date	20/06/2020
		Due Date	02/04/2022
		Estimated end date/ Completion date	02/04/2022
<ul style="list-style-type: none"> ■ Objective 5. 9: Delivery of the Mammoth Marathon ■ Leisure and Localities 	<input checked="" type="checkbox"/> 5.9.1 Deliver the first Mammoth Marathon	Performance	
		Comments	Successfully delivered as planned on Sunday May 15th 2022 - Top times set in the first Mammoth Marathon North Norfolk News. A review is currently taking place to determine the potential future of the event. However the team believe that all objectives originally set out for the event in 2018 were met and that it was received extremely well by participants, supporters, the community and all of the staff who helped on the day.
		Owner	Colin Brown
		Start Date	04/02/2020
		Due Date	15/05/2022
		Estimated end date/ Completion date	15/05/2022

Quality of Life actions exceptions report

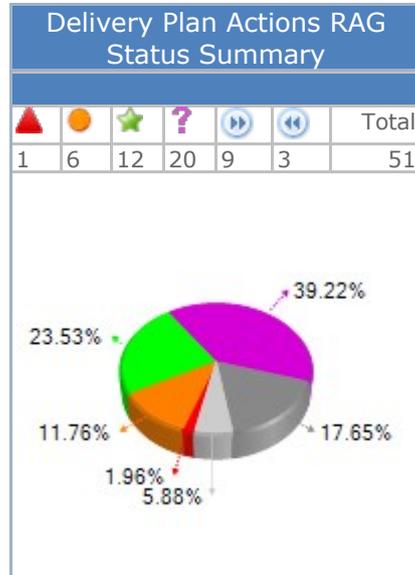
Objective(s)/ Department	Action	Stage		30/06/2022
<ul style="list-style-type: none"> ■ Objective 5. 1: Undertaking a Quality of Life Survey ■ Communities 	<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Parked	Performance	
			Comments	The Quality of Life Survey will be discussed at a meeting of the Corporate Leadership Team on 23 August 2022.
			Owner	Karen Hill
			Start Date	04/02/2020
			Due Date	31/10/2022
			Estimated end date/ Completion date	not set
			<ul style="list-style-type: none"> ■ Objective 5. 6: Continued investment in Cromer Pier as an iconic heritage and cultural attraction ■ Property Services 	<input checked="" type="checkbox"/> 5.6.1a Maintain and enhance the physical structure of Cromer Pier
Comments	A report was presented to Cabinet in July 2022 approving a further £1.1 million budget for investment in the pier substructure. Contracts have been awarded and work will be commencing in the first week of September 2022.			
Owner	Russell Tanner			
Start Date	04/02/2020			
Due Date	31/12/2021			
Estimated end date/ Completion date	30/04/2022			
<ul style="list-style-type: none"> ■ Objective 5. 7: Public convenience investment programme to include Changing Places facilities ■ Property Services ■ Key Priorities 	<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	In Progress		
			Comments	Secured £300k grant from the Government Changing Places Programme - one of the largest grant awards in the country. A report was presented to Cabinet in June 2022 outlining the proposals for investment Works already open at a site at Stearmans Yard, Wells, with completion expected September 2022. Queen's Road, Fakenham, awaiting electrical diversion works by UK Power prior to commencement. The refurbishment of New Road North Walsham facilities are complete. The contract for the Leas, Sheringham has been awarded and Vicarage Street, North Walsham is currently under tender.
			Owner	Russell Tanner
			Start Date	04/02/2020
			Due Date	31/01/2022
			Estimated end date/ Completion date	31/03/2023

Objective(s)/ Department	Action	Stage	30/06/2022	
<ul style="list-style-type: none"> ■ Objective 5.10: Maximising the level of external funding to support community projects ■ Project Enabling 	<input checked="" type="checkbox"/> 5.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	In Progress	Performance	★
			Comments	<p>I continue to monitoring and share funding opportunities were appropriate investigating funds such as the Levelling up for cultural and Cultural development Fund for larger scale projects as well as funding and sponsorship to support smaller projects such as the HAZ Cultural programming and Greenbuild.</p> <p>I have continued to work to external partners to facilitate partnership working and community projects working with groups such as Healthier North Walsham, Sheringham Community Art Project and Break</p>
			Owner	Laura Blackwell
			Start Date	04/02/2020
			Due Date	31/05/2022
			Estimated end date/ Completion date	31/05/2022

Financial Sustainability and Growth

Financial Sustainability and Growth Key Performance Indicator Update

This report does not contain any data



Delivery Plan Actions Summary

Actions stage

Not Started:27, In Progress:15, Completed:8, Parked:1

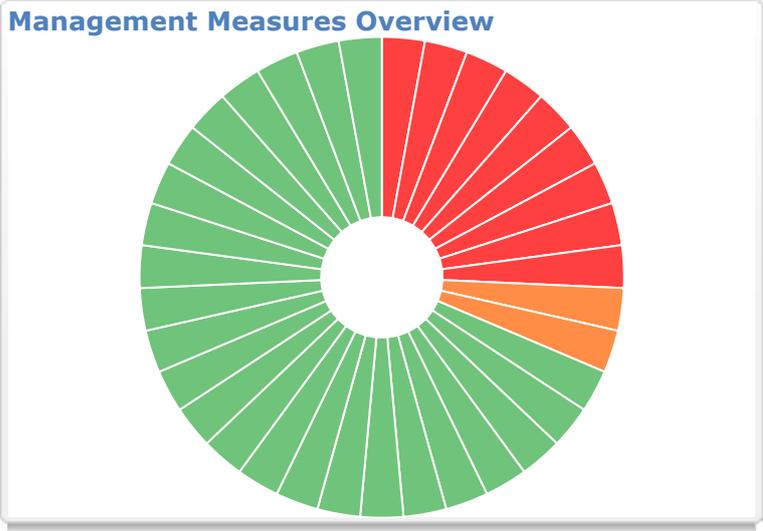
Financial Sustainability and Growth actions completed this quarter

Financial Sustainability and Growth actions exceptions report

Objective(s)/ Department	Action	Stage	30/06/2022	
<ul style="list-style-type: none"> ■ Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges ■ Corporate Delivery Unit 	<ul style="list-style-type: none"> ☑ 6.1.2 Develop a public convenience strategy 	In Progress	Performance	★
			Comments	Overview and Scrutiny Committee working group has made eight recommendations which are due to be considered at Cabinet on 6 September 2022.
			Owner	Maxine Collis
			Start Date	04/02/2020
			Due Date	31/12/2021
			Estimated end date/ Completion date	16/09/2022
			<ul style="list-style-type: none"> ■ Objective 6.2: Taking a more commercial approach to the delivery of discretionary services ■ Estates and Assets 	<ul style="list-style-type: none"> ☑ 6.2.3 Explore the opportunities to generate income from advertising and sponsorship
Comments	This project is on hold at the current time.			
Owner	Renata Garfoot			
Start Date	04/02/2020			
Due Date	30/11/2022			
Estimated end date/ Completion date	30/11/2023			
<ul style="list-style-type: none"> ■ Objective 6.2: Taking a more commercial approach to the delivery of discretionary services ■ Finance ■ Resources 	<ul style="list-style-type: none"> ☑ 6.2.1 Develop a Financial Sustainability Strategy 	In Progress		
			Comments	This project has not been progressed recently. This will be allocated to the new Director for Resources once appointed.
			Owner	Steve Blatch
			Start Date	04/02/2020
			Due Date	31/12/2022
			Estimated end date/ Completion date	31/12/2022
			<ul style="list-style-type: none"> ■ Objective 6.3: Forming a development company to take our property ambitions forward ■ Estates and Assets 	<ul style="list-style-type: none"> ☑ 6.3.3 Take a strategic approach to commercial development opportunities
Comments	The Asset Management Plan has been updated further with regards to the councils requirements in relation to guarantors for commercial property leases. The updated plan will progress through the governance process. Due date has been removed as it is a continuous action.			
Owner	Renata Garfoot			
Start Date	04/02/2020			
Due Date	31/03/2022			
Estimated end date/ Completion date	30/04/2023			

Objective(s)/ Department	Action	Stage	30/06/2022	
<ul style="list-style-type: none"> ■ Objective 6.4: Investing in environmental and economic initiatives ■ Property Services 	<input checked="" type="checkbox"/> 6.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	In Progress	Performance	
			Comments	Potentially suitable coastal sites for EV chargers have been identified for a funding bid, the outcome of which should be known shortly. The team continues to engage with various EV installation and management companies to understand the market and operating models available. Progress is slow due to the complexity of the market and resource in the climate and environment team.
			Owner	Kate Rawlings
			Start Date	01/06/2020
			Due Date	not set
			Estimated end date/ Completion date	not set

Performance Focus



This following section of the report shows all management performance measures that are not achieving target i.e. that are showing as red or amber year-to-date. The context and explanation for that level of performance and any actions being taken is given. The performance levels shown are the year-to-date figures for monthly, quarterly and annual measures.

		Jun 2022
AS 003 Occupancy rate of Council-owned rental properties - Concessions	Performance (YTD)	▲
	Comments	New site added for April 2021. 2 sites vacant and currently on the market with some interest received.
	Actual (Period) (YTD)	80.00
	Target (YTD)	90.00
	Direction of change (YTD)	➔
	Owner	Renata Garfoot
AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time	Performance (YTD)	▲
	Comments	One 'priority 1' recommendation is currently outstanding.
	Actual (Period) (YTD)	88.89
	Target (YTD)	100.00
	Direction of change (YTD)	?
	Owner	Lucy Hume

BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	
	Comments	<p>We were a key service area during the pandemic and delivered a number of vital financial support schemes to residents to ease the pressures of the pandemic on households. This was in addition to our daily workloads around Housing Benefit and Council Tax Support which significantly increased as a result of people being made redundant, businesses closing, income changes, and people unable to work due to sickness.</p> <p>With the cost-of-living crisis we are seeing a further increase in demand on the service to provide financial and preventative support. We anticipate the number of changes in circumstances to remain high during 2022/23 due to the impact of the cost-of-living crisis. The team will also be involved in work around the provision of support to our residents.</p> <p>Whilst we work through a backlog of reported changes in circumstances our speed of processing will continue to be affected. Our speed of processing against changes in circumstances which we received in June and processed in June is 10 days and for changes in circumstances received in July and processed in July is also 10 day. This illustrates that once we have cleared our backlog of changes in circumstances, our speed of processing average will significantly improve. A change may result in an underpayment, an overpayment, or no change. It is important to process changes in circumstances quickly so that we avoid overpayments. Any underpayments to entitlement are backdated.</p> <p>As the team moves forward we will be introducing a number of new initiatives to further improve the efficiency of the service and to also ensure our residents are getting the right support. This is illustrated in the document titled Benefits Service Performance Member update which is attached.</p>
	Actual (Period) (YTD)	29.67
	Target (YTD)	14.00
	Direction of change (YTD)	
	Owner	Trudi Grant
CE 004 Percentage of very long term empty homes as a proportion of the taxbase	Performance (YTD)	
	Comments	<p>The figure has been fairly consistent over the past few months around 0.25% which is below the yearly target of 0.27%.</p> <p>The number has increased in June 2022. The reasons for this are likely to be due, in part at least, to the market but also the financial impact of the council tax levy, amongst other things. There are a few intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The current numbers of empty properties are being monitored by the Combined Enforcement Team and Revenues Manager, however there is insufficient capacity to participate in active enforcement against empty homes, especially considering the complexity around this.</p>
	Actual (Period) (YTD)	0.25
	Target (YTD)	0.27
	Direction of change (YTD)	
	Owner	Kevin Peacock

		Jun 2022
CE 005 Percentage of long term empty homes as a proportion of the taxbase	Performance (YTD)	▲
	Comments	The number has increased from 529 on 30 June 2021 to 577 on 30 June 2022. The reasons for this are likely to be due, in part at least, to the market but also the financial impact of the council tax levy, amongst other things. There are a few intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The current numbers of empty properties are being monitored by the Combined Enforcement Team and Revenues Manager, however there is insufficient capacity to participate in active enforcement against empty homes, especially considering the complexity around this. The new Housing Strategy includes this issue, but any resources will need to be targeted given local housing needs and recognise that there are rarely instant solutions in bringing long-term empties back into use via the corporate Enforcement Board.
	Actual (Period) (YTD)	1.03
	Target (YTD)	1.00
	Direction of change (YTD)	↕
Owner	Kevin Peacock	
DM 024 (24m) Percentage of non-major planning applications determined within time period	Performance (YTD)	▲
	Comments	Target performance was raised from 80% to 90% from the beginning of the current financial year. Overall performance is continuing to improve but is still below the new target. Process and Procedure review work and the Planning Service Improvement Plan are designed to drive up Team performance towards the higher target threshold.
	Actual (Period) (YTD)	80.06
	Target (YTD)	90.00
	Direction of change (YTD)	↕
Owner	Geoff Lyon	
EG 010 Number of businesses engaged via business support events	Performance (YTD)	▲
	Comments	It is recommended that this measure is removed as it is believed to be less valid. It is in part overlapping with the 'Number of businesses supported'. Moreover, next quarter the Council is looking to introduce a 'Virtual Business Hub' which will serve as an aggregator of events, information and support and this will provide a better vehicle for understanding and measuring business engagement. Furthermore, it is appreciated that businesses are also progressively engaging in different ways (webinars, forums, virtual events) which are typically now less face to face.
	Actual (Period) (YTD)	1
	Target (YTD)	10
	Direction of change (YTD)	↕
Owner	Stuart Quick	
HR 007 Working days lost due to sickness absence - whole authority days per FTE	Performance (YTD)	▲
	Comments	
	Actual (Period) (YTD)	1.53
	Target (YTD)	1.50
	Direction of change (YTD)	↕
Owner	James Claxton	

		Jun 2022
HS 006 Energy Efficiency - percentage of properties where EPC band has improved by 2 or more	Performance (YTD)	▲
	Comments	The intention is that energy efficiency improvement measures applied to a property will improve the EPC by two or more bands e.g. an EPC E should become an EPC C. However some more minor works are not subject to this requirement and the only works completed to date fall into this category. We anticipate that as the year progresses we will have more completed works showing EPC improvements of two bands.
	Actual (Period) (YTD)	0.00
	Target (YTD)	75.00
	Direction of change (YTD)	?
Owner	Nicky Debbage	
MJ 001 (24m) Percentage of major planning applications determined within time period	Performance (YTD)	●
	Comments	Target performance was raised from 60% to 90% from the beginning of the current financial year. Overall performance is continuing to improve but is still below the new target. Process and Procedure review work and the Planning Service Improvement Plan are designed to drive up Team performance towards the higher target threshold.
	Actual (Period) (YTD)	87.50
	Target (YTD)	90.00
	Direction of change (YTD)	↕
Owner	Geoff Lyon	
PL 001 Planning income (£)	Performance (YTD)	▲
	Comments	The planning fee income is currently (29 July 2022) £491,168 (actual year to date) against a target of £286,066 in excess of £200k above year to date predictions. but that there have been refunded planning fees in the region of £50K which have to an extent offset the fee increase. A report of the fee refunds will be submitted to CLT.
	Actual (Period) (YTD)	74,789.00
	Target (YTD)	200,001.00
	Direction of change (YTD)	✗
Owner	Phillip Rowson	
RV 009 Percentage of Council Tax collected	Performance (YTD)	▲
	Comments	Council Tax collection is 28.76% against a target of 29.15%. This is a shortfall in collection to target of 0.39% or £324k. The reduction in collection is linked to the priority changing to implement the council tax energy rebate scheme that has diverted resources away from council tax admin and recovery.
	Actual (Period) (YTD)	28.76
	Target (YTD)	29.15
	Direction of change (YTD)	↕
Owner	Sean Knight	

BENCHMARKING

Summary: To provide Overview & Scrutiny Committee with benchmarking information so that they are in a position to make recommendations to Cabinet for action based on evidence to improve performance.

Options considered:

1. No action
2. Make recommendations to Cabinet.

Conclusions: Using the benchmarking information comparing NNDC performance to our CIPFA nearest neighbours will provide a valuable insight into the Council's performance in the context of the performance of similar local authorities.

Recommendations: **It is recommended that the Committee;**

- 1. Receive and note the benchmarking information.**
- 2. Make recommendations to Cabinet to investigate specific levels of performance and/ or to take action.**

Reasons for Recommendations: Reviewing benchmarking data in this way will ensure the Council maintains acceptable levels of performance across the services delivered by 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)

Cabinet Member(s) Cllr T Adams	Ward(s) affected All
Contact Officer, telephone number and email: Helen Thomas helen.thomas@north-norfolk.gov.uk	

1. Introduction

- 1.1 On 15 June 2022 the Overview & Scrutiny Committee resolved to review benchmarking on a quarterly basis at the same time as the performance reporting, using the CIPFA nearest neighbours comparator group, and chose seven benchmarking measures to review for the next six months.

2. Benchmarked measures

CIPFA 1 Council tax non-collection rate %

CIPFA 2 Households on the housing waiting list

CIPFA 3a Time taken to process housing benefit new claims

CIPFA 3b Time taken to process housing benefit change events

Please note the Benefits measures previously presented as one combined measure have been split into two to aid understanding.

CIPFA 4 Number of affordable home delivered (gross)

CIPFA 5 % of major development planning applications decided in time

CIPFA 6 % of minor development planning applications decided in time

CIPFA 7 % of household waste recycled

Reports on each of these measures are presented in Appendix A together with management commentary where provided.

3. Conclusion

Using the benchmarking information comparing NNDC performance to our CIPFA nearest neighbours will provide a valuable insight into the Council's performance in the context of the performance of similar local authorities.

4. Implications and Risks

Benchmarking assessment is a part of risk mitigation for the Council and should help to reduce the risk of performance levels in delivering services falling below acceptable levels.

5. Financial Implications and Risks

None.

6. Sustainability

No detrimental impact. There could be positive impact if measures relating to environmental issues are chosen for review.

7. Equality and Diversity

No detrimental impact. There could be positive impact if measures relating to equality and diversity issues are chosen for review.

8. Section 17 Crime and Disorder considerations

No detrimental impact. There could be positive impact if measures relating to crime and disorder issues are chosen for review.

Council tax not collected as a percentage of council tax due in North Norfolk

Council tax not collected as a percentage of council tax due - This is the amount of council tax that was not collected during the year, expressed as a percentage of the amount of council tax due.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Council tax collection rates

Polarity: Low is good

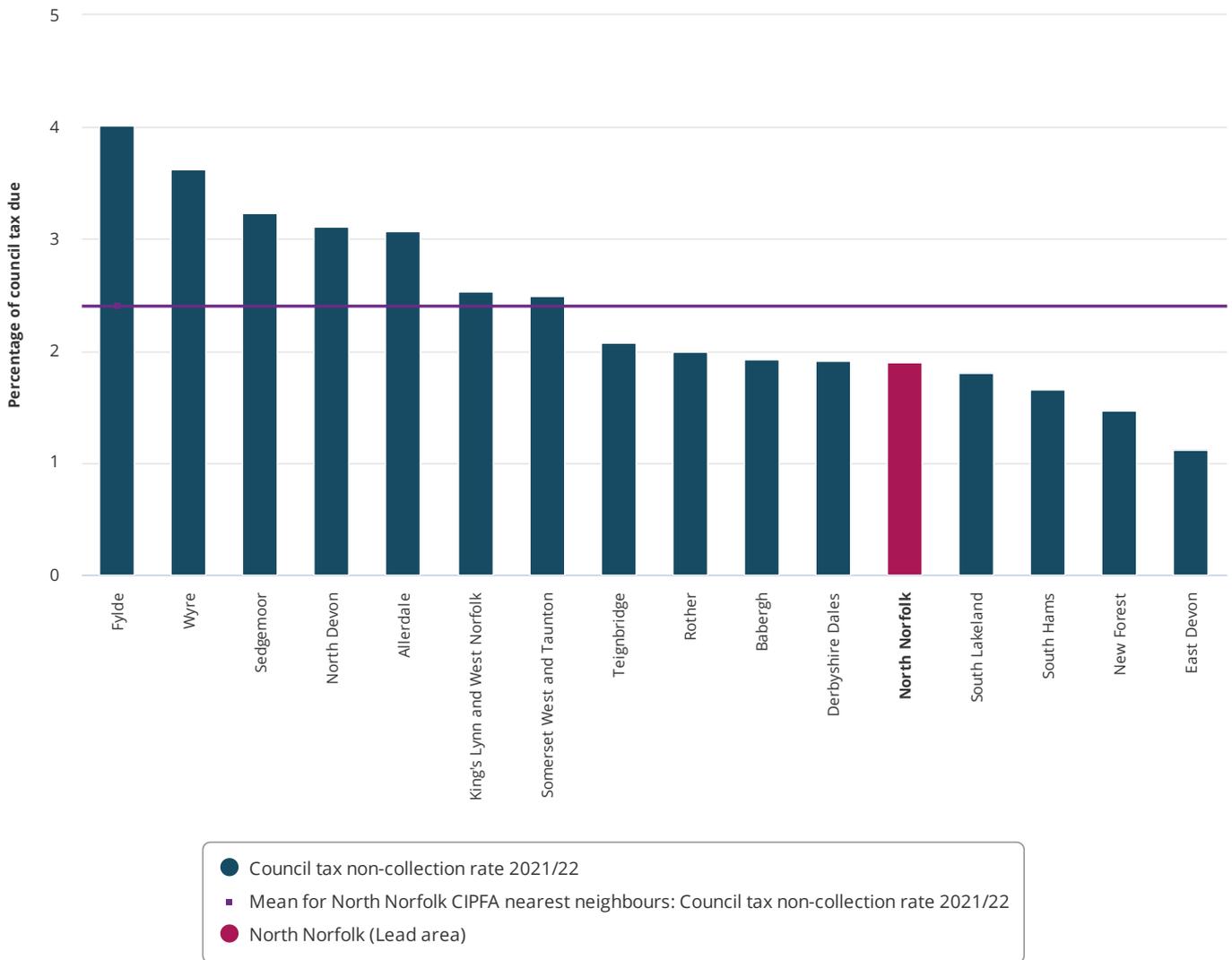
Data last updated: 27/06/2022

Council tax not collected as a percentage of council tax due (from 2016/17 to 2021/22) for North Norfolk

Period	Council tax non-collection rate			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2016/17	1.30	0.99	1.94	3.83
2017/18	1.26	1.02	2.01	3.16
2018/19	1.28	1.19	2.03	3.20
2019/20	1.49	0.38	2.04	3.23
2020/21	1.99	1.30	2.90	4.85
2021/22	1.90	1.12	2.40	4.02

Source:
Department for Levelling Up, Housing & Communities

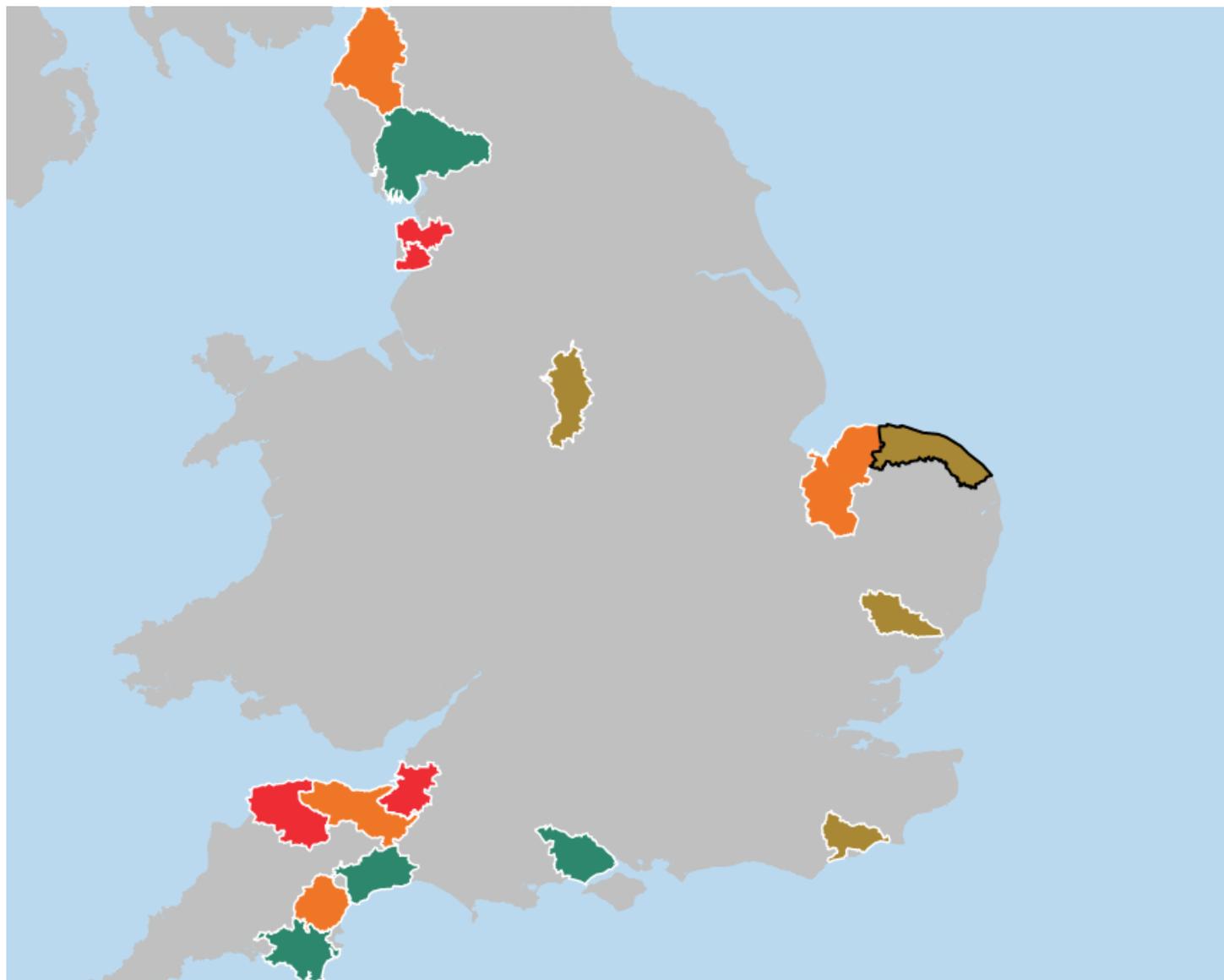
Council tax not collected as a percentage of council tax due (2021/22) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

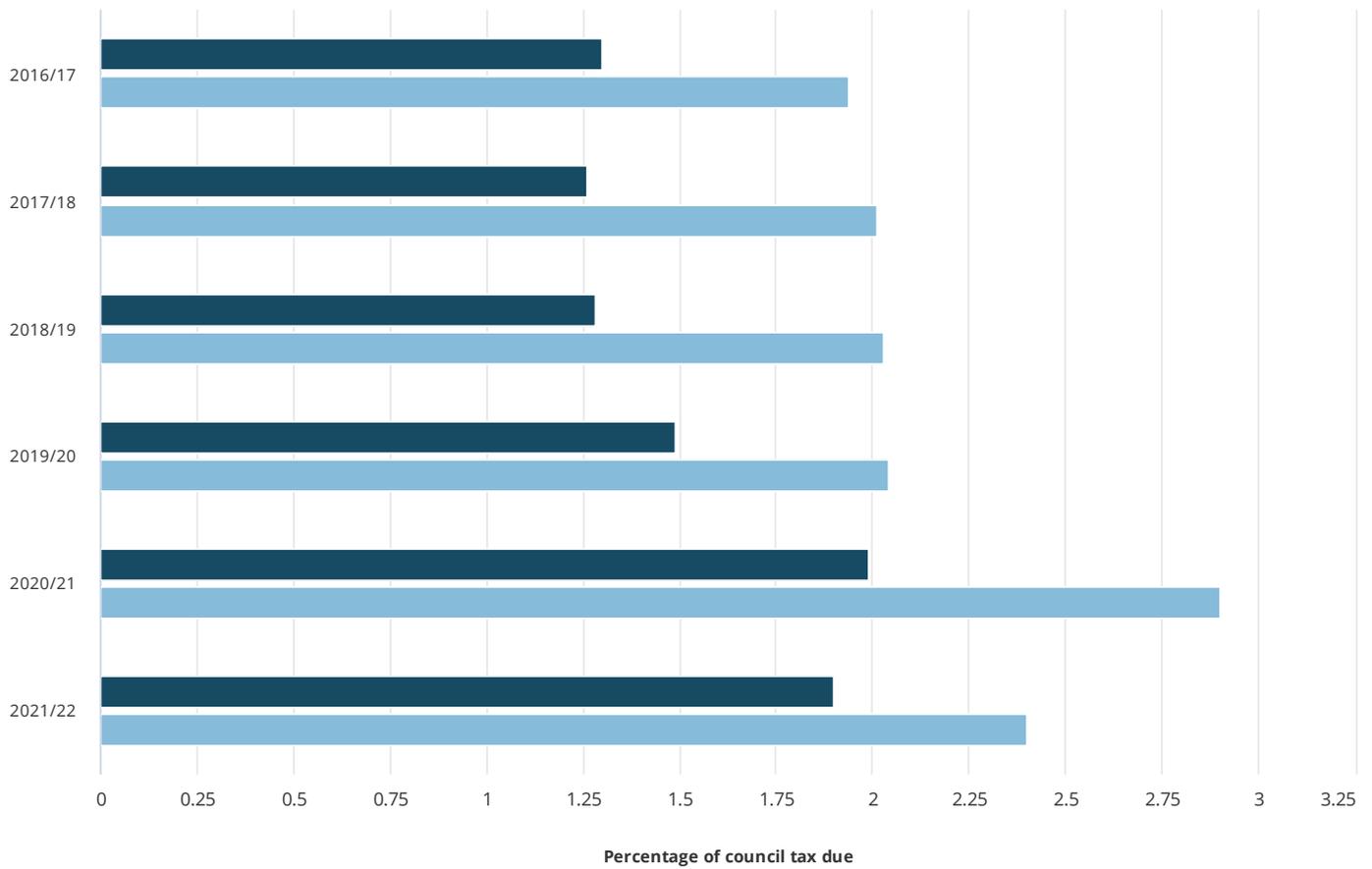
Council tax not collected as a percentage of council tax due (2021/22) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

Council tax not collected as a percentage of council tax due (from 2016/17 to 2021/22) for North Norfolk



● North Norfolk Council tax non-collection rate
 ● Mean for North Norfolk CIPFA nearest neighbours Council tax non-collection rate

Source:
 Department for Levelling Up, Housing & Communities

Council tax not collected as a percentage of council tax due (from 2016/17 to 2021/22) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Council tax non-collection rate					
	%					
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Rother	1.49	1.55	1.56	1.76	3.25	1.99
East Devon	0.99	1.02	1.19	1.31	1.30	1.12
Teignbridge	1.46	1.41	1.45	1.66	1.87	2.08
King's Lynn and West Norfolk	2.31	2.31	2.29	2.48	2.80	2.54
South Hams	1.88	1.85	1.76	1.70	2.19	1.66
Babergh	1.61	1.49	1.58	1.58	2.34	1.93
Somerset West and Taunton	2.00	2.29	2.73	2.74	3.20	2.49
South Lakeland	1.38	2.12	1.84	2.00	2.54	1.81
Fylde	3.83	3.16	2.91	3.23	4.85	4.02
Sedgemoor	2.18	2.08	1.89	0.38	3.20	3.23
Allerdale	2.45	2.63	2.54	2.63	3.21	3.07
Wyre	2.32	2.93	3.20	3.11	4.54	3.63
Derbyshire Dales	1.34	1.19	1.31	1.48	2.49	1.92
North Devon	2.79	2.97	2.93	3.19	4.00	3.11
New Forest	1.01	1.16	1.23	1.31	1.69	1.47
North Norfolk	1.30	1.26	1.28	1.49	1.99	1.90

Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March in North Norfolk

Total households on the housing waiting list at 31st March - This is the total households on the housing waiting list at 31st March.

Local authorities are expected to keep a waiting list of housing applicants in order to deliver their statutory allocation functions.

The housing waiting list includes both households in housing need and those not in housing need. However, this should exclude existing local authority tenants seeking a transfer within the authority's own stock.

The Homelessness Act 2002 removed the statutory duty to maintain a Housing Register as of 31 January 2003. However, we expect local authorities will need to keep a waiting list of housing applicants in order to deliver their statutory allocation functions.

Authorities who have transferred all of their stock (e.g. through Large Stock Value Transfer (LSVT)) should provide figures, irrespective of who is now responsible for managing the waiting list.

This indicator is from the Local Authority Housing Statistics data returns (LAHS) Section C - Allocations

Source name: Department for Levelling Up, Housing & Communities

Collection name: Local Authority Housing Statistics (LAHS)

Polarity: Low is good

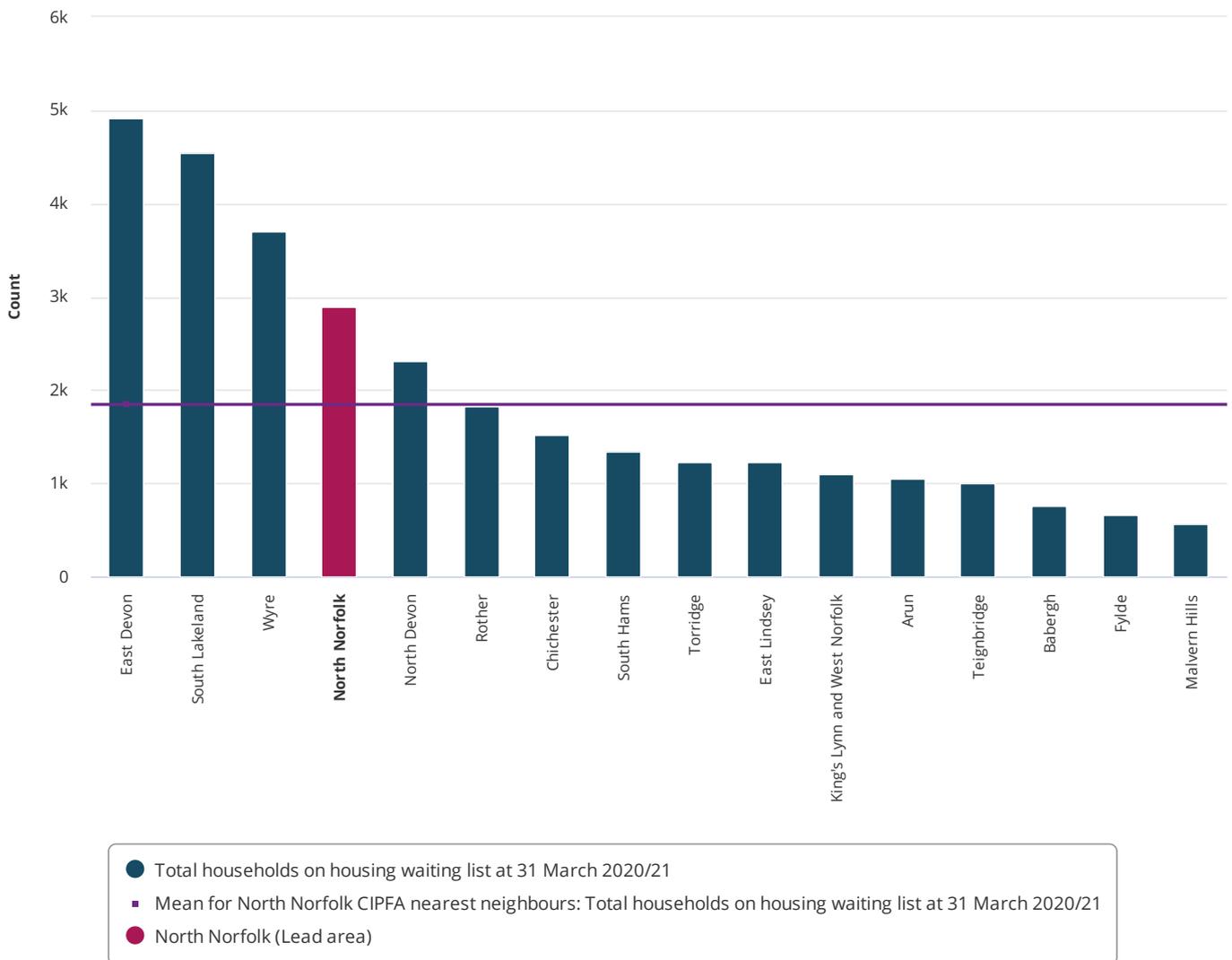
Data last updated: 01/04/2022

Total households on the housing waiting list at 31st March (from 2015/16 to 2020/21) for North Norfolk

Period	Total households on housing waiting list at 31 March			
	Households			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2015/16	2,238	841	2,229	5,049
2016/17	2,479	761	2,265	5,024
2017/18	2,636	748	2,032	4,452
2018/19	3,194	846	1,775	4,694
2019/20	2,846	830	1,777	4,708
2020/21	2,901	566	1,851	4,914

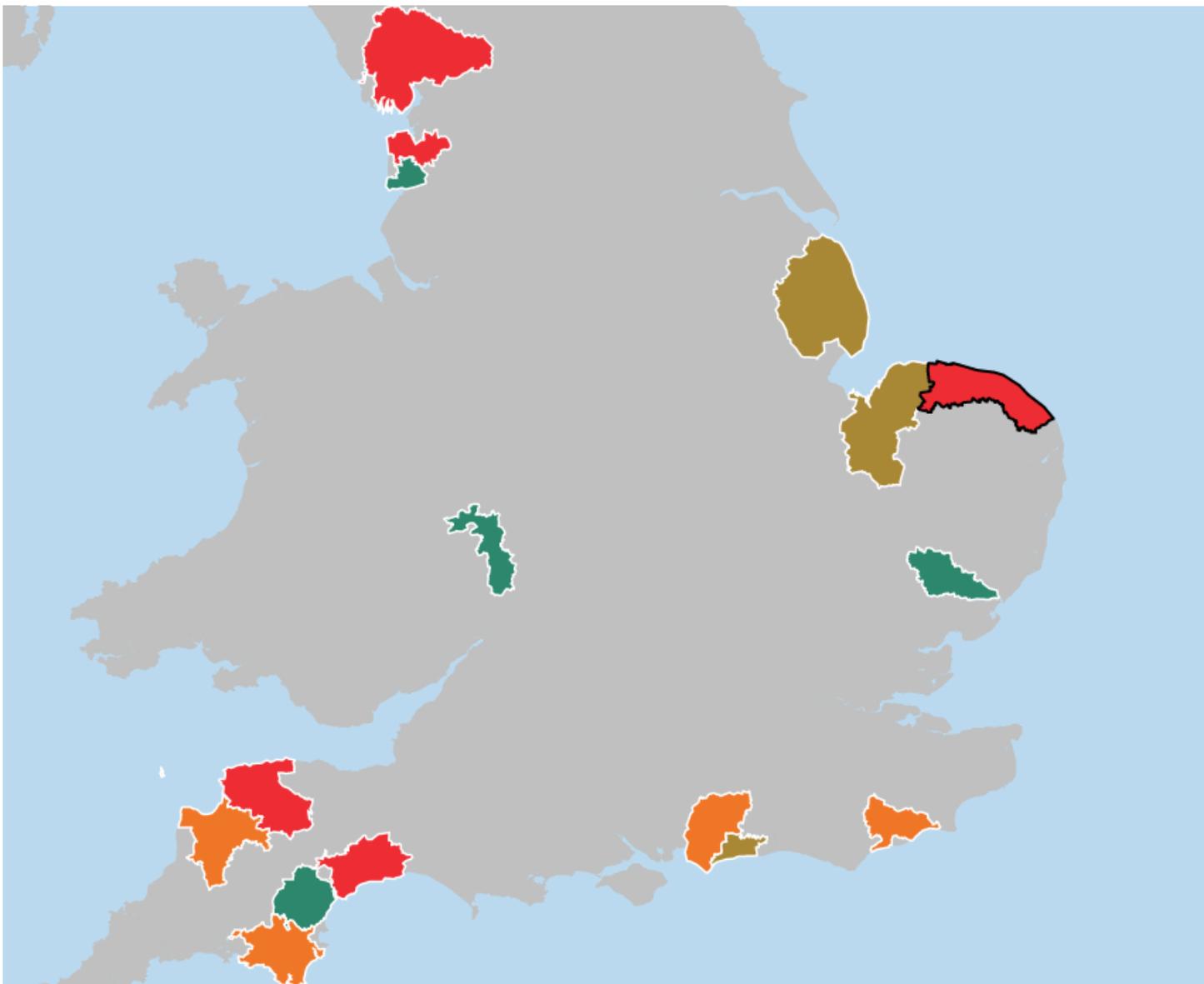
Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



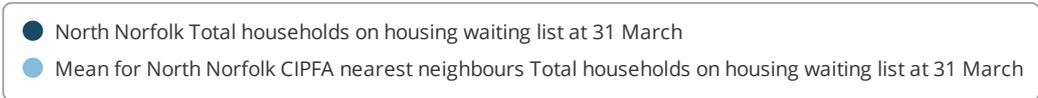
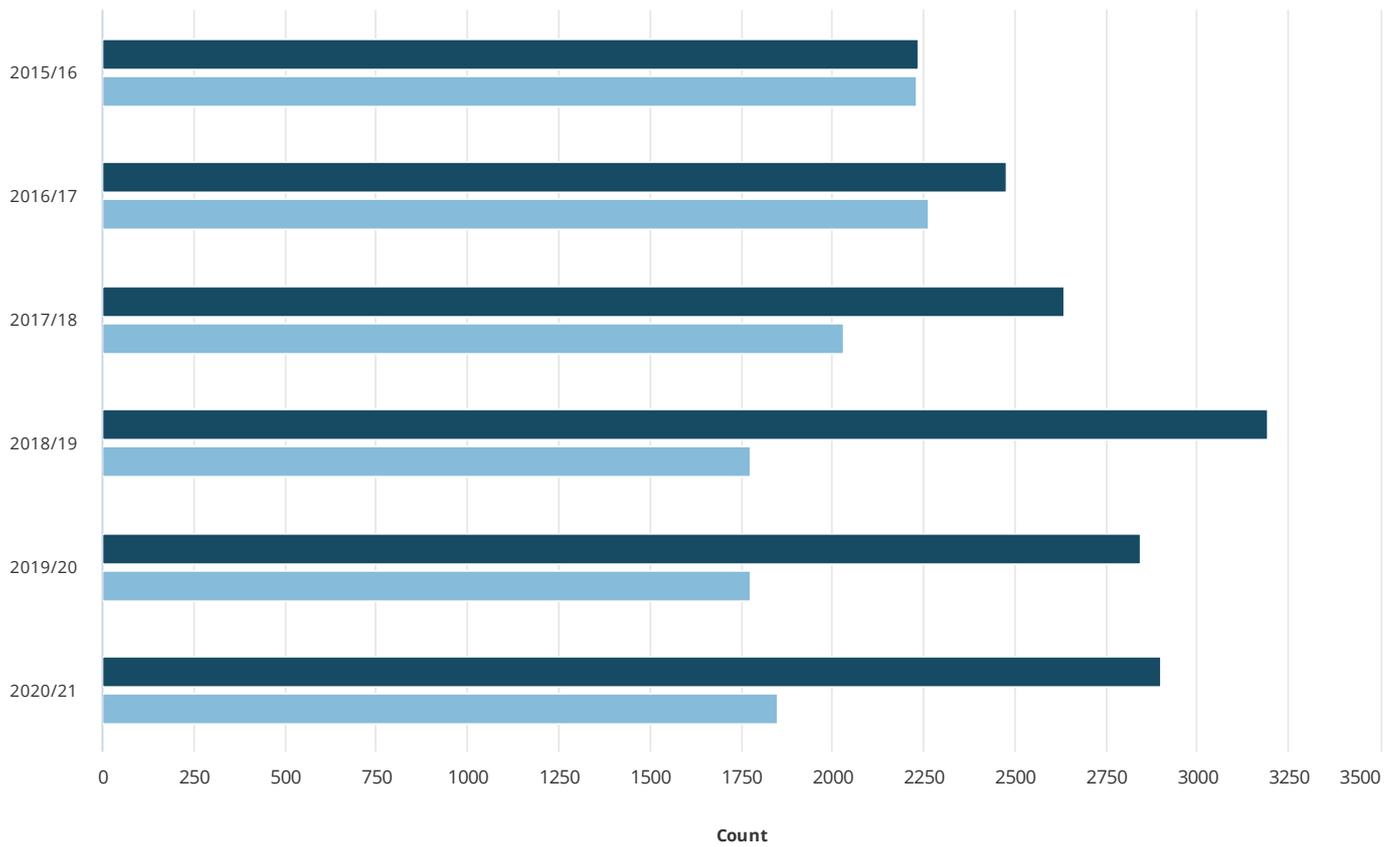
Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (from 2015/16 to 2020/21) for North Norfolk



Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (from 2015/16 to 2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Total households on housing waiting list at 31 March					
	Households					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Rother	1,146	1,105	1,371	1,640	1,697	1,825
East Devon	2,557	3,378	3,914	4,694	4,708	4,914
King's Lynn and West Norfolk	1,614	1,264	891	1,146	985	1,093
Wyre	5,049	5,024	4,452	2,026	2,574	3,710
Teignbridge	1,969	947	998	1,038	928	998
Fylde	5,049	5,024	4,450	1,748	1,239	663
South Lakeland	2,974	3,015	3,225	3,453	4,028	4,539
North Devon	3,035	3,604	2,634	1,956	2,389	2,311
South Hams	1,684	1,893	1,356	1,478	1,295	1,347
Chichester	1,780	1,480	1,162	1,199	1,226	1,527
Torridge	1,688	1,861	1,595	1,196	983	1,233
East Lindsey	2,015	2,015	1,526	1,764	1,078	1,226
Malvern Hills	1,178	1,352	1,324	1,531	1,756	566
Babergh	851	761	748	912	830	754
Arun	841	1,257	839	846	941	1,054
North Norfolk	2,238	2,479	2,636	3,194	2,846	2,901

Source:
Department for Levelling Up, Housing & Communities

CIPFA 2 Households on the housing waiting list

The North Norfolk Allocation Policy is broken into 3 registers, the figures provided within Appendix A reports on the whole waiting list.

The registers for North Norfolk are broken down as follows:

- Housing Register includes those with the highest level of housing need
- Housing Options register includes those with low housing need
- Transfer Register North Norfolk Social housing tenants with low housing need

	15/16	16/17	17/18	18/19	19/20	20/21	21/22
Housing Register	309	339	319	356	415	398	469
Housing Options Register	1519	1694	1837	2282	1957	2054	1758
Transfer Register	410	446	480	556	474	449	333
	2238	2479	2636	3194	2846	2901	2560

You will note the numbers for 21/22 have decreased but the total number within the Housing Register have increased. This will be due to two factors 1) all applicants were required over the last financial year 20/21 to complete a new on-line application form, this has resulted in a drop in the total number on the waiting list. 2) The service has seen a steady rise of customers approaching the service due to their current housing no longer meeting their needs and having a high level of housing need, this will include homeless presentations, medical needs and overcrowding.

The service has certainly seen an increase in homelessness presentations mainly due to private landlords issuing no fault section 21 notices & family/friend evictions and households being unable to access the private rented sector within the district due to a reduction in private landlords and also landlords charging rents above the Local Housing Allowance which then makes private rented an unaffordable option for those on low incomes.

North Norfolk have an open housing register, whilst the other LA within Norfolk have a stricter Local Connection element i.e. they do not have an open register – North Norfolk Allocation scheme when shortlisting ensures that local connection is built in so those with a connection to North Norfolk are considered above those with no connection to North Norfolk.

Time taken to process housing benefit new claims - Quarterly in North Norfolk

Time taken to process housing benefit new claims - Quarterly - This measures the average time taken in calendar days to process all new claims relating to Housing Benefit for that quarter.

The processing time includes all calendar days (including the day the claim is received and the day the claim is decided).

The average number of days taken to process new Housing Benefit (HB) claims is calculated by dividing the number of days of processing by the number of cases processed.

From Q1 2011/12 RTI has been replaced by Speed of Processing (SoP).

Source name: Department for Work and Pensions

Collection name: Housing Benefit: statistics on speed of processing (SoP)

Polarity: Low is good

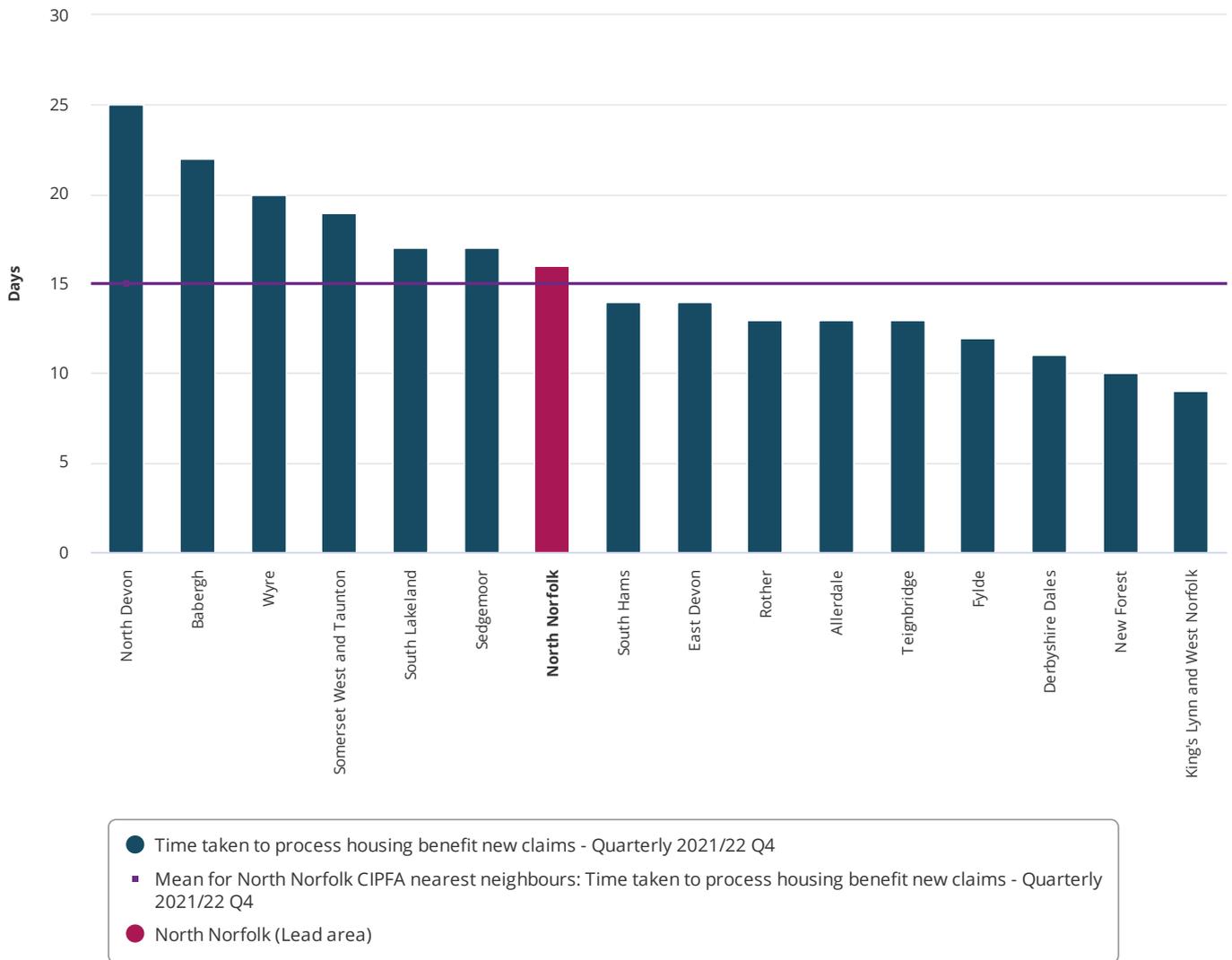
Data last updated: 27/07/2022

Time taken to process housing benefit new claims - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk

Period	Time taken to process housing benefit new claims - Quarterly			
	Mean			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2020/21 Q3	11	7	16	24
2020/21 Q4	12	6	15	24
2021/22 Q1	11	8	15	24
2021/22 Q2	12	10	16	25
2021/22 Q3	12	10	15	25
2021/22 Q4	16	9	15	25

Source:
Department for Work and Pensions

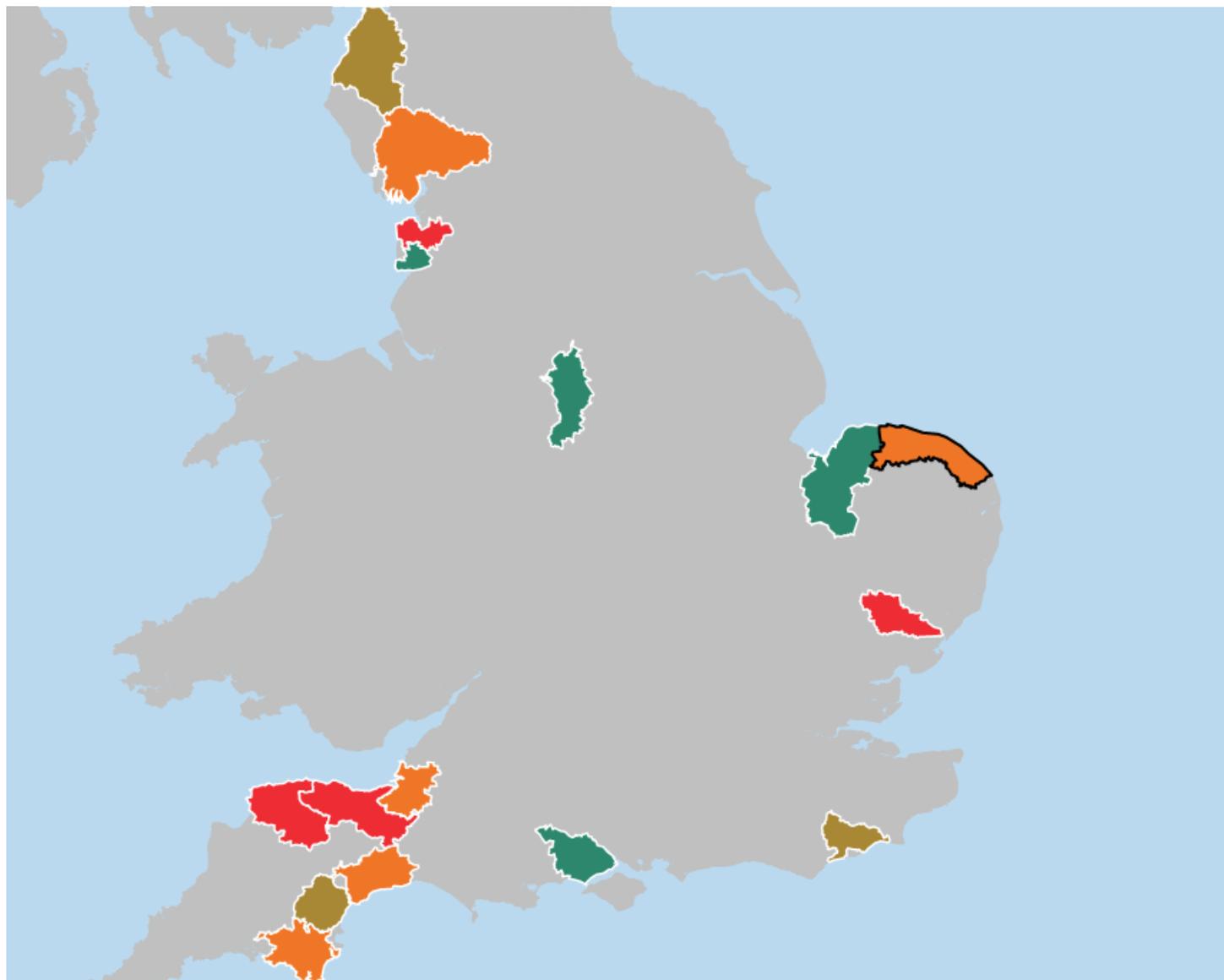
Time taken to process housing benefit new claims - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Work and Pensions

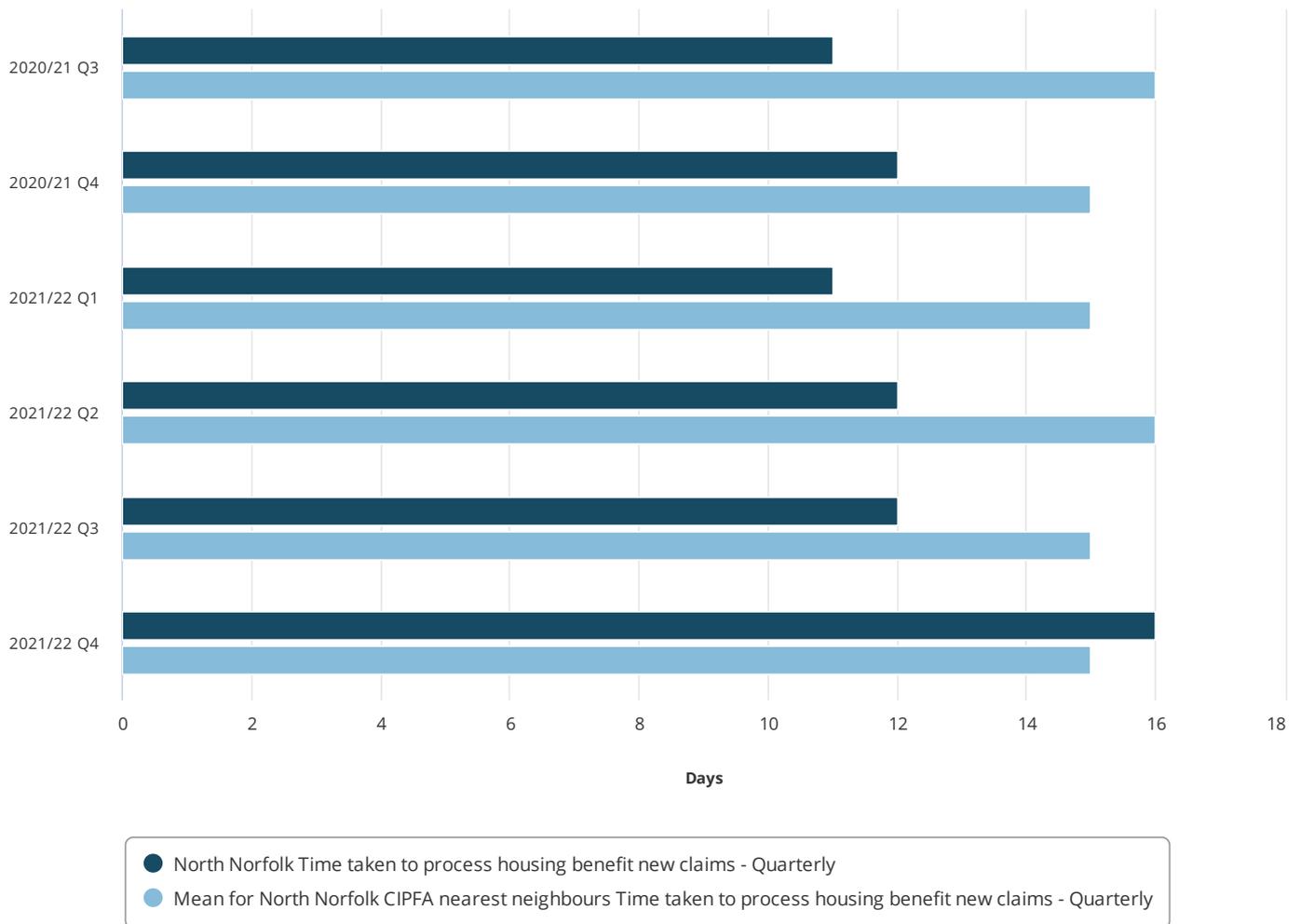
Time taken to process housing benefit new claims - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



Source:
Department for Work and Pensions

Time taken to process housing benefit new claims - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk



Source:
Department for Work and Pensions

Time taken to process housing benefit new claims - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Time taken to process housing benefit new claims - Quarterly					
	Mean					
	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3	2021/22 Q4
Rother	19	16	16	16	14	13
East Devon	19	18	14	17	13	14
Teignbridge	9	13	12	16	11	13
King's Lynn and West Norfolk	7	9	12	10	11	9
South Hams	15	19	14	16	13	14
Babergh	19	19	24	25	25	22
Somerset West and Taunton	18	14	16	15	16	19
South Lakeland	22	20	19	22	18	17
Fylde	9	8	8	10	11	12
Sedgemoor	16	17	19	21	19	17
Allerdale	15	12	11	10	11	13
Wyre	16	14	13	16	15	20
Derbyshire Dales	12	6	12	19	14	11
North Devon	24	24	24	20	24	25
New Forest	15	12	12	10	10	10
North Norfolk	11	12	11	12	12	16

Source:
Department for Work and Pensions

Time taken to process housing benefit change events - Quarterly in North Norfolk

Time taken to process housing benefit change events - Quarterly - This measures the average time taken in calendar days to process all change events relating to Housing Benefit for that quarter.

Change events are defined as a change of circumstances which requires a decision to be made by the local authority but excluding automatic up-rating and revisions to earlier decisions, e.g. following an accuracy and/or management check or appeal/reconsideration/revision.

The processing time includes all calendar days (including the day the claim is received and the day the claim is decided).

The average number of days taken to process changes of circumstances to existing Housing Benefit (HB) claims is calculated by dividing the number of days of processing by the number of cases processed.

From Q1 2011/12 RTI has been replaced by Speed of Processing (SoP).

Source name: Department for Work and Pensions

Collection name: Housing Benefit: statistics on speed of processing (SoP)

Polarity: Low is good

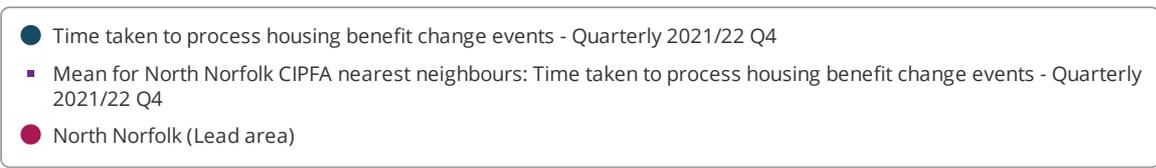
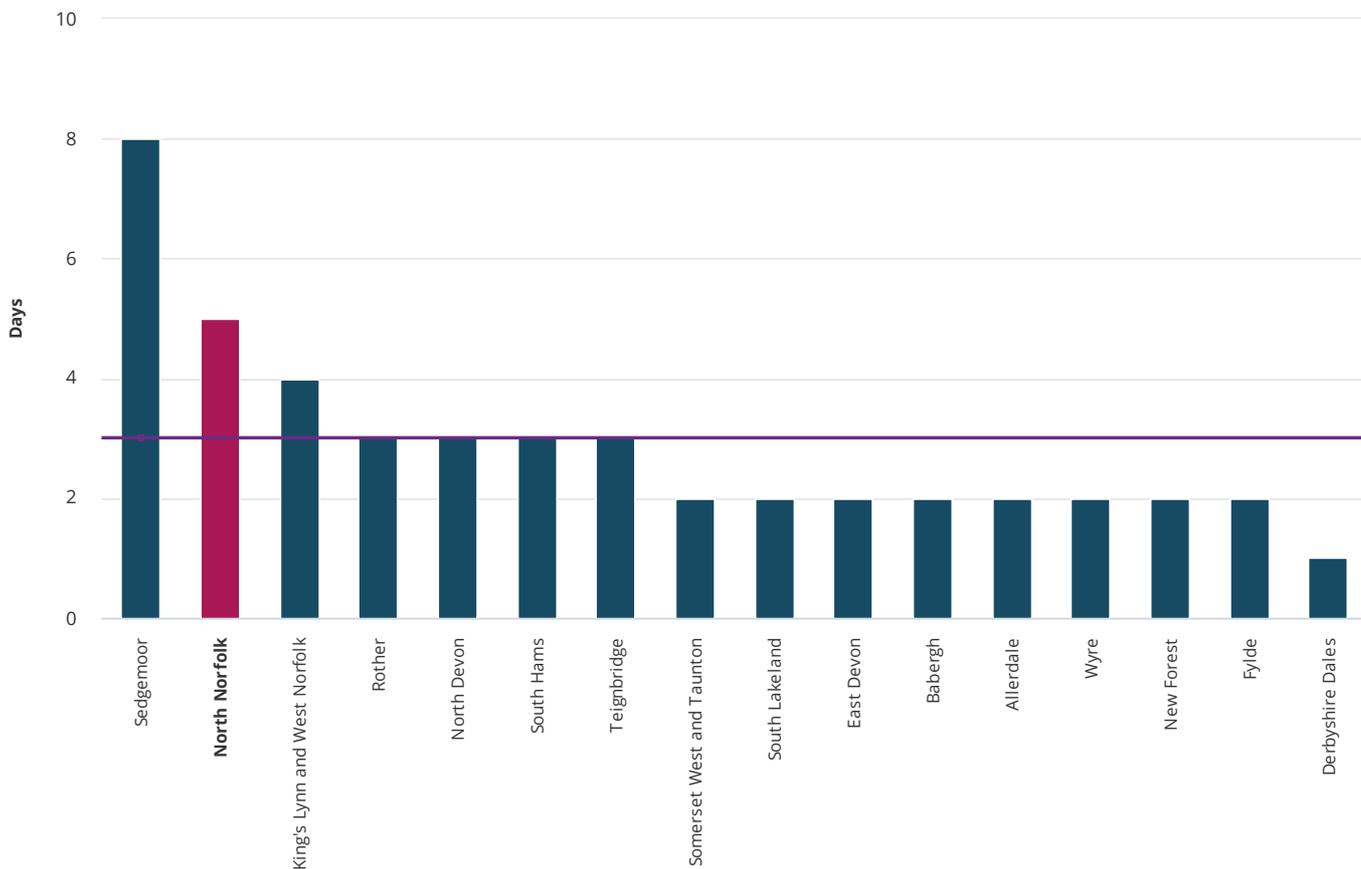
Data last updated: 27/07/2022

Time taken to process housing benefit change events - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk

Period	Time taken to process housing benefit change events - Quarterly			
	Mean			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2020/21 Q3	13	3	6	16
2020/21 Q4	6	1	3	5
2021/22 Q1	11	3	6	11
2021/22 Q2	13	3	7	13
2021/22 Q3	18	3	6	13
2021/22 Q4	5	1	3	8

Source:
Department for Work and Pensions

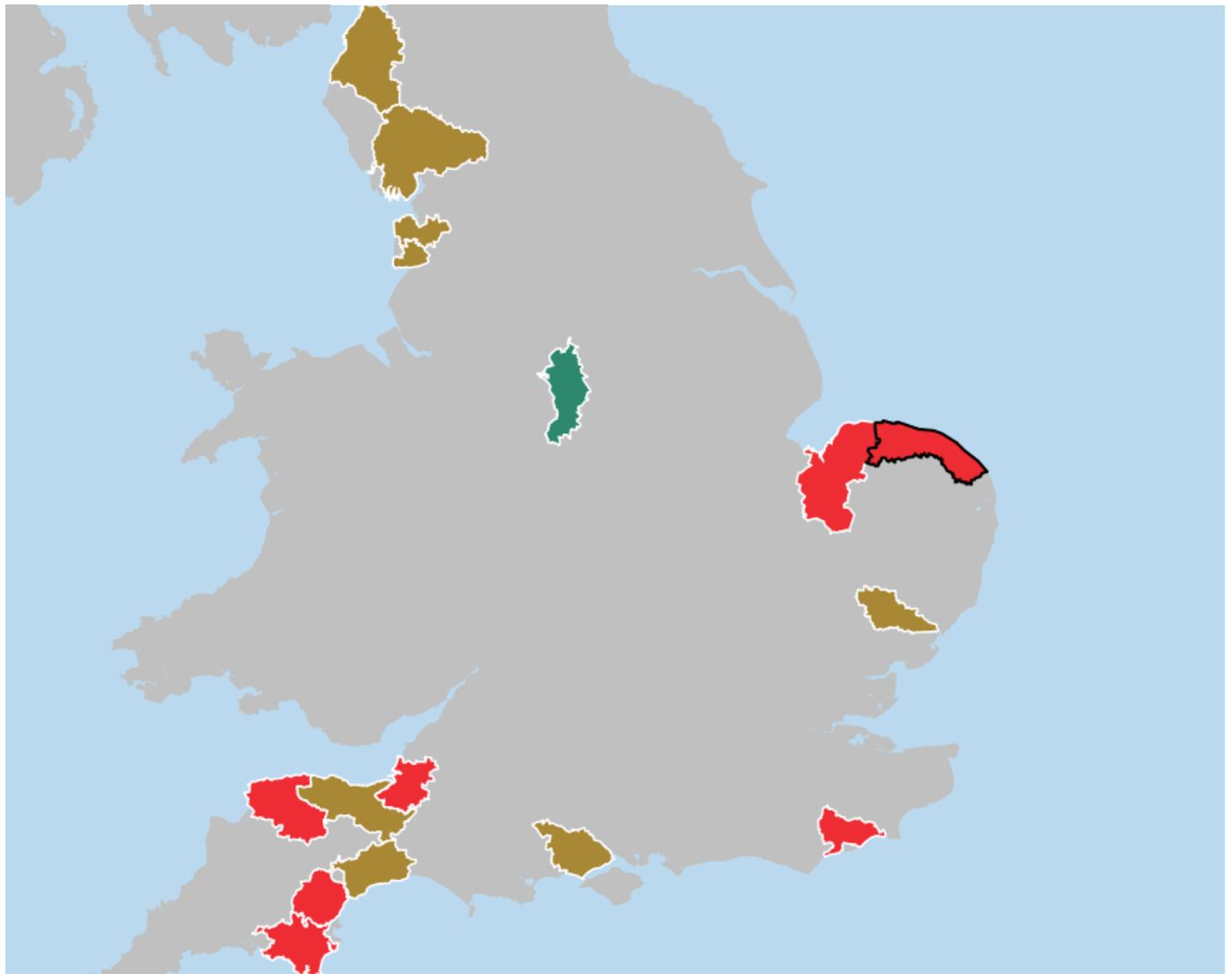
Time taken to process housing benefit change events - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Work and Pensions

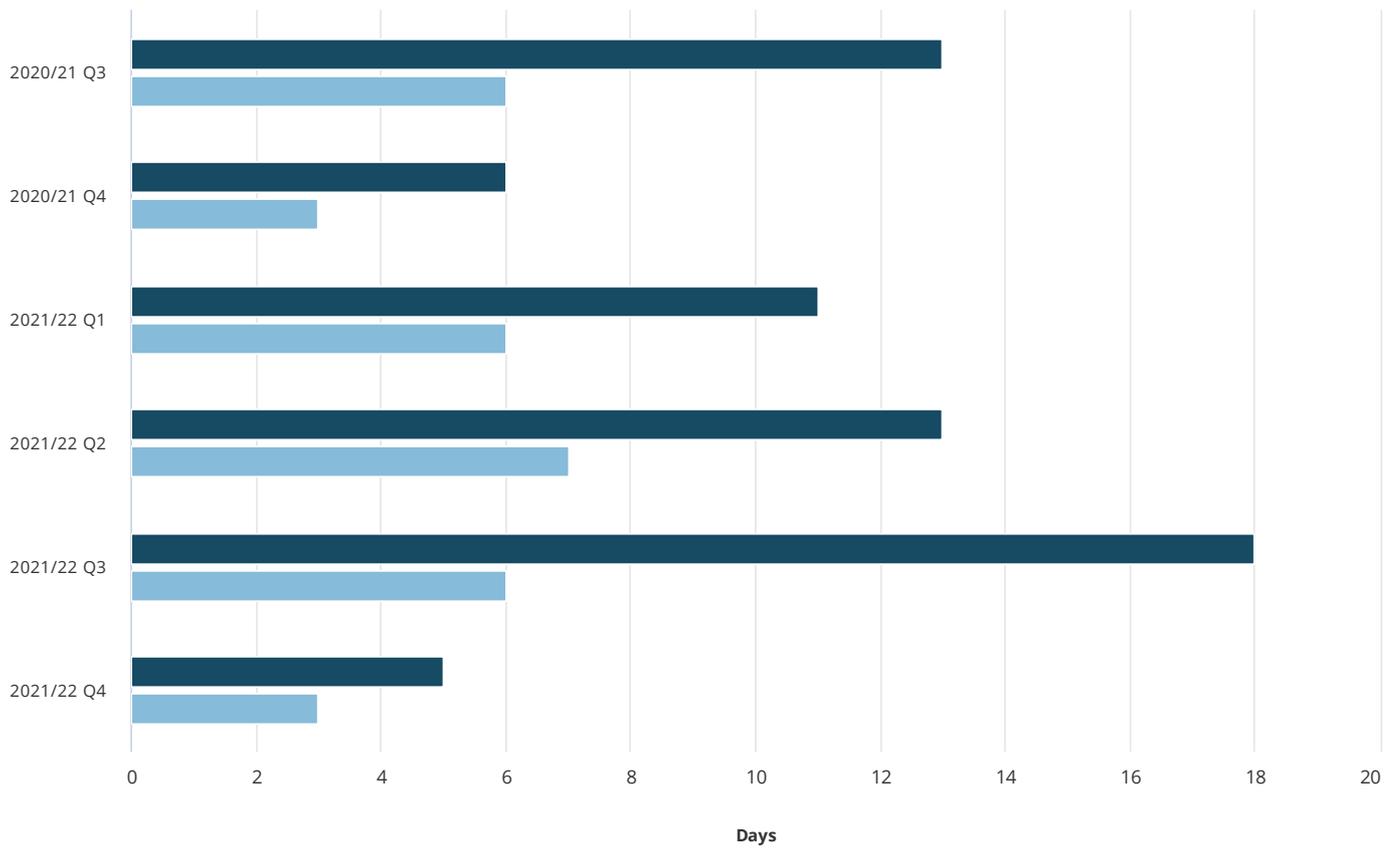
Time taken to process housing benefit change events - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



Source:
Department for Work and Pensions

Time taken to process housing benefit change events - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk



- North Norfolk Time taken to process housing benefit change events - Quarterly
- Mean for North Norfolk CIPFA nearest neighbours Time taken to process housing benefit change events - Quarterly

Source:
Department for Work and Pensions

Time taken to process housing benefit change events - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Time taken to process housing benefit change events - Quarterly					
	Mean					
	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3	2021/22 Q4
Rother	16	5	11	13	9	3
East Devon	7	3	6	6	5	2
Teignbridge	6	3	7	7	7	3
King's Lynn and West Norfolk	10	3	8	11	13	4
South Hams	6	2	5	6	6	3
Babergh	3	2	5	7	5	2
Somerset West and Taunton	5	3	5	4	5	2
South Lakeland	4	2	5	5	4	2
Fylde	5	3	6	7	5	2
Sedgemoor	7	3	8	12	10	8
Allerdale	7	3	6	10	7	2
Wyre	3	1	3	4	4	2
Derbyshire Dales	4	2	3	3	3	1
North Devon	8	3	5	6	9	3
New Forest	3	2	3	3	3	2
North Norfolk	13	6	11	13	18	5

Source:
Department for Work and Pensions

Update for quarter 4 2021/22

Over the last financial year the service has continued to receive a higher numbers of new claims for financial support and higher numbers of reported changes in circumstances due to the coronavirus pandemic which has made a significant impact on the economy and the jobs market. Although the economy is improving we are now seeing the cost of living rising and in December 2021 inflation reached its highest recorded level in decades, affecting the ability of households to afford goods and services.

The service has seen a number of experienced Benefit Officers join other services in the council through secondments or leave council employment. This has put additional pressure on the Benefits Service through ongoing recruitment and training. Whilst we bring our staffing establishment up to full capacity our speed of processing times have slightly dropped although not significantly. Our end of year performance for new claims was 16.25 days and for changes in circumstances this was 12.92 days. Both still within our performance targets.

Update for quarter 1 2022/23

We were a key service area during the pandemic and delivered a number of vital financial support schemes to residents to ease the pressures of the pandemic on households. This was in addition to our daily workloads around Housing Benefit and Council Tax Support which significantly increased as a result of people being made redundant, businesses closing, income changes, and people unable to work due to sickness.

With the cost-of-living crisis we are seeing a further increase in demand on the service to provide financial and preventative support. We anticipate the number of changes in circumstances to remain high during 2022/23 due to the impact of the cost-of-living crisis. The team will also be involved in work around the provision of support to our residents.

Whilst we work through a backlog of reported changes in circumstances our speed of processing will continue to be affected. Our speed of processing against changes in circumstances which we received in June and processed in June is 10 days and for changes in circumstances received in July and processed in July is also 10 day. This illustrates that once we have cleared our backlog of changes in circumstances, our speed of processing average will significantly improve. A change may result in an underpayment, an overpayment, or no change. It is important to process changes in circumstances quickly so that we avoid overpayments. Any underpayments to entitlement are backdated.

As the team moves forward we will be introducing a number of new initiatives to further improve the efficiency of the service and to also ensure our residents are getting the right support. This is illustrated in the document titled Benefits Service Performance Member update which follows.



Benefits Service Performance Member update (July 2022)



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Contents

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Section 2	Housing Benefit and Council Tax Support Key Work Volumes
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Section 4	Speed of Processing new claims
Section 5	Speed of Processing changes in circumstances
Section 6	Speed of Processing Benchmarking
Section 7	Key Service Improvements
Section 8	Key Service initiatives
Section 9	Summary

1) Key service activities (2020-2022)

We were a key service area during the pandemic and delivered a number of vital financial support schemes to residents to ease the pressures of the pandemic on households. This was in addition to our daily workloads around Housing Benefit and Council Tax Support which significantly increased as a result of people being made redundant, businesses closing, income changes, and people unable to work due to sickness.

Council Tax Hardship Scheme

We delivered £600k of additional Council Tax relief during 2020/21 to support households with their Council Tax bill during the pandemic.

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Household Support Fund

We delivered £112k of funding in 2021/22 to residents who required support with water, fuel, or food, or wider essentials to keep them warm over the winter.

Test & Trace Support Payments

We delivered £315k of financial support to households between 2020 to 2022 to allow residents to self-isolate during the pandemic.

Housing Benefit Award Accuracy

This is a DWP initiative to reduce fraud and error. This required existing officers to undertake reviews of claims. We reviewed 407 benefit claims between July 2021 and March 2022.

With the cost-of-living crisis we are seeing a further increase in demand on the service to provide financial and preventative support.

Household Support Fund (round 2)

We will be delivering a further £100k of financial support to pension age households in receipt of a low income to support with food and fuel bills between April 22 – Sept 22.

Energy Rebate (Discretionary) Scheme

We will be delivering £226k of financial support to low-income households to support with the increase in costs to fuel bills between Apr 22 – Nov 22.

Household Support Fund (Round 3)

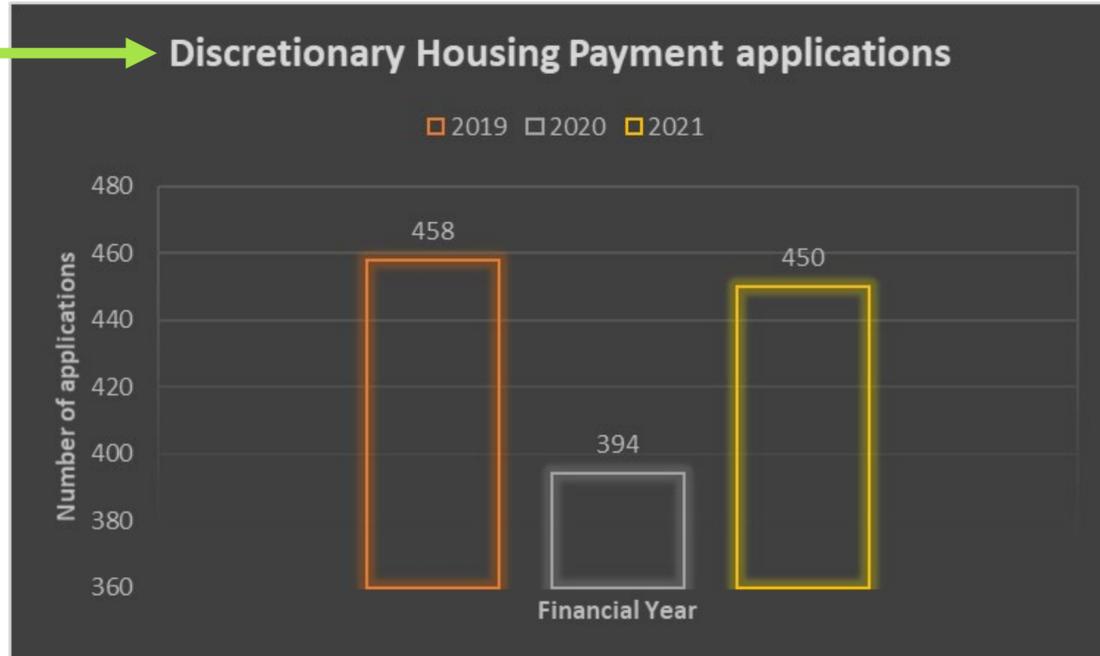
We will continue to deliver financial support to vulnerable households under this scheme between Oct 22 – Mar 23. We are waiting for further detail on the scheme extension.

2) Housing Benefit & Council Tax Support work volumes

We are now seeing the volume of work items received in relation to Housing Benefit and Council Tax Support claims reducing, after an increase over the last two years during the pandemic.

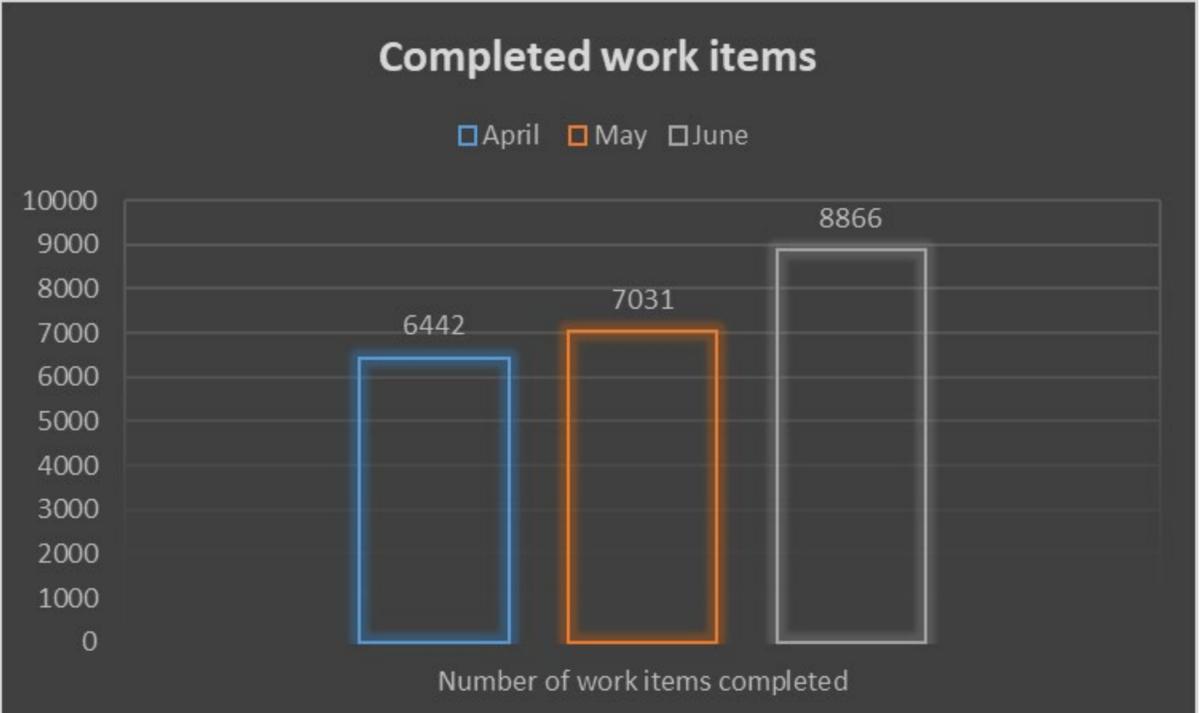
Work streams in areas of additional financial support such as Discretionary Housing Payments increased last year and continue to increase this year due to the continuing increase to the cost of living. In 2022, we have already utilised over 60% of our Discretionary Housing Payment budget.

Further funding to support the demand of applications for Discretionary Housing Payments will be sourced through the Homelessness Prevention fund for 2022/23.



As we move out of the pandemic and away from the administration of Covid-19 income support related schemes, we can see the volume of work processed around Housing Benefit and Council Tax Support is increasing.

Linking this to volume of incoming work decreasing, we will start to see improvements to speed of processing times.



We continue to prioritise the administration of new claims as it is important to get initial financial support out to our residents as quickly as possible. New claims are assessed within a 24 hour turn around time.

3) Speed of Processing (SoP) – Background

Housing Benefit statistics form part of the Department of Work and Pensions (DWP) [benefits statistics collection](#), which brings together summary National and Official statistics for a range of different benefits.

New claims Speed of Processing

The purpose of the speed of processing information is to establish the changes in the volumes of Housing Benefit (HB) claims processed and the average time taken by a local authority (LA) to process all new HB claims from the date of receipt to the date of decision.

Change in circumstances Speed of Processing

The purpose of the speed of processing information is to establish the change in HB Change of Circumstances Claims processed and the average time taken by an LA to process all Change of Circumstances events from the date of receipt to the date of decision.

These figures adjust for seasonal trends in charts showing quarterly figures, where peaks occur in quarter 4 every year, which is the end of the financial year and we see a significant number of changes around rent increases, wage increases, self-employed income changes, etc.

A change event means any notification/information received during a benefit award from the customer or third party which leads to a decision on a claim whether entitlement is affected.

We have regular contact with the DWP Performance Delivery Team (PDT), where our SoP times are discussed and have received good feedback from the PDT.

Calculating Speed of Processing times

When calculating processing times all days will be counted, including weekends and public holidays, and will include any days when there are reasons for additional processing days beyond the LA's control, for example, a customer's failure to provide additional information and delays between offices.

Calculations for these figures involves creating moving averages by adding together all the different values over the previous year and dividing by the number of values within the year. The number of values included will vary depending on whether monthly or quarterly data is used.

How data is collected by the DWP - Single Housing Benefit Extract (SHBE)

The SHBE dataset is the primary source used to create HB statistics. It contains data about all HB claims and is collated from a return we create for the DWP.

Data is collected using a well-defined set of specifications which helps to ensure both consistency and quality. The data returns are monthly and cover a range of different characteristics about the status of each claim, the personal characteristics of claimants, payable amounts and any deductions that may have been made.

The data is only collected against HB claims and not against CTS claims as Council Tax Support is regulated by the Department of Levelling Up, Housing, and Communities.

4) Speed of Processing (SoP) – New Claims

Housing Benefit and Council Tax Support is vital financial support to our residents on a low income. It is crucial we distribute payments to households as soon as possible to ease the financial burden, and now more than ever due to the cost-of-living crisis.

During the pandemic we saw a significant increase in the number of households claiming support for the first time. Despite the significant increase we maintained processing times and supported vulnerable low-income households through an unprecedented time.

Since 2019, we have only exceeded our SoP target for new claims on two occasions as illustrated in the data below. We assess new claims within 24 hrs. of receipt.

Last year we received on average 145 new claims each month, reducing from the previous year where we saw 210 new claims being made on average per month.

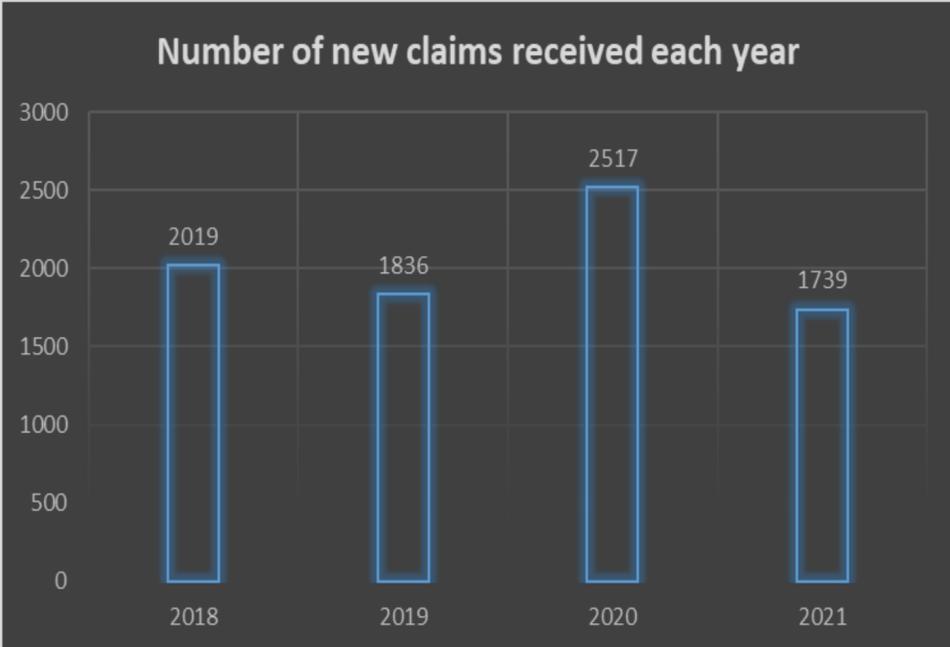
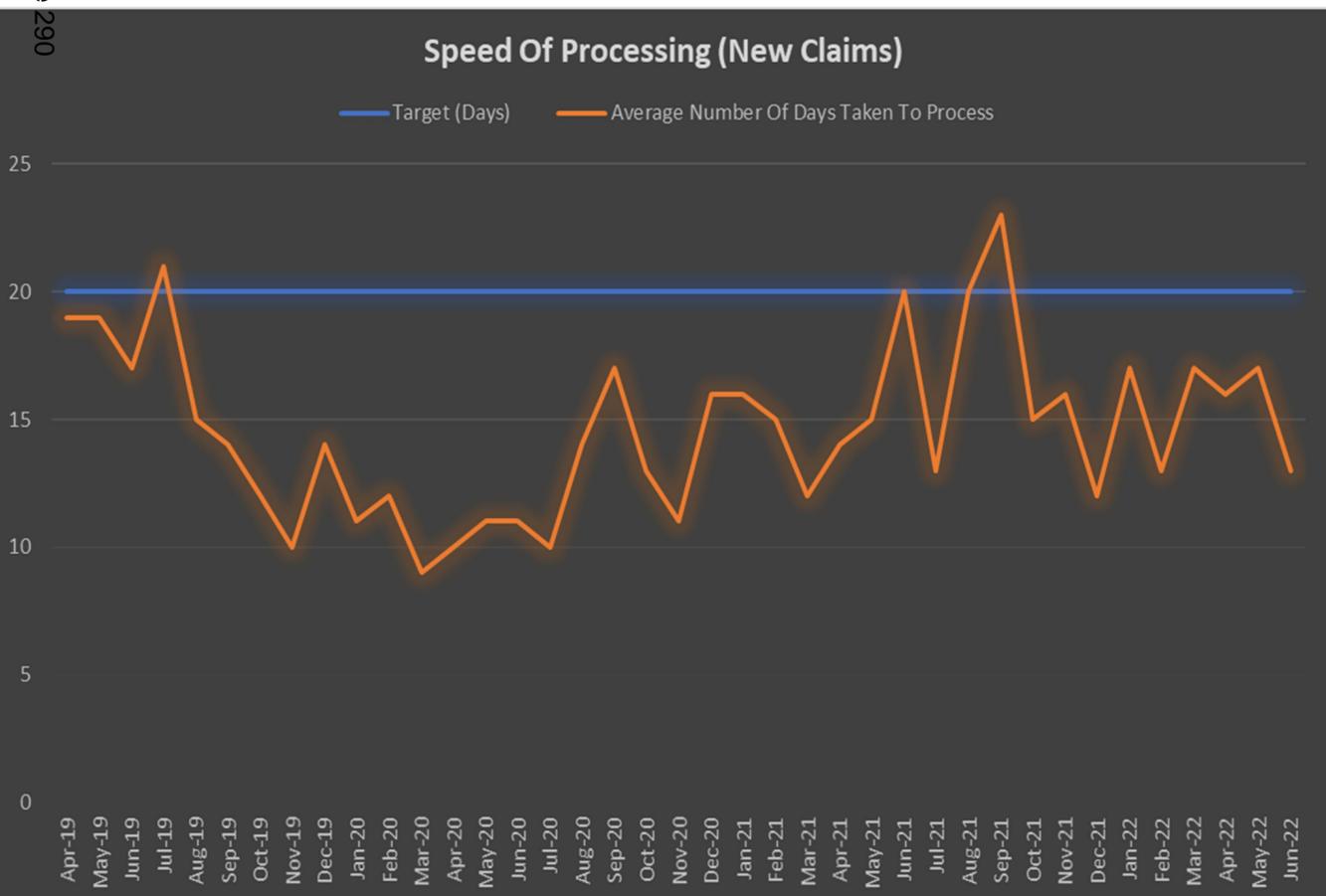
Our Speed of Processing targets

New claims = 20 days

Our Speed of Processing times

16 days on average for the financial year 2021/22

During the pandemic we introduced electronic channels for residents to claim financial support from their homes and to speed up the new claim process. We continue to see a majority of new claims being made through the online option.



5) Speed of Processing (SoP) – Changes in circumstances

During the pandemic we saw a significant increase in the number of households reporting changes to their circumstances such as income changes, job losses, business closures, and sickness. Our workloads were also increased due to administering Covid-19 income support schemes. The volume of changes continues to be impacted by the number of Universal Credit Data Share notifications received as a result of the DWP making amendments to Universal Credit claims.

Our average Speed of Processing times for changes in circumstances is currently slower whilst we work through a higher volume of outstanding changes. We have additional resource through Civica on Demand and staff are working additional hours.

Last year we received on average 2764 changes each month, reducing from the previous year where we saw 3050 changes on average each month.

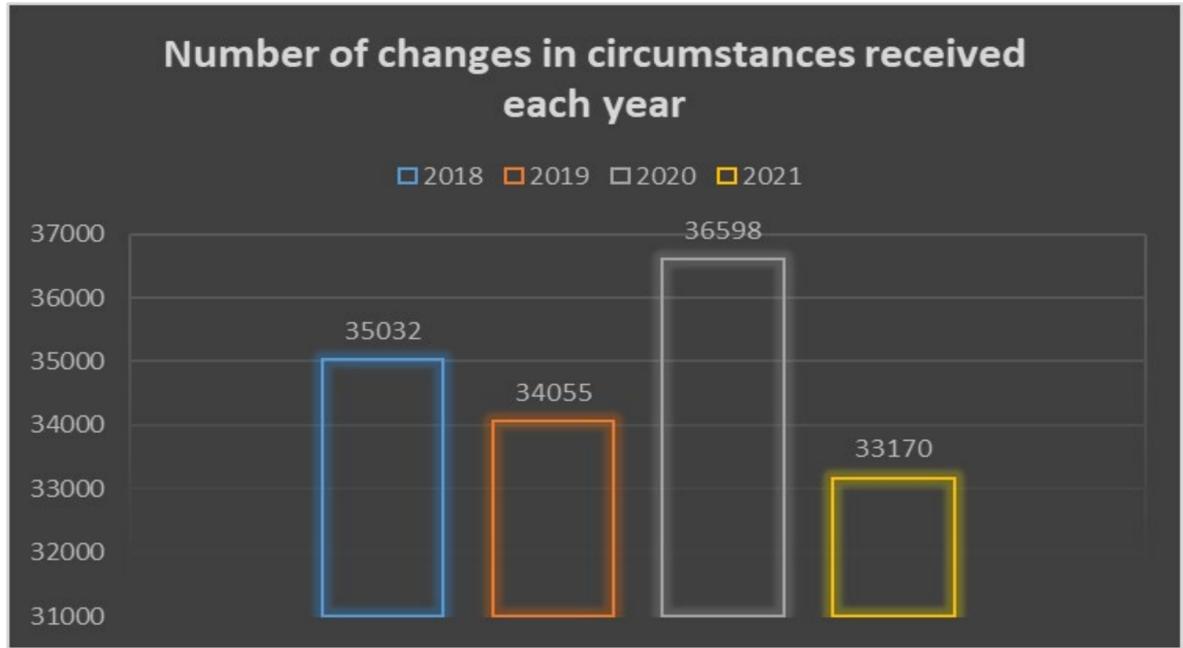
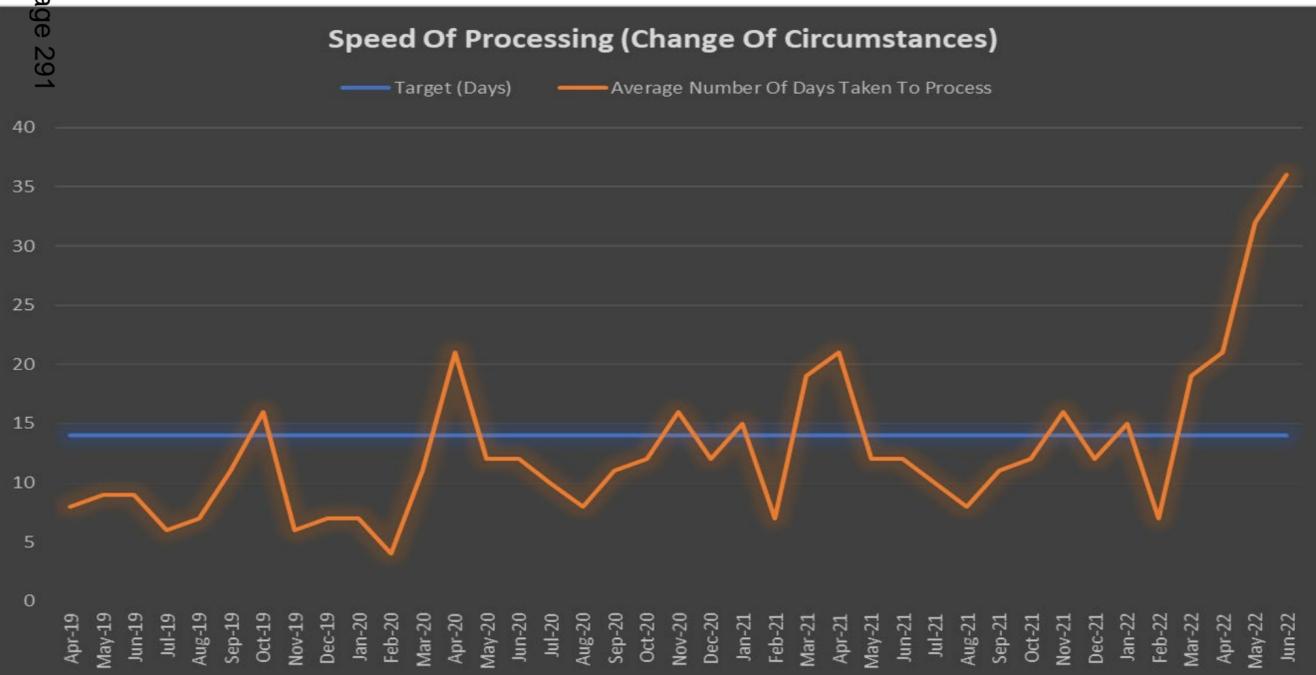
Our Speed of Processing targets

14 days

Our Speed of Processing times

12 days on average for the financial year 2021/22

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We anticipate the number of changes in circumstances to remain high during 2022/23 due to the impact of the cost-of-living crisis. The team will also be involved in work around the provision of support to our residents during the cost-of-living crisis.

We are working on outstanding changes as they arrive as well as working through those reported the previous month. Once the older work is cleared our SoP will significantly improve but the result in SoP data will not be instant. A change may result in an underpayment, an overpayment, or no change. It is important to process changes in circumstances quickly so that we avoid overpayments. Any underpayments to entitlement are backdated.

6) Speed of Processing (SoP) – Benchmarking

Benchmarking is an extremely effective tool for the observation, analysis and reporting of performance over a given time frame. Benchmarking will help us to establish the key performance drivers for the service which align with the corporate plan.

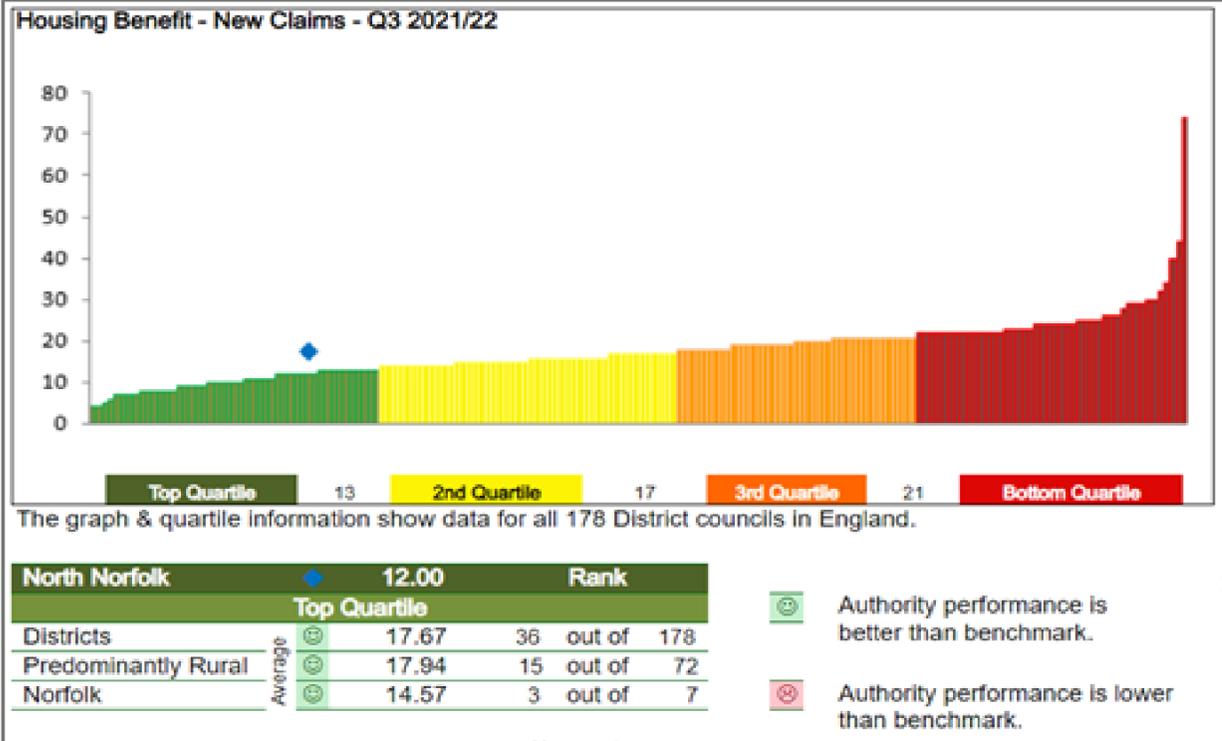
When reviewing the latest data on LGInform (Q3/2019), our SoP times for new claims is within the top quartile of district councils ranking us 3rd out of the 7 Norfolk councils.

When benchmarking with our CIPFA Neighbours using the DWP data taken through the SHBE, it must be understood that this data only represents HB claims and it is not going to be comparing “apples for apples”.

Understanding a number of factors such as the number of HB claims in payment, the number of pension age/working age claimants, the number of temporary accommodation claims, and the number of claimants in receipt of Universal Credit, should be established first before using the benchmarking data comparatively.

When using LGInform for Benchmarking we should always look at the performance of new claims and changes in circumstances separately as they are two different processes.

When reviewing the latest data on LGInform (Q3/2021), our SoP times for changes in circumstances is in the bottom quartile. As previously advised our SoP for all changes at the end of last year was at 12 days and within our target. In order to process within 4 days (the top quartile) would require a significant step change. The team has started to identify improvements to service efficiency and will continue to focus on these to improve response times.



7) Key service improvements

Over the last 2 years the team has delivered a number of key improvements to enhance the customer journey and to ensure crucial financial support is delivered in a timely manner. Some highlights of the teams achievements are represented below.

Achievements include:

- Online HB and CTS claim form
- Online change in circumstances form
- Implementation of review process
- Introduction of Webchat communication channel
- Email correspondence response times within 24 hrs
- No recommendations against key controls audits
- No financial penalties from our subsidy audits
- Local Authority error overpayment levels within threshold
- Low number of customer complaints
- Completion of Test and Trace Payment Support Payment scheme
- Completion of Household Support Fund
- Recruitment and training of 7 staff in the last 12 months
- Recruitment of 2 Team Leaders in the last 12 months
- Recruitment of 2 Quality Assurance & Subsidy Officers in the last 6 months
- New working arrangement with Customer Services to formalise support around handling Benefit telephone calls
- Commissioning Civica on Demand to undertake Universal Credit Data Share notification processing for a 10 week period
- Hybrid mail solution
- Supporting homes for Ukraine
- Implementation of legislation changes following Brexit
- Implementation of legislation changes to debt recovery (Breathing Space)

The team is continually focused on identifying service improvements and a project group has been set up to identify, implement and review processes. Some examples of improvements to our processing times are shown below and are currently being considered by the team.

Improvements include:

- Obtaining earlier notification of new affordable housing sites and temporary accommodation acquisitions
- Report of HB SoP separately to CTS SoP so that InPhase performance mirrors LGInform data
- Implement systems thinking in our practices
- Obtain a “clean” new claim and change in circumstance to ensure the work item can be processed on the day it is received
- Return to visiting vulnerable and digitally excluded customers to obtain supporting evidence quicker
- Review the process of handling changes in circumstances reported over the phone to allow for same day assessment
- Commissioning Policy in Practice to undertake data modelling against our Council Tax Support Scheme to allow us to develop options for a new scheme which offers opportunities to align with UC and simplify processing. This will allow automation which will reduce the need for staffing resource, improve customer service, and improve processing times
- Focus on failure demand and what can be done to put this right
- Pilot systems thinking approach for claim processing
- Customer to be handled by one officer from the start of their customer journey to the end
- Benefit Officer to process claims whilst customer waits when submitted in person
- Reduce handovers to improve customer journey and speed up transaction time
- Review notification letters to highlight key information
- Improve response times for Council Tax liability changes
- Improve process of obtaining annual rent increase data from RSLs
- Ensure ICT teams download data files on a daily basis
- Ensure resilience in ICT teams to allow for same day batch processing

8) Key service initiatives

As the team moves forward we will be introducing a number of new initiatives to further improve the efficiency of the service and to also ensure our residents are getting the right support.

Poverty Dashboard

We will be purchasing a Poverty Dashboard which is a tracker able to highlight households affected by welfare reforms, such as benefit cap, under occupancy (bedroom tax), LHA restrictions or those affected by multiple changes. These households are more likely to struggle than others on benefits. We will be able to proactively contact them to see if they need support, before they hit crisis stage.

The tracker can highlight households that owe debt to Council Tax and in Housing Benefit Overpayments. Experience shows that if a resident owes debt to Council Tax, they often have other debts that they need assistance with as well.

The tracker can highlight household composition, such as children or disabilities in the household, and can use overlays of data using financial resilience indicators and highlights which ones are at risk or in crisis needing immediate support to avoid homeless presentations. We could target large families that often have to be placed in costly split rooms while they are in Bed and Breakfast accommodation.

The Tracker can drill down to ward level data, so we can target certain areas, if a new community project has started or planned to support residents at risk. The tracker can highlight households that are unemployed or only working part time but have low barriers to employment, these can be targeted with training and employment support, all of which can be offered through their work coaches if on Universal Credit, or via employment services. Employment is the leading factor in a household moving out of poverty or so that they are no longer affected by certain welfare reforms. Being in employment means they are less likely to get into debt, or more able to get out of debts and pay their bills; while also more likely to be able to afford their housing costs and avoid a homeless presentation.

Discretionary Housing Payment (DHP) often underpins any work around homelessness prevention. The government contribution for DHP is decreasing and we need to be more vigilant than ever to ensure we target better use of DHP spend, such as looking to support larger families struggling, as larger families often have to be placed in split rooms in temporary accommodation, we then have a duty to move them within 6 weeks and are often the highest costs to the Authority. The tracker can ensure we target the right households and ensure we maximise the DHP fund each year. As an Authority, if we do not spend the DHP in full, we have to pay this money back to the DWP and it is likely to mean we see a reduction in future year awards.

Take up campaigns

The authority is obliged to run regular Take Up campaigns for Housing Benefit and Council Tax Support. There are multiple take up campaigns that can be highlighted via the tracker. The tracker can also help us target households who could be entitled to support under other schemes such as:

- Warm Homes Discount
- Household Support Fund
- Energy Rebate (Discretionary) Scheme

8) Key service initiatives continued

Financial Inclusion

We are in the process of setting up a new Financial Inclusion Team which will be located within the Benefits Service. The team will consist of a Financial Inclusion Officer and a Welfare & Debt Advisor. Their focus will be to reduce financial exclusion across the district offering debt advice, welfare advice, and support tenancy sustainment.

CIPFA Neighbour Networking

We will also be proactively contacting top quartile performers to understand how they achieve this level of performance and consider what best practice could be implemented locally.

9) Summary

Throughout 2020 – 2022 we have completed and continue to complete a number of key service activities.

Work volumes significantly increased during the pandemic and we were tasked with the administration of a number of Covid-19 income support schemes whilst using the same staffing establishment. Contributions to the cost of administration of the new burdens has enabled additional hours and overtime (mainly plain hours) to be offered to deliver against these Workstreams.

The latest government report confirms we are 36th out of 178 of the top performing authorities in England for HB New Claims processing (top quartile).

Our focus now is to reduce to our speed of processing times around the assessment of Housing Benefit and Council Tax Support whilst supporting residents with the cost of living crisis through income maximisation and financial inclusion.

Number of affordable homes delivered (gross) in North Norfolk

Number of affordable homes delivered (gross) - The figure reported represents a simple count of additional affordable housing units to the housing stock - newly built, including gains from conversions such as subdivision, or acquired. The total supply is the sum of social rent housing and intermediate housing (low cost home ownership and intermediate rent). As this is an absolute value for each area, care should be taken when drawing any comparisons with other areas.

This was previously reported as NI 155. Regional values are calculated from all single tier and district authorities.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Live tables on affordable housing supply

Polarity: High is good

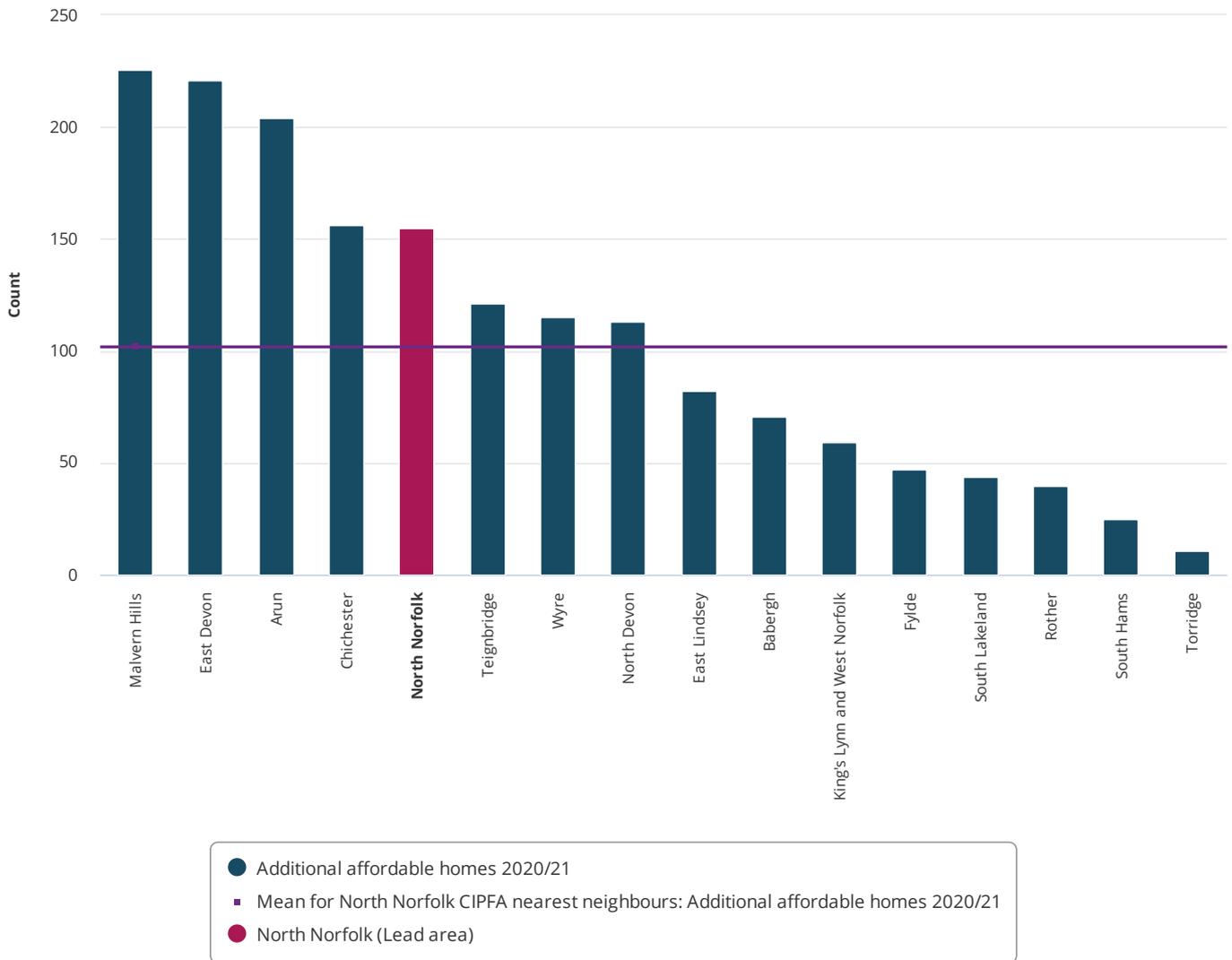
Data last updated: 01/04/2022

Number of affordable homes delivered (gross) (from 2015/16 to 2020/21) for North Norfolk

Period	Additional affordable homes			
	Dwellings			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2015/16	69	8	72	193
2016/17	75	20	83	146
2017/18	109	38	118	220
2018/19	168	23	122	396
2019/20	39	44	149	343
2020/21	155	11	102	226

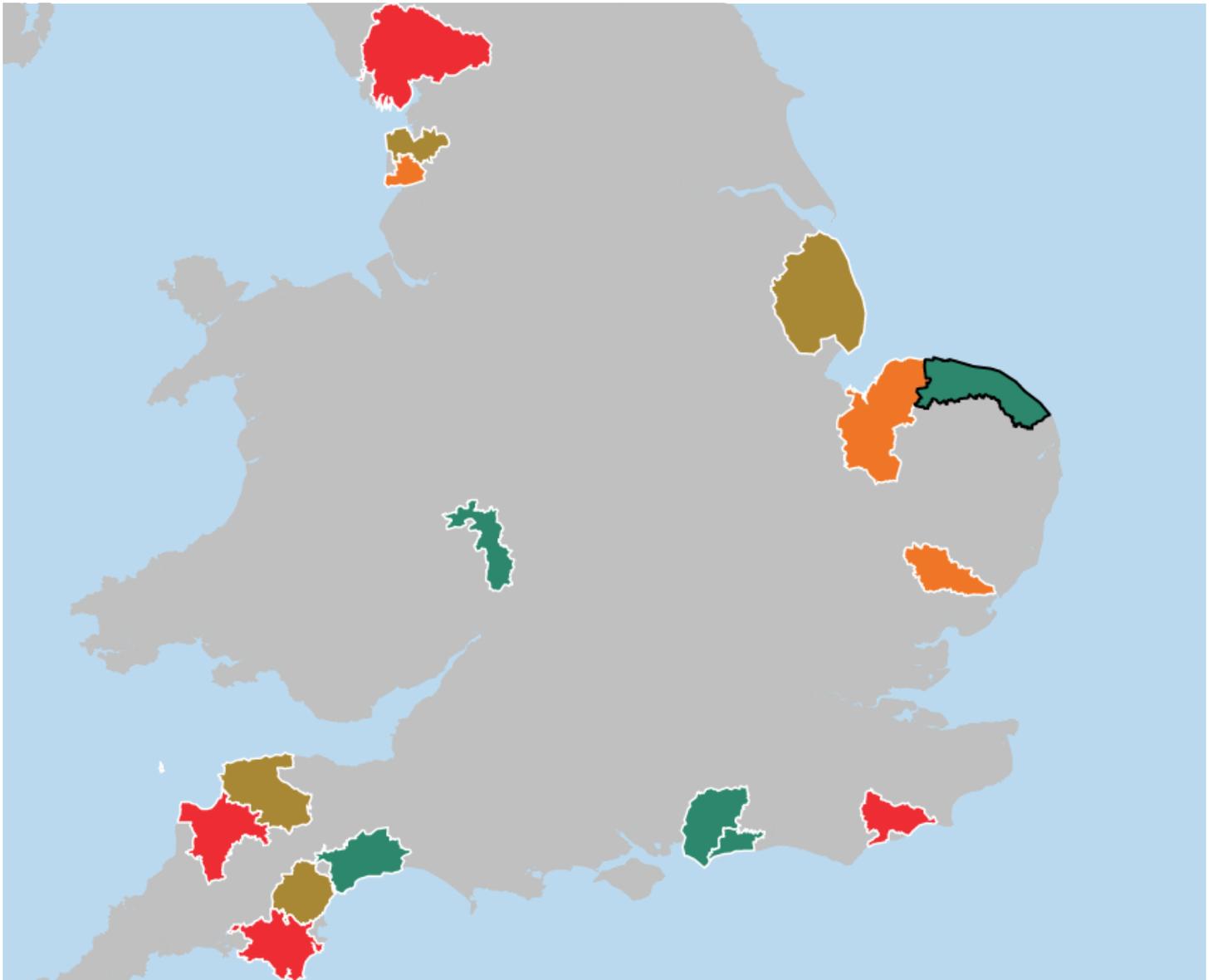
Source:
Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



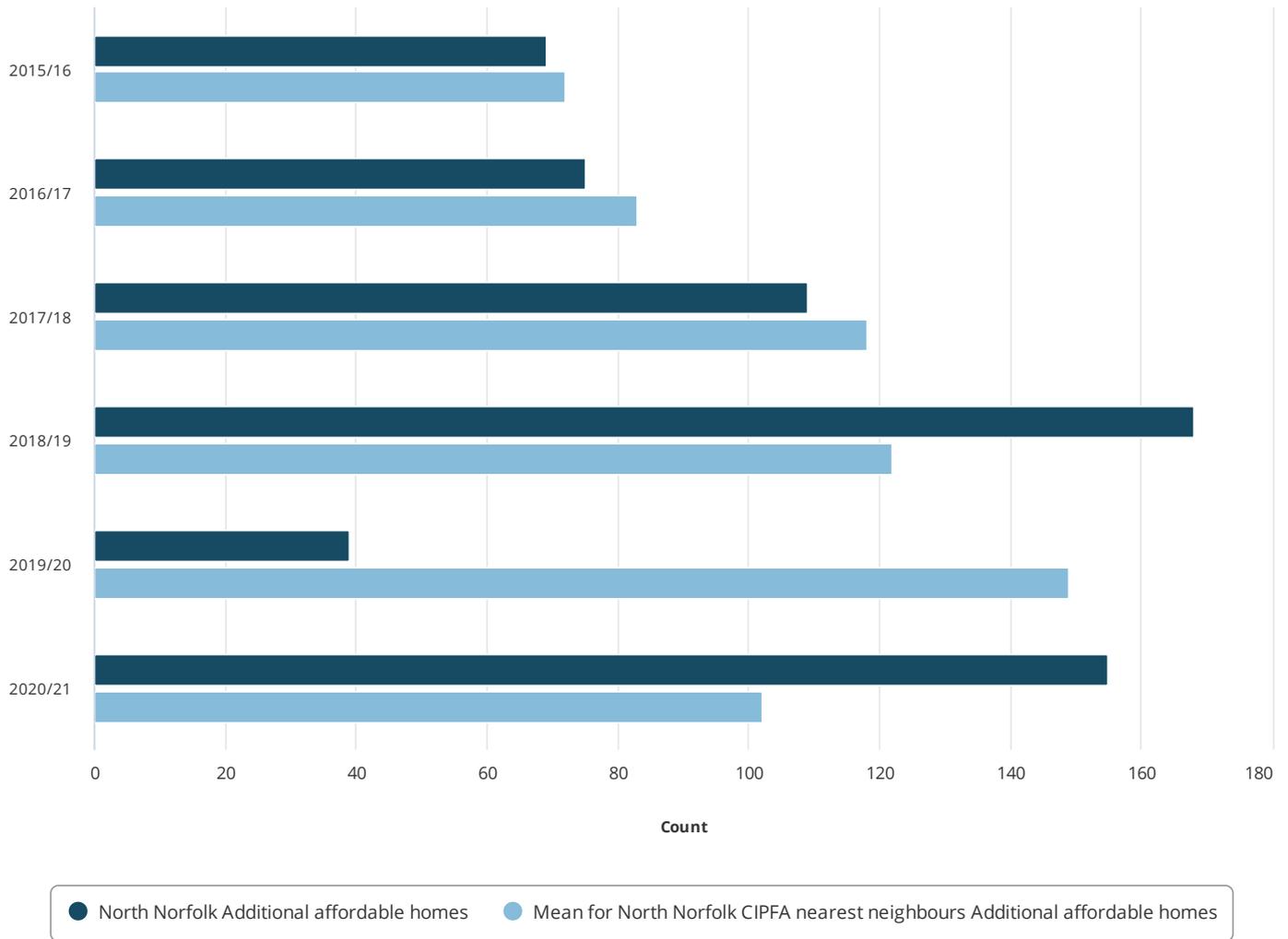
Source:
Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (from 2015/16 to 2020/21) for North Norfolk



Source:
Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (from 2015/16 to 2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Additional affordable homes					
	Dwellings					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Rother	103	20	56	60	130	40
East Devon	135	146	220	396	343	221
King's Lynn and West Norfolk	52	31	38	71	62	59
Wyre	42	75	47	92	139	115
Teignbridge	50	107	147	114	107	121
Fylde	37	69	131	115	159	47
South Lakeland	68	102	76	112	53	44
North Devon	193	107	130	155	245	113
South Hams	28	49	106	23	179	25
Chichester	98	135	154	137	179	156
Torridge	8	50	39	34	76	11
East Lindsey	104	124	193	193	44	82
Malvern Hills	83	69	182	188	273	226
Babergh	27	60	71	42	136	71
Arun	48	103	183	98	107	204
North Norfolk	69	75	109	168	39	155

Source:
Department for Levelling Up, Housing & Communities

Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly in North Norfolk

Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly - This is the percentage of major planning application decisions that have a Planning Performance Agreement (PPAs), Extension of Time (EoT) and/or Environmental Impact Assessment (EIA) that have been granted within the agreed timeframe, each financial quarter. A timely manner is defined as within 13 weeks for major applications. This was previously reported as NI 157a.

Whilst this indicator focuses on major applications, data is also available broken down by county matter, minor and other applications.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Development Control statistics

Polarity: High is good

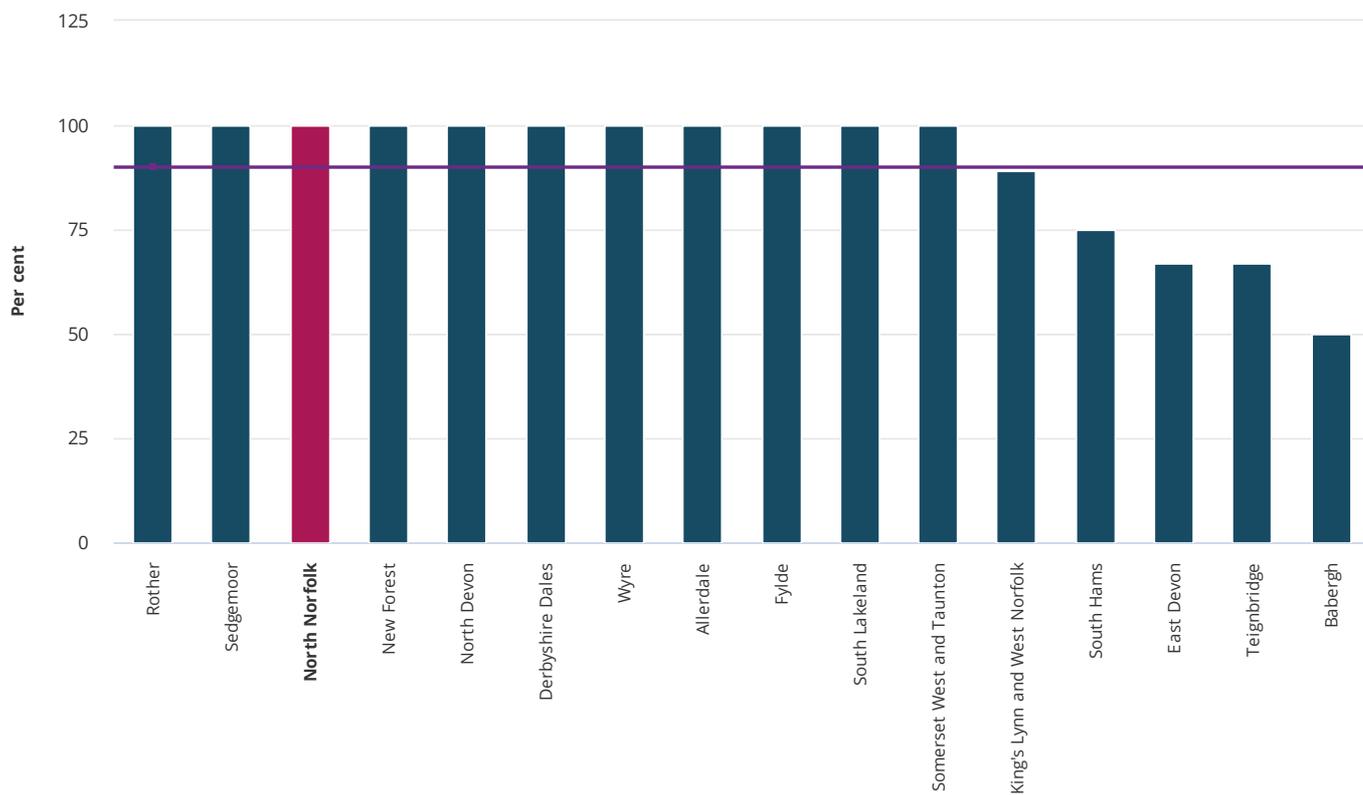
Data last updated: N/A

Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk

Period	Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2020/21 Q3	100	50	92	100
2020/21 Q4	57	60	94	100
2021/22 Q1	75	50	91	100
2021/22 Q2	100	73	92	100
2021/22 Q3	100	0	85	100
2021/22 Q4	100	50	90	100

Source:
Department for Levelling Up, Housing & Communities

Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

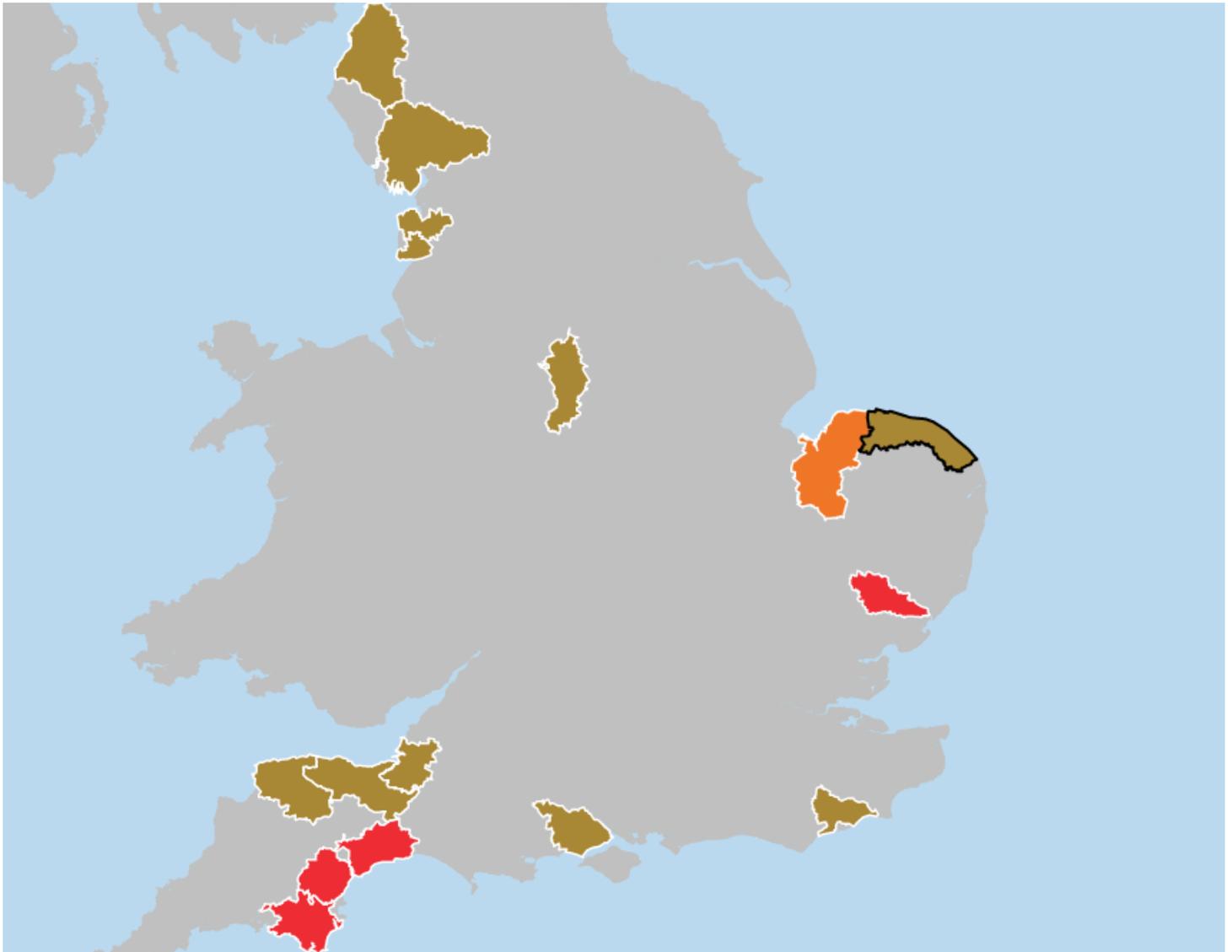


- Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly 2021/22 Q4
- Mean for North Norfolk CIPFA nearest neighbours: Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly 2021/22 Q4
- North Norfolk (Lead area)

Source:
Department for Levelling Up, Housing & Communities

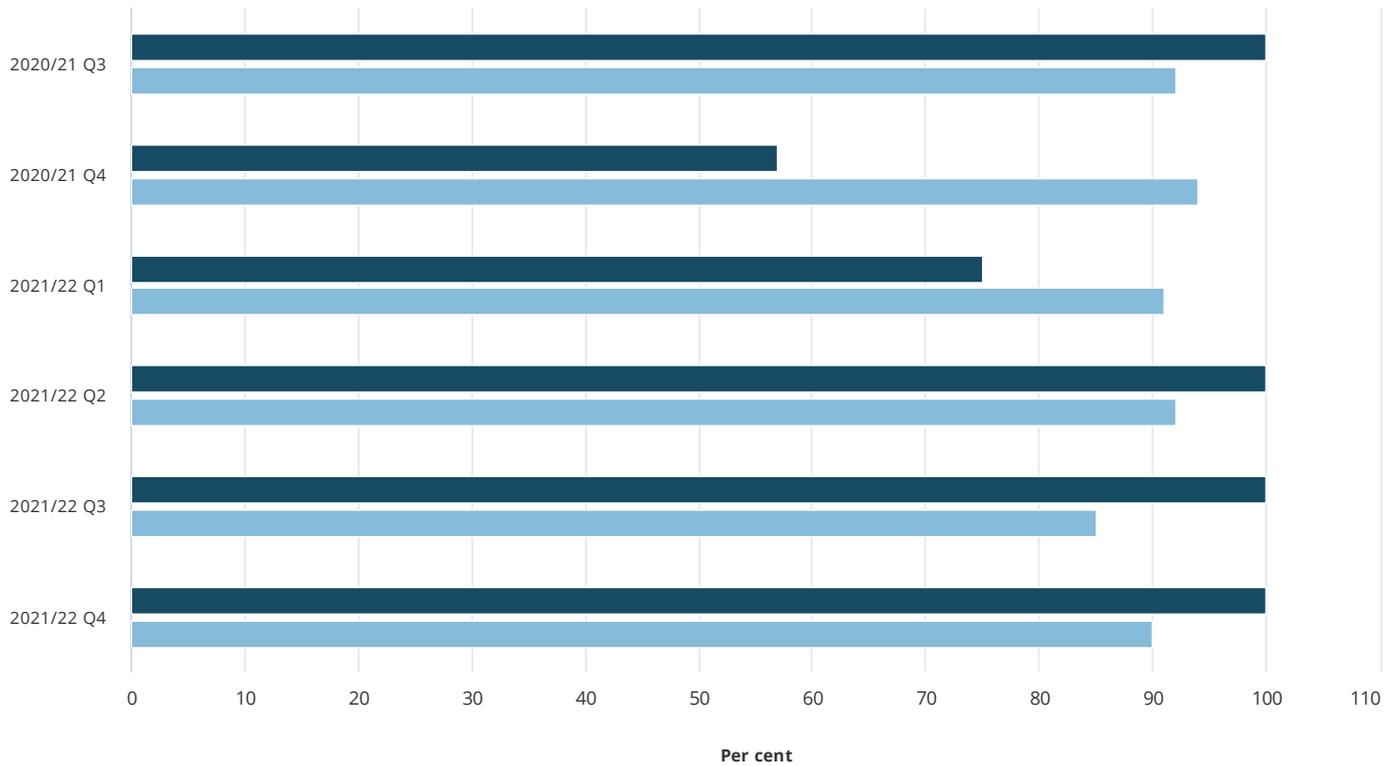
Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk



- North Norfolk Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly
- Mean for North Norfolk CIPFA nearest neighbours Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly

Source:
Department for Levelling Up, Housing & Communities

Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly					
	%					
	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3	2021/22 Q4
Rother	100	78	80	100	100	100
East Devon	100	100	89	73	60	67
Teignbridge	100	100	50	89	100	67
King's Lynn and West Norfolk	83	100	100	86	100	89
South Hams	100	100	100	75	92	75
Babergh	100	100	100	100	100	50
Somerset West and Taunton	100	100	100	100	50	100
South Lakeland	100	60	50	100	0	100
Fylde	100	100	100	100	100	100
Sedgemoor	100	100	100	100	100	100
Allerdale	50	100				
Wyre	100	100	100	78	100	100
Derbyshire Dales	100	100	100	100	100	100
North Devon	100	75	100	80	100	100
New Forest	50	100	100	100	75	100
North Norfolk	100	57	75	100	100	100

Source: Department for Levelling Up, Housing & Communities

Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly in North Norfolk

Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly - This is the percentage of minor planning application decisions that have a Planning Performance Agreement (PPAs), Extension of Time (EoT) and/or Environmental Impact Assessment (EIA) that have been granted within the agreed timeframe, each financial quarter. A timely manner is defined as within 8 weeks for minor applications. This was previously reported as NI 157b.

Whilst this indicator focuses on minor applications, data is also available broken down by county matter, major and other applications.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Development Control statistics

Polarity: High is good

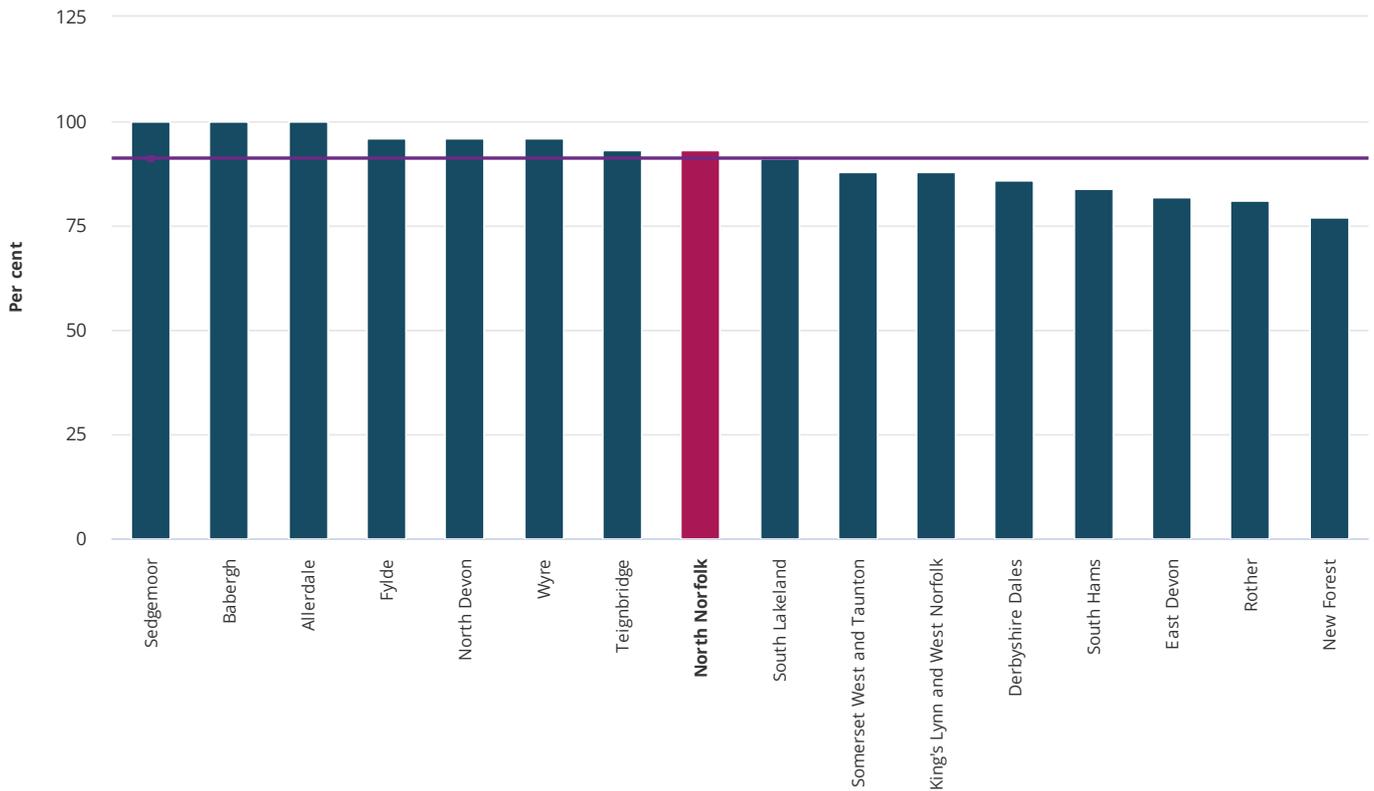
Data last updated: N/A

Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk

Period	Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2020/21 Q3	73	62	89	100
2020/21 Q4	66	76	92	100
2021/22 Q1	68	38	85	100
2021/22 Q2	93	62	89	100
2021/22 Q3	93	71	92	100
2021/22 Q4	93	77	91	100

Source:
Department for Levelling Up, Housing & Communities

Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

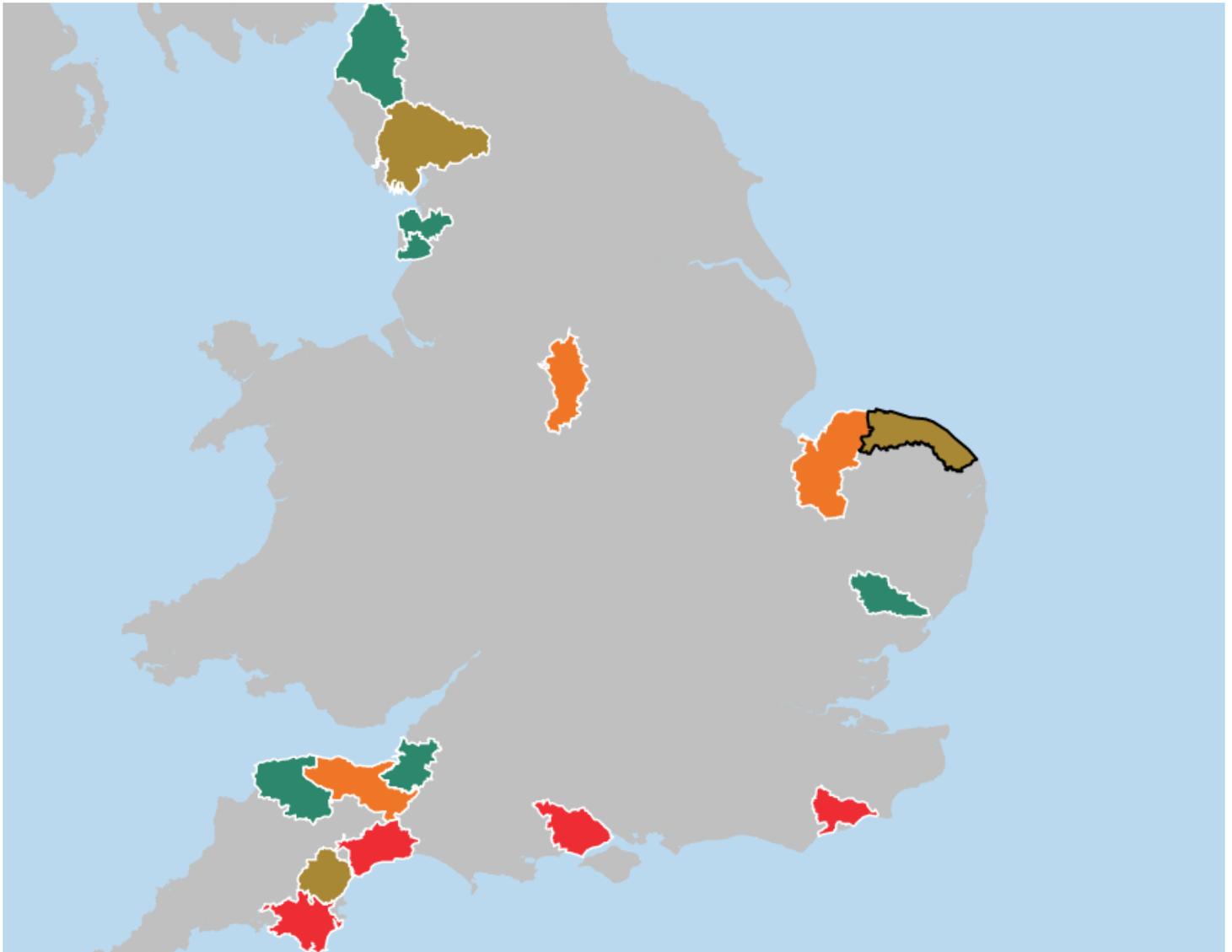
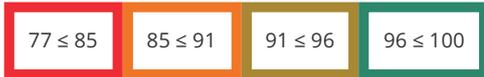


- Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly 2021/22 Q4
- Mean for North Norfolk CIPFA nearest neighbours: Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly 2021/22 Q4
- North Norfolk (Lead area)

Source:
Department for Levelling Up, Housing & Communities

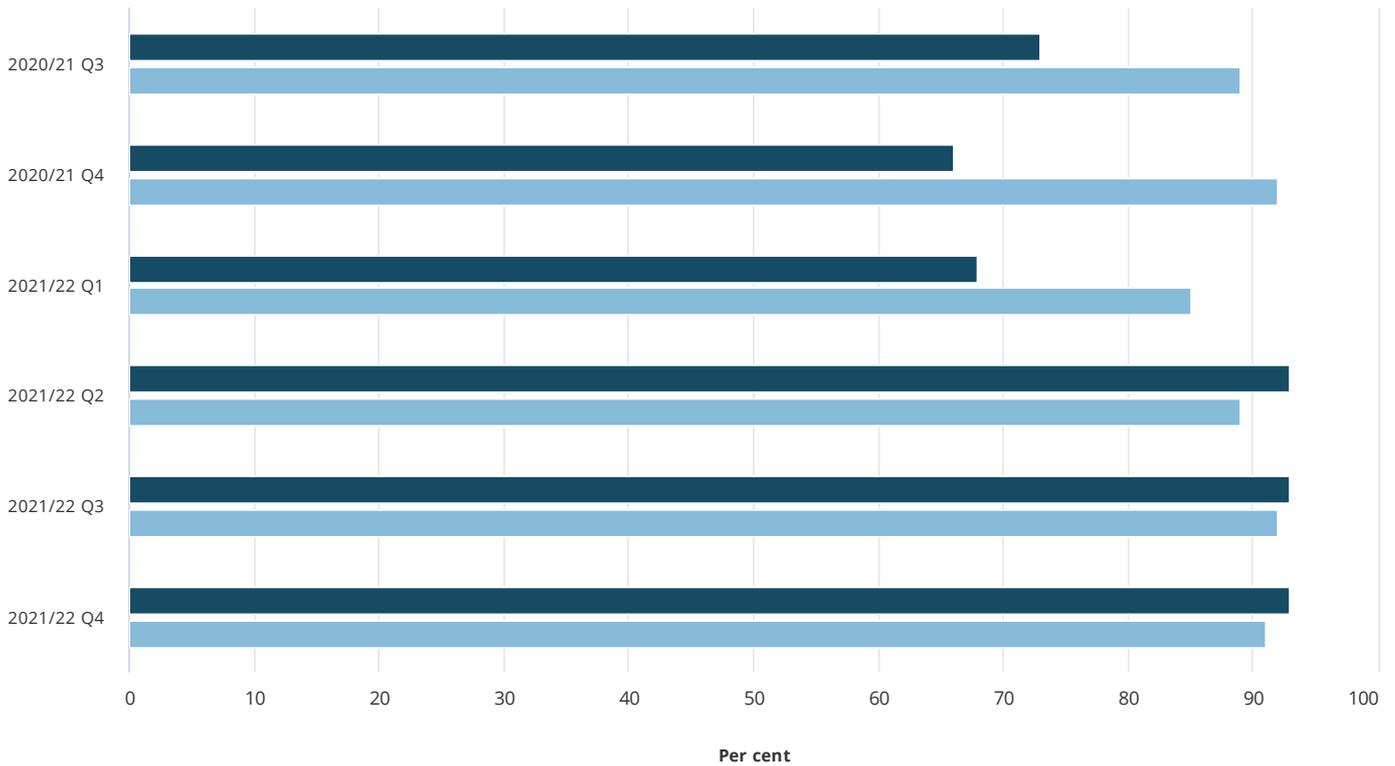
Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk



- North Norfolk Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly
- Mean for North Norfolk CIPFA nearest neighbours Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly

Source:
Department for Levelling Up, Housing & Communities

Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly					
	%					
	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3	2021/22 Q4
Rother	90	81	85	77	88	81
East Devon	82	85	80	86	85	82
Teignbridge	91	85	85	96	77	93
King's Lynn and West Norfolk	91	95	87	87	91	88
South Hams	88	100	88	74	71	84
Babergh	92	100	97	93	100	100
Somerset West and Taunton	97	76	84	86	97	88
South Lakeland	77	89	88	93	93	91
Fylde	96	100	94	100	95	96
Sedgemoor	100	100	100	100	100	100
Allerdale	62	100	85	100	100	100
Wyre	100	96	97	98	95	96
Derbyshire Dales	85	89	77	89	93	86
North Devon	97	98	89	98	91	96
New Forest	81	88	38	62	100	77
North Norfolk	73	66	68	93	93	93

Source: Department for Levelling Up, Housing & Communities

Percentage of household waste sent for reuse, recycling and composting (annual) in North Norfolk

Percentage of household waste sent for reuse, recycling and composting (annual) - The percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion. This was previously collected as BVPI 82a and 82b in 2007/08. The numerator is the total tonnage of household waste collected which is sent for reuse, recycling, composting or anaerobic digestion. The denominator is the total tonnage of household waste collected. 'Household waste' means those types of waste which are to be treated as household waste for the purposes of Part II of the Environmental Protection Act 1990 by reason of the provisions of the Controlled Waste Regulations 1992. This was previously reported as NI 192.

Source name: Department for Environment, Food and Rural Affairs

Collection name: Local authority collected waste management

Polarity: High is good

Data last updated: 16/12/2021

Percentage of household waste sent for reuse, recycling and composting (annual) (from 2015/16 to 2020/21) for North Norfolk

Period	% household waste recycled			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2015/16	41.80	30.00	46.43	56.10
2016/17	41.90	31.00	46.79	59.80
2017/18	41.60	34.10	47.42	60.30
2018/19	39.30	32.90	46.87	59.60
2019/20	40.80	33.70	47.96	61.90
2020/21	40.70	34.10	46.78	60.00

Source:
Department for Environment, Food and Rural Affairs

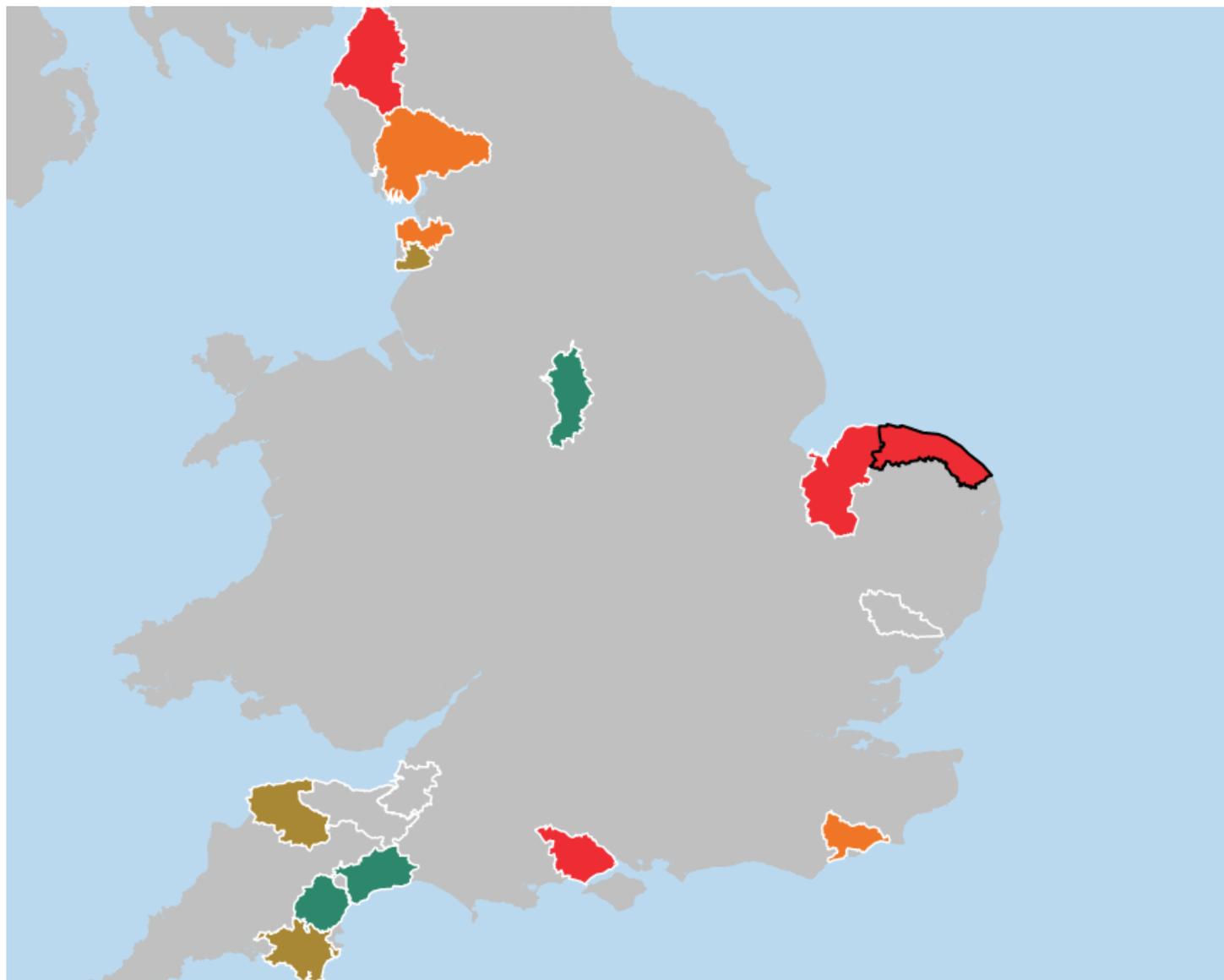
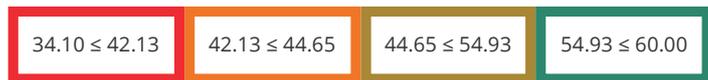
Percentage of household waste sent for reuse, recycling and composting (annual) (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Environment, Food and Rural Affairs

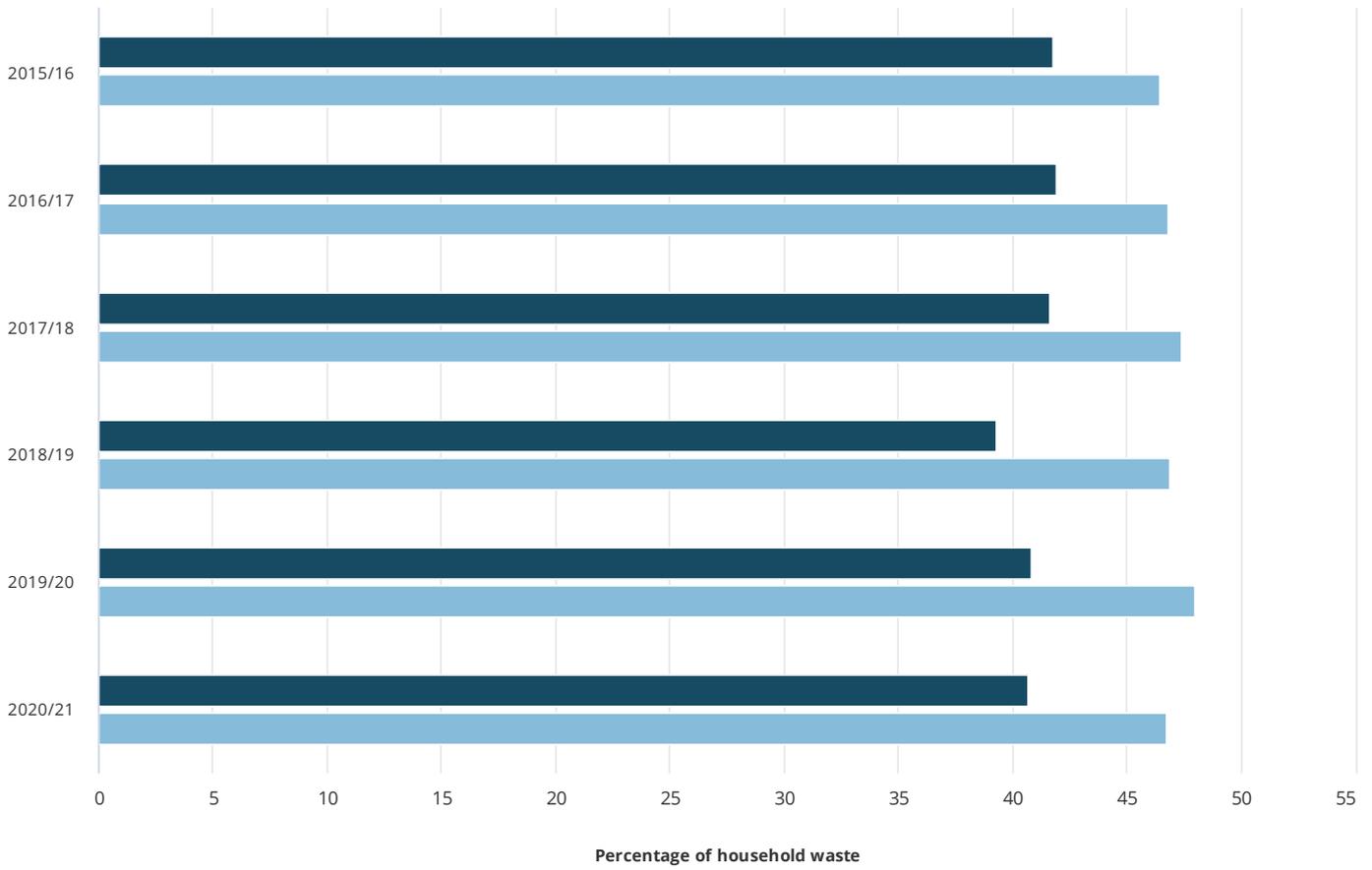
Percentage of household waste sent for reuse, recycling and composting (annual) (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



Source:
Department for Environment, Food and Rural Affairs

Percentage of household waste sent for reuse, recycling and composting (annual) (from 2015/16 to 2020/21) for North Norfolk



● North Norfolk % household waste recycled
 ● Mean for North Norfolk CIPFA nearest neighbours % household waste recycled

Source:
 Department for Environment, Food and Rural Affairs

Percentage of household waste sent for reuse, recycling and composting (annual) (from 2015/16 to 2020/21)
for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	% household waste recycled					
	%					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Rother	45.40	48.30	50.20	47.40	45.50	44.40
East Devon	45.60	46.10	54.20	59.10	60.50	60.00
Teignbridge	54.30	55.70	55.40	56.30	56.30	55.90
King's Lynn and West Norfolk	44.30	45.70	46.40	42.10	42.50	38.00
South Hams	52.90	54.70	53.90	53.90	54.40	54.70
Babergh	no value	no value	no value	no value	no value	Missing
Somerset West and Taunton	no value	no value	no value	no value	no value	Not Applicable
South Lakeland	41.90	42.40	44.40	44.20	45.00	43.50
Fylde	52.40	50.50	47.50	44.70	46.40	44.80
Sedgemoor	47.90	46.80	no value	no value	no value	Not Applicable
Allerdale	36.90	37.90	34.20	33.40	33.70	36.50
Wyre	51.40	44.90	42.90	43.20	45.70	44.50
Derbyshire Dales	56.10	59.80	60.30	59.60	61.90	55.60
North Devon	44.50	44.50	45.50	45.60	49.50	49.40
New Forest	30.00	31.00	34.10	32.90	34.10	34.10
North Norfolk	41.80	41.90	41.60	39.30	40.80	40.70

Source:
Department for Environment, Food and Rural Affairs

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North Norfolk District Council
Cabinet Work Programme
For the Period 03 October to 31 December 2022

Committee(s)	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision Details
October 2022					
Cabinet	03 Oct 2022	Engagement Strategy	Virginia Gay Steve Hems Director for Communities	Quality of Life	Pre-scrutiny
Scrutiny	14 Sept 2022	Revised Performance Management Framework / quarterly report layout	Tim Adams Helen Thomas Policy & Performance Mgt Officer		Pre-scrutiny
Cabinet	03 Oct 2022				
Cabinet	03 Oct 2022	Council Tax Discount Determination 2021/22	Eric Seward Lucy Hume Chief Technical Accountant	Financial Sustainability	
Scrutiny	12 Oct 2022				
Cabinet	03 Oct 2022	Property Transactions Stalham Open Space Cedars, NW	Eric Seward Nicky Debbage Neil Turvey Renata Garfoot	Financial Sustainability Local Homes for Local Need	 Possible Exempt information
Cabinet	03 Oct 2022	Eco-flex 4 Statement of Intent	Wendy Fredericks Graham Connolly Housing Strategy & Delivery Manager		



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

North Norfolk District Council
Cabinet Work Programme
For the Period 03 October to 31 December 2022

November 2022					
Cabinet	07 Nov 2022	Charity Policy	Tim Adams <i>Joe Ferrari</i> <i>Communications & PR</i> <i>Manager</i>		
Cabinet	07 Nov 2022	Budget Monitoring P5	Eric Seward <i>Alison Chubbock</i> <i>Interim s151 Officer</i>		
December 2022					
Cabinet	05 Dec 2022	Youth Council Update – terms of reference	Lucy Shires <i>Emma Denny</i> <i>Democratic Services</i> <i>Manager</i>		
Cabinet	05 Dec 2022	Managing Performance Q2	Sarah Butikofer <i>Steve Blatch</i> <i>Chief Executive</i>	Customer Focus	
Scrutiny	14 Dec 2022				
Cabinet	05 Dec 2022	Treasury Management Half Yearly report	Eric Seward <i>Alison Chubbock</i> <i>Interim s151</i>		
	14 Dec 2022				
Cabinet	03 Oct 2022	Property Transactions	Eric Seward <i>Nicky Debbage</i> <i>Neil Turvey</i> <i>Renata Garfoot</i>	Financial Sustainability Local Homes for Local Need	 Possible Exempt information



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

North Norfolk District Council
 Cabinet Work Programme
 For the Period 03 October to 31 December 2022

Cabinet	05 Dec 2022	Medium Term Financial Strategy	Eric Seward	<i>Financial Sustainability</i>	
Scrutiny	14 Dec 2022		<i>Alison Chubbock</i>		
Council	20 Dec 2022		<i>Interim s151 Officer</i>		



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

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OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
May 2022				
Scrutiny	Anglian Water – Sewage Outflows Briefing/Q&A		To receive a briefing on sewage outflow events and efforts/investment made to address these + Q&A	Council Request
Cabinet Scrutiny	Officer Delegated Decisions	Emma Denny Cllr T Adams	To review officer delegated decisions	
Scrutiny	O&S Draft 2022/23 Work Programme	Matt Stembrowicz Cllr N Dixon	To review and approve the Committee's draft 2022/23 Work Programme	Annual
Scrutiny Cabinet	Pre-Scrutiny: Engagement Strategy	Karen Hill Cllr V Gay	Pre-scrutiny of the emerging wider Councils' Engagement Strategy prior to Cabinet approval	
Scrutiny Cabinet	Pre-Scrutiny: Parklands Property Disposal	Neil Turvey Cllr E Seward	Pre-scrutiny oversight of Cabinet decision on Parklands property transaction	
Scrutiny Cabinet	Levelling-Up Fund Round 2	Steve Blatch Cllr T Adams	Received as Urgent item	
June				
	Finance Reports Delayed			
	Finance Reports Delayed			
	Finance Reports Delayed			
Scrutiny	Enforcement Board Update	Martyn Fulcher Cllr N Lloyd/J Toye	To receive an update on the work of the Enforcement Board	Bi-annual
Cabinet Scrutiny	Performance Monitoring Q4	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	Benchmarking Report	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
	Sheringham Leisure Centre Project Closedown Update			
Scrutiny Council	Overview & Scrutiny Committee Annual Report	Matt Stembrowicz Cllr N Dixon	To approve annual summary of Committee work for 2021-22	Annual

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
July				
Scrutiny	Ambulance Response Times Monitoring: EEAST & Integrated Care Board	Matt Stembrowicz Cllr V Holliday	To receive an briefing on the status of ambulance response times issues in coastal areas of the District	Committee Request
Scrutiny	Impact of Second Homes & Holiday Lets – Data Report	Matt Stembrowicz Cllr L Withington	To review the Council's new Housing Strategy	Committee Request
Scrutiny Cabinet	EQL Scrutiny Panel: Public Convenience Recommendations	Maxine Collis Cllr H Blathwayt	To review summary report and recommendations to Cabinet made by EQL Scrutiny Panel	TBC
Scrutiny	Waste Contract: Verbal update on TOM implementation	Steve Hems Cllr N Lloyd	A verbal update to provide assurance that TOM implementation remains on-track for September	Committee Request
September				
Scrutiny	Pre-Scrutiny: Performance Management Reporting Framework	Helen Thomas Cllr T Adams	To consider changes Performance Management Reporting Framework	Committee Request
Cabinet Scrutiny	Performance Monitoring Q1	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny	Performance Benchmarking Report	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Scrutiny	Planning Service Improvement Plan	Martyn Fulcher Cllr A Brown	To review the Planning Service Improvement Strategy	Committee Request
Scrutiny	NWHSZ Project Monitoring	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
Cabinet Scrutiny Council	Debt Management Annual Report (Cabinet recommendation)	Sean Knight Cllr E Seward	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	Treasury Management Annual Report (Cabinet recommendation)	Cllr E Seward	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	Out-turn report	Cllr E Seward	To make any recommendations to Council – To include an update on savings proposals	Annual
Cabinet Scrutiny	Budget Monitoring P4	Cllr E Seward	To review the budget monitoring position	Periodical

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
October				
Cabinet Scrutiny Council	Council Tax Discount Determinations (Cabinet Recommendation)	Lucy Hume Cllr E Seward	To determine the Council Tax discounts for 2023/24	Annual
Scrutiny	Car Park Usage Monitoring	Cllr E Seward	To undertake an annual review of the usage and revenue of the Council's public car parks	Annual
Cabinet WP Scrutiny	NWHS SHAZ Project Monitoring	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHS SHAZ Project.	Quarterly
Scrutiny	Beach Huts & Chalets Monitoring	Renata Garfoot Cllr E Seward	To monitor the occupancy, condition and revenue of the beach huts and chalets.	Annual
Scrutiny	Waste Contract: Serco Briefing	Steve Hems Cllr N Lloyd	To receive a formal update on the implementation of the revised waste contract TOM	Committee request
November				
Cabinet Scrutiny	Budget Monitoring P6	Cllr E Seward	To review the budget monitoring position	Periodical
Scrutiny	Coastal Protection Briefing	Cllr A Fitch-Tillett Rob Goodliffe	Review maintenance of sea defences, the impact of coastal erosion on residents and associated costs	Committee request
Scrutiny	Sheringham Leisure Centre Project Review TBC	Rob Young Cllr V Gay	To review the implementation of the Sheringham Leisure Centre Project	Committee Request
December				
Cabinet Scrutiny Council	Treasury Management Half-Yearly Report (Cabinet recommendation)	Cllr E Seward	Committee to consider recommendation to Council	Six Monthly
Cabinet Scrutiny	Performance Monitoring Q2	Steve Blatch T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny	Performance Benchmarking Report	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Scrutiny	Enforcement Board Update	Martyn Fulcher N Lloyd/J Toye	To receive an update on the work of the Enforcement Board	Bi-annual

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
January 2023				
Cabinet Scrutiny Council	Pre-Scrutiny: Draft MTFS 2023-26 incorporating draft Base Budget 2023-24	Cllr E Seward	To review the proposed budget and projections	Annual
Cabinet WP Scrutiny	NWHSZ Project Monitoring	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
February				
Cabinet Scrutiny Council	Treasury Strategy (Cabinet recommendation)	Lucy Hume Cllr E Seward	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	Capital Strategy (Cabinet recommendation)	Lucy Hume Cllr E Seward	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	Investment Strategy (Cabinet recommendation)	Lucy Hume Cllr E Seward	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	Fees & Charges	Cllr E Seward	To undertake an annual review of the Council's fees and charges and consider any recommendations for changes	Annual
Scrutiny	Ambulance Response Times Monitoring	Cllr V Holliday	To monitor ambulance response times data across the District	Six-Monthly

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
March				
Cabinet Scrutiny	Budget Monitoring P10	Cllr E Seward	To review the budget monitoring position	Periodic
Scrutiny Cabinet	Performance Monitoring Q3	Steve Blatch T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny	Performance Benchmarking Report	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Scrutiny	Crime and Disorder Briefing	Cllr N Dixon M Stembrowicz	PCC Briefing and Q&A – Topic TBA	Annual
April				
Cabinet WP Scrutiny	NWHSZ Project Monitoring	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
	ITEMS TBC			
	Mental health services in North Norfolk TBC		Consider existing work of NHOSC in response to CQC rating	
	Economic Development Strategy – TBC awaiting production			
	Cost of Living Crisis Response TBC		Consider options available to the Council to further assist residents	

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Start Date	Action	Owner	Status	Completion Date
14.07.21	That a project review be added to the Committee's Work Programme for consideration after opening of facility	Matt Stembrowicz/Rob Young	Added to Work Programme	16.07.21
14.07.21	Quarterly NWHSZ project updates to be added to Work Programme with the inc. budget/cash flow & project risks	Matt Stembrowicz/Rob Young	Added to Work Programme	16.07.21
14.07.21	To write to EEAST to express Committee's support for retaining the CFR - Rapid Response Vehicles	Matt Stembrowicz	Letter sent to EEAST - Awaiting Response	
14.07.21	Six-monthly updates to be added to the Committee Work Programme on Ambulance response times	Matt Stembrowicz	Added to Work Programme	16.07.21
14.07.21	Request information on the geographical location of the District's Community First Responders.	Matt Stembrowicz/Cllr V Holliday	Outstanding	
15.09.21	RM to review Business Rates debts to uncover any potential issues relating to specific sector	Sean Knight	Data received - MS to	13.10.21
15.09.21	Original deadlines alongside updated, and benchmarking data included in Performance report, where possible.	CLT	Updated report provided	08.12.21
15.09.21	Ongoing consideration is given to improving the format & presentation of the performance report (TBC November)	CLT	Updated report provided	08.12.21
15.09.21	Scrutiny Officer to arrange meeting to agree working arrangements of Scrutiny Panel(s).	Matt Stembrowicz	Discussion held	19.10.21
13.10.21	EASM to provide additional information relating to NNDC Beach H	Reanata Garfoot	Awaiting information	11.11.21
13.10.21	DFC to arrange SERCO briefing/attendance at future Committee m	Steve Hems	Added to Work Programme	14.10.21
10.11.21	DSGOS to seek appointments to Scrutiny Panel from Group Leaders	Matt Stembrowicz	Confirmed	20.12.21
08.12.21	Monthly verbal updates from DFC on Serco progress implementing waste contract revised TOM	Steve Hems	Added to Work Programme	20.12.21
08.12.21	Add Serco Briefing to the Work Programme for April 2022 for full update on implementation of the waste contract TOM	Matt Stembrowicz	Added to Work Programme	20.12.21
08.12.21	To arrange a Member Workshop on the use of the LG Inform benchmarking software.	Matt Stembrowicz/CDU	Arranged for 10.02.22	
08.12.21	Less historic information within EB matrix, focus placed on metrics and commentary on complex cases in summary report	Phillip Rowson	June O&S EB Update	15.06.22
08.12.21	Review provision of EB information to local Members and Parish/Town Councils.	Cllr J Toye/ADP	Format updated	
12.01.22	Consideration be given to including estimated costs of the Net Zero Strategy within the MTFS	Cllr E Seward/Cllr N Lloyd/Duncan	Ellis	
12.01.22	To request that the Communications Team prepare a news item covering the outcomes of the MTI Project	Matt Stembrowicz/Joe Ferrari	TBC Awaiting Final Completion	
12.01.22	Proposals for additional staff to support car park management require full business case if consideration of proposal supported.	Duncan Ellis	NA	NA
09.02.22	Member Briefing of Cromer Pier	Matt Stembrowicz	Arranged for 15.03.22	28.02.22
09.02.22	Written responses required on questions relating to the Pier	Cllr V Gay	Responses provided during Pier Briefing Meeting held 05.04.22	15.03.22
09.03.22	PCC to meet with Member Champion for Domestic Abuse	Matt Stembrowicz		
09.03.22	Member Workshop be arranged to review and scrutinise benchmarking data in greater detail.	Matt Stembrowicz	Covered at June O&S	15.06.22
09.03.22	Draft Planning survey be shared with the Committee prior to release	Martyn Fulcher	Completed at April O&S	
09.03.22	Request that representatives of the Norfolk CCG and EEAST attend a future Overview & Scrutiny Committee Meeting	Matt Stembrowicz	Requested - awaiting confirmation	
06.04.22	DFC to update on implementation of the new collections TOM at July O&S meeting.	Steve Hems	Added to Work Programme	
06.04.22	Review implementation of new collections target operating model at October O&S meeting	Steve Hems	Added to Work Programme	
11.05.22	AW to improve communications with NNDC and residents to improve awareness of sewerage discharge events	Matt Stembrowicz	NNDC contact updated, other	
11.05.22	AW Water Recycling Centre Visit	Matt Stembrowicz	Booked for 14.07.22	
15.06.22	Revised performance data reporting format to be considered at September meeting	Helen Thomas	Due September 22	
15.06.22	Review new framework and agree key outcomes/issues or exceptions reporting	O&S Committee	Due September 22	

20.07.22	ICB to share data of Multidisciplinary Teams reducing the number of Ambulance Service requests .	ICB	
20.07.22	ICB to share plans for reducing delays in transferring patients from hospitals to long-term care.	ICB	
20.07.22	Consideration as to how NNDC may help promote key health messages at Town & Parish level	ICB/EEAST	
20.07.22	Housing Strategy & Delivery Manager to provide written reply on the number of tenants evicted to create short-term lets.	Housing Strategy & Deliver Manager	
20.07.22	Housing Strategy & Delivery Manager to provide data on registered second home Council Tax bands.	Housing Strategy & Deliver Manag	Information provided
20.07.22	Scrutiny Officer to arrange Member Briefing on impact of second homes with Prof. C Hilber	Scrutiny Officer	Booked for 26.09.22

OVERVIEW & SCRUTINY: OUTCOMES & ACTION LIST - JULY 2022

REPORT, RECOMMENDATIONS & ACTIONS	ACTION BY	DATE
<p><u>10. AMBULANCE RESPONSE TIMES MONITORING: ICB (FORMER CCG) & EEAST</u></p> <p>RESOLVED</p> <p>1. To note the discussion</p> <p>ACTIONS</p> <p>1. Consideration to be given as to how NNDC may help to promote key health related messages at Town and Parish level to support ICB and EEAST</p>	<p>O&S Committee</p> <p>ICB/EEAST</p>	<p>July 2022</p> <p>September 2022</p>
<p><u>11. CCFA: IMPACT OF SECOND HOMES AND HOLIDAY LETS DATA REPORT</u></p> <p>RESOLVED</p> <p>1. It is recommended that Members 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.</p> <p>Page 329 To recommend to Cabinet 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).</p> <p>3. To recommend to Cabinet 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.</p> <p>4. To recommend to Cabinet that NNDC responds positively to a call for evidence on the registration of tourist accommodation.</p> <p>5. If Cabinet are 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.</p> <p>6. To recommend to Cabinet 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.</p> <p>ACTIONS</p> <p>1. Scrutiny Officer to arrange Member Briefing on impact of second homes with Prof. C Hilber</p>	<p>O&S Committee</p> <p>Cabinet</p> <p>Scrutiny Officer</p>	<p>July 2022</p> <p>September 2022</p> <p>August 2022</p>

12. EQL SCRUTINY PANEL: PUBLIC CONVENIENCES REVIEW & RECOMMENDATIONS REPORT

RESOLVED

Urgent recommendations:

1. To recommend that all options for campervan waste disposal such as those commercially available and/or portable disposal systems are considered by the Environment Portfolio Holder and relevant Director for urgent implementation in appropriate areas to mitigate the impact of this waste on existing public conveniences during the summer season.
2. To recommend investigation of the potential for installation of campervan waste disposal facilities at existing suitable public convenience sites and County run public recycling centres, with appropriate local advertising, if such facilities are seen as consistent with current laws covering 'Wild Camping' and NNDC environmental policies and considered effective in solving current fly-tipping problems.

Cabinet PH &
Director for
Communities

July 2022

High priority recommendations:

3 To recommend that an external audit of the Council's public conveniences is undertaken to review factors including: lighting, signage, cleanliness, site position, energy efficiency etc.

4 To recommend that a review of the outcomes of the external audit alongside current structural surveys is undertaken during winter 2022-23 to develop an action plan for the facilities in 2023-24 and annually thereafter, actioned by Property Services, Estates and the Environmental Health (Cleansing).

5. To recommend that a cleansing 'standard' is established, embedded and reported on to ensure cross facility standards are maintained across the District.
6. To recommend that consideration be given to extend and enable out of hours accessibility of disabled toilets in major tourism locations, through security improvements.
7. To recommended that a standard design 'type' be adopted that is flexible enough to fit most locations where new build may be an option. The use of single self-contained WC cubicles would eliminate wasted lobby areas, address equality and diversity needs and allow partial closures during quieter months or maintenance works.

Cabinet

September 2022

Normal priority recommendations:

8. To recommend that a simple customer feedback system is created and promoted to obtain and maintain ongoing feedback to support and evidence need for future changes or address any issues.

<p>9. To recommend that the Strategy is reviewed and updated at least every 4 years, and that an annual review of the service provision and customer feedback is undertaken by Property Services and cleansing providers, and considered by the Overview & Scrutiny Committee or Scrutiny Panel.</p> <p>10. To recommend that the decision making matrix be used and refined to determine future need.</p> <p>11. To recommend that location suitability be assessed as part of the PC external audit/review.</p> <p>12. To recommend that design and cost-benefit analysis of self-contained cubicle facilities are undertaken for all new public conveniences or major refurbishments (where possible) to offer single sex and gender neutral facilities in line with current legislation.</p> <p>13. To recommend that all opportunities are regularly explored to improve the financial sustainability and continuation of public conveniences across the District such as service costs and maintenance, to include new technology, advertisement and commercial opportunities.</p> <p>14. To recommended that when a new build or major refurbishment is required that the decision matrix is used to determine if the facility is of an appropriate size (ie numbers of cubicles) and in a desirable location (see audit/review results).</p> <p>15. To recommended that any major refurbishments or new builds include costings for green/renewable technology to reduce environmental impact (energy efficiency, water use, carbon reduction) and cost efficiencies so that Members can select the most appropriate course of action for each location.</p>		
<p>331</p> <p><u>WASTE CONTRACT: NEW TARGET OPERATING MODEL - VERBAL UPDATE</u></p> <p>RESOLVED</p> <p>1. To note the update.</p>	<p>O&S Committee</p>	<p>July 2022</p>

13. OVERVIEW & SCRUTINY ANNUAL REPORT 2021-22

RESOLVED

1. To recommended that Council notes the report, affirms the work of the Overview & Scrutiny Committee, and considers the following concerns raised within the report:

- Additional Committee substitutes required to adequately address the number of apologies given.**
- Late submission of reports continues to cause volatility in the Work Programme.**
- Too many 'last minute' requests to include items under Urgent Business which degrades both the quality of scrutiny and the opportunity to add maximum value to the process.**

Full Council

June 2022