

# Overview & Scrutiny Committee



**Please contact:** Matthew Stembrowicz  
**Please email:** [matthew.stembrowicz@north-norfolk.gov.uk](mailto:matthew.stembrowicz@north-norfolk.gov.uk)  
**Please direct dial on:** 01263 516047

Tuesday, 5 September 2023

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 13 September 2023** 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](mailto: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:** Cllr N Dixon, Cllr S Penfold, Cllr V Holliday, Cllr N Housden, Cllr C Cushing, Cllr P Fisher, Cllr L Vickers, Cllr M Batey, Cllr J Boyle, Cllr G Bull and Cllr R Macdonald

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  
**Tel** 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005  
**Email** [districtcouncil@north-norfolk.gov.uk](mailto:districtcouncil@north-norfolk.gov.uk) **Web site** [www.north-norfolk.gov.uk](http://www.north-norfolk.gov.uk)

## 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 - 10

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 12<sup>th</sup> July 2023.

**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**

11 - 16

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 Democratic Services Manager with seven clear working days' notice, to include an item on the agenda of the Overview and Scrutiny Committee.

The following matter was submitted for consideration by Cllr C Cushing:

*'I am mindful that we have been seeking more detailed information on the NWHAZ project at various times since October 2022, and so far not received any adequate responses. I understand that responses have been chased on the Committee's behalf through the offices of the Chief Executive. Please can we be advised of the progress on those matters and when we are likely to receive acceptable responses so that we move towards some form of closure without further delay.'*

**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 July meeting of Full Council recommendations relating to the Outturn report and Treasury Outturn report were approved.

**10. DEBT RECOVERY REPORT 2022-23**

17 - 44

<b>DEBT RECOVERY 2022-23</b>	
<b>Executive Summary</b>	<p>This is an annual report detailing the council's collection performance and debt management arrangements for 2022/23</p> <p>The report includes a:</p> <ul style="list-style-type: none"> <li>▪ A summary of debts written off in each debt area showing the reasons for write-off and values.</li> <li>▪ Collection performance for Council Tax and Non- Domestic Rates.</li> <li>▪ Level of arrears outstanding</li> <li>▪ Level of provision for bad and doubtful debts</li> </ul>
<b>Options considered</b>	<p>To leave the write off limits as they currently are allowing team leaders to write off up to £2k and the Revenues Manger up to £10k or to increase these to a higher figure.</p>
<b>Consultation(s)</b>	<p>Your report must include details of any internal or external consultation processes undertaken. If consultation has not been necessary – state, why</p>
<b>Recommendations</b>	<p>This is a recommendation to Full Council.</p> <ol style="list-style-type: none"> <li>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.</li> <li>2. To approve the suggested changes to the delegated authority as shown in appendix 2 for write offs.</li> </ol>
<b>Reasons for recommendations</b>	<p>Recommendations 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 and the suggested delegated authorisation changes to ensure the Council seeks best use of its staff resources and manages the finances to ensure best value for money.</p>
<b>Background papers</b>	<p>Corporate Debt Management and Recovery Policy Appendix 1, Debt Write Off Policy Appendix 2 and Enforcement Agent Code of Practice and Enforcement Agent Instructions Appendix 3.</p>

<b>Wards affected</b>	All wards
<b>Cabinet member(s)</b>	Lucy Shires
<b>Contact Officer</b>	Sean Knight Revenues Manger <a href="mailto:Sean.Knight@north-norfolk.gov.uk">Sean.Knight@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	List here which corporate plan priorities (if any) that your proposals are linked to
Medium Term Financial Strategy (MTFS)	Maximises Income of revenues.
Council Policies & Strategies	Corporate Debt Management and Recovery Policy and Debt Write Off Policy

<b>Corporate Governance:</b>	
Is this a key decision	Yes.
Has the public interest test been applied	Yes.
Details of any previous decision(s) on this matter	September 2022, 2021/22, Debt Report.



<b>BUDGET MONITORING P4 2023/24</b>	
<b>Executive Summary</b>	<p>This report summarises the budget monitoring position for the revenue account, capital programme and reserves statement to the end of July 2023.</p> <p>The overall position at the end of July 2023 shows a £3,905,574 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year overspend of £25,000.</p>
<b>Options considered</b>	Not applicable
<b>Consultation(s)</b>	Cabinet Member Section 151 officer Budget Managers
<b>Recommendations</b>	<p><b>It is recommended that Cabinet:</b></p> <ol style="list-style-type: none"> <li>1) <b>Note the contents of the report and the current budget monitoring position.</b></li> </ol> <p><b>Recommend the following to Full Council:</b></p> <ol style="list-style-type: none"> <li>2) <b>That a new capital budget of £0.050m is added to the capital programme to fund repair works to the Marrams Footpath, with funding coming from the Council's Capital Receipts.</b></li> <li>3) <b>That a new capital budget of £0.370m is added to the capital programme to demolish and rebuild the Public Conveniences at Albert Street, Holt with £0.120m to be funded from an insurance claim and £0.250m to be funded from the Council's Capital Receipts.</b></li> <li>4) <b>That a new capital budget of £1.040m is added to the capital programme in respect of the Local Authority Housing Fund.</b></li> <li>5) <b>That the current Provision of Temporary Accommodation Budget is increased by £0.178m to £0.983m for 2023/24 following receipt of the Local Authority Housing Fund grant.</b></li> </ol>

	<p>6) That a capital budget of £1.458m be added to the capital programme for the Rural England Prosperity Fund expenditure and £0.266m be added to the capital programme for the UK Shared Prosperity Fund expenditure as shown in paragraph 4.7 and note that this will be funded by external funding.</p> <p>7) That a capital budget of £14.610m be added to the capital programme as shown in paragraph 4.8 and note that the project will be funded by external funding.</p>
<b>Reasons for recommendations</b>	To update members on the current budget monitoring position for the Council.
<b>Background papers</b>	Finance system budget monitoring reports E:\Moderngov\Data\AgendaDocs\2\9\9\A00001992\\$\$Agenda.doc
<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Lucy Shires
<b>Contact Officer</b>	s151 Tina Stanley, Tina.stankley@north-norfolk.gov.uk

<b>Links to key documents:</b>	
Corporate Plan:	Budgets set to support the Corporate Plan objectives.
Medium Term Financial Strategy (MTFS)	Budget process in line with MTFS
Council Policies & Strategies	Service Budgets set in line with the council policies and strategies

<b>Corporate Governance:</b>	
Is this a key decision	no
Has the public interest test been applied	Not an exempt item
Details of any previous decision(s) on this matter	N/A

**Summary:** This report provides the update for Members on a range of enforcement related issues arising from the work of the Enforcement Board.

**Conclusions:** The Enforcement Board continues to make progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties (LTE) back into use, across all areas of the district.

The Combined Enforcement Team continues working to reduce the backlog on the planning enforcement cases and ensuring that property level Council Tax enforcement is taken forward at the earliest opportunity.

**Recommendations:** **1. That the Committee notes the continued progress of the Enforcement Board and the Combined Enforcement Team**

**Reasons for Recommendations:**

1. To ensure appropriate governance of the Board's activities
2. To show the progress of Combined Enforcement Team cases and contribution to the work of the Enforcement Board

Cabinet Members	Ward(s) affected
Cllr Andrew Brown (Planning and Enforcement)	All Wards
Cllr Callum Ringer (IT, Environmental & Waste)	
Cllr Lucy Shires (Finance, Estates & Property)	

Contact Officer, telephone number and email:  
Martyn Fulcher, Director for Place and Climate Change 01263 516144  
[martyn.fulcher@north-norfolk.gov.uk](mailto:martyn.fulcher@north-norfolk.gov.uk)

<b>PLANNING SERVICE IMPROVEMENT PLAN UPDATE</b>	
<b>Executive Summary</b>	This report provides an update on the progress of the Planning Service Improvement Plan, an analysis of response times for consultees and initial feedback on customer service responses.
<b>Options considered</b>	This report does not consider options
<b>Consultation(s)</b>	This report does contain feedback from customers.
<b>Recommendations</b>	<p><b>a) That the content of this report is noted, and</b></p> <p><b>b) That the Overview and Scrutiny Committee decide whether - or not - they would like a further report on progress / completion of the Planning Service Improvement Plan – along with yearend data for 2023/24 to be added to their 2024/25 work plan (e.g. during ‘Quarter 2’)</b></p>
<b>Reasons for recommendations</b>	Prepared at the request of the Committee
<b>Background papers</b>	N/A

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Andrew Brown
<b>Contact Officer</b>	Russell Williams

<b>Links to key documents:</b>	
Corporate Plan:	Customer Focus
Medium Term Financial Strategy (MTFS)	No direct links to the MTFS
Council Policies & Strategies	Not applicable

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	O&S meeting 15.02.23

**Summary:** The 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 for the first quarter of the 2023/24 civic year – i.e. 1<sup>st</sup> April – 30<sup>th</sup> June 2023.

**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 was made over the first quarter of 2023/24 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report.

This was achieved alongside the preparations for the Full Council elections on 4<sup>th</sup> May and the delivery of the new member induction programme and the forming of the new council administration, new Committees and work undertaken to prepare a new Corporate Plan for the period 2023 – 2027, which was approved through Committee and Council processes in the July cycle of meetings.

**Recommendations:** **That the Overview and Scrutiny Committee be invited to consider and comment upon issues within the report for subsequent consideration by the Cabinet.**

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

<b>OVERVIEW &amp; SCRUTINY ANNUAL REPORT 2022-23</b>	
<b>Executive Summary</b>	This report aims to provide the Council with an outline of the role of the Overview & Scrutiny Committee, a summary of the work undertaken throughout 2022-23, and highlight any issues encountered by the Committee during this period.
<b>Options considered</b>	N/A
<b>Consultation(s)</b>	O&S Chairman
<b>Recommendations</b>	<p><b>It is recommended that Council notes the report, affirms the work of the Overview &amp; Scrutiny Committee, and considers the following concerns raised within the key issues section of the report:</b></p> <ul style="list-style-type: none"> <li>• <b>A high number of apologies and limited substitute availability needs to be addressed by Group Leaders.</b></li> <li>• <b>Requested information has not been provided in a timely or satisfactory manner and needs to be addressed by officers.</b></li> <li>• <b>Delayed finance reports have had an ongoing impact on the work programme that needs to be addressed by officers.</b></li> <li>• <b>Non-attendance of the PCC at short notice impacted the Committee's crime and disorder update, and substitutes will therefore be requested in future.</b></li> </ul>
<b>Reasons for recommendations</b>	To inform Council of the work of the Overview & Scrutiny Committee in 2022-23 and address concerns raised.
<b>Background papers</b>	Overview & Scrutiny work programme 2022-23

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	N/A
<b>Contact Officer</b>	Matt Stembrowicz - Democratic Services & Governance Officer (Scrutiny) Tel: 01263 516047 Email: <a href="mailto:Matthew-stembrowicz@north-norfolk.gov.uk">Matthew-stembrowicz@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	All
Medium Term Financial Strategy	N/A
Council Policies & Strategies	N/A

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	N/A

## 16. DELEGATED DECISIONS (MARCH TO AUGUST 2023)

147 - 152

<b>Delegated Decisions (March to August 2023)</b>	
<b>Executive Summary</b>	This report details the decisions taken under delegated powers from March to August 2023.
<b>Options considered</b>	Not applicable – the recording and reporting of delegated decisions is a statutory requirement.
<b>Consultation(s)</b>	Consultation is not required as this report and accompanying appendix is for information only. No decision is required and the outcome cannot be changed as it is historic, factual information.
<b>Recommendations</b>	<b>To receive and note the report and the register of decisions taken under delegated powers.</b>
<b>Reasons for recommendations</b>	<p>The Constitution: Chapter 6, Part 5, sections 5.1 and 5.2 details the exercise of any power or function of the Council where waiting until a meeting of Council or a committee would disadvantage the Council. The Constitution requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate)</p> <p>Section 2.1 sets out the requirements regarding the reporting of conditional delegated decisions.</p>
<b>Background papers</b>	Signed delegated decision forms.

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Leader, Cllr T Adams
<b>Contact Officer</b>	Emma Denny, Democratic Services Manager, <a href="mailto:emma.denny@north-norfolk.gov.uk">emma.denny@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	N/A
Medium Term Financial Strategy (MTFS)	N/A – information report only
Council Policies & Strategies	N/A

<b>Corporate Governance:</b>
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Is this a key decision	No
Has the public interest test been applied	Yes – no exempt information is included.
Details of any previous decision(s) on this matter	Dates of any Cabinet decisions providing delegated authority are included in the attached appendix.

## WORK PROGRAMMES

**17. THE CABINET WORK PROGRAMME** 153 - 156

To note the upcoming Cabinet Work Programme.

**18. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE** 157 - 166

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.

**19. 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, 12 July 2023 in the Council Chamber - Council Offices at 9.30 am

<b>Committee Members Present:</b>	Cllr N Dixon (Chairman)	Cllr S Penfold (Vice-Chairman)
	Cllr V Holliday	Cllr C Cushing
	Cllr P Fisher	Cllr L Vickers
	Cllr M Batey	Cllr J Boyle
	Cllr G Bull	Cllr R Macdonald
<b>Members also attending:</b>	Cllr T Adams (Observer)	Cllr A Brown (Observer)
	Cllr L Shires (Observer)	Cllr J Toye (Observer)
	Cllr A Varley (Observer)	Cllr L Withington (Observer)
<b>Officers in Attendance:</b>	Democratic Services and Governance Officer - Scrutiny (DSGOS), Chief Executive (CE), Director for Communities (DFC), Assistant Director for Finance, Assets, Legal & Monitoring Officer (MO), Director for Resources / S151 Officer (DFR) and Data Analyst (CDA)	

### 19 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr N Housden.

### 20 SUBSTITUTES

None.

### 21 PUBLIC QUESTIONS & STATEMENTS

None received.

### 22 MINUTES

Minutes of the meeting held on 14<sup>th</sup> June 2022 were approved as a correct record and signed by the Chairman.

### 23 ITEMS OF URGENT BUSINESS

None received.

### 24 DECLARATIONS OF INTEREST

None declared.

### 25 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

### 26 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER

None received.

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

The DSGOS noted that Council had approved the purchase of additional waste vehicles, as considered by the Committee at the June meeting.

**28 2022/23 OUTTURN REPORT**

Cllr L Shires – Portfolio Holder for Finance and Assets introduced the report and informed Members that the outturn position was better than expected with previous forecasts suggesting a £900k overspend. She referred to p30 and noted that the surplus from the previous year had been placed into the general reserve to offset the impact of inflation, but the full £616k would no longer be required as the overspend was only £261k. It was noted that £500k had been allocated for net zero initiatives, and £250k for temporary accommodation. The DFR stated that the outturn position of the capital programme showed a significant underspend, with a planned budget of £16.3m against £6.8m spent. She added that the reasons for this related to slippage and delays in awarding contracts, with funds therefore carried over.

Questions and Discussion

- i. Cllr C Cushing referred to the business rates shortfall and asked whether this would be recovered or remain a shortfall. The DFR replied that it was a fluctuation in income that would not be recovered. Cllr C Cushing stated that in this case the overspend would be £0.782m and not the lower figure quoted. He then asked whether major project costs were reforecast to account for cost variations, and referred to the Fakenham roundabout project being a prime example. The CE replied that the capital programme reflected the Council's aspirations and ambitions but they were complex projects to deliver, and slippage could therefore be expected. He added that the retained capital budget had reasons for delays listed, and in the case of the Fakenham roundabout, the Council had pledged a financial contribution of £900k, but the works could only be scheduled during autumn and winter due to it being a primary tourism corridor. It was noted that whilst efforts had been made to progress the project, nutrient neutrality regulations had also caused delays, and whilst the Cromer Coast Protection Scheme and refurbishment of Mundesley sea defences had received funding from the EA, they had also been subject to significant cost inflation. The DFR stated that there had been limited capacity available to update cost estimates within the Finance Team, but following recruitment of additional accountants, this could be given greater attention going forward.
- ii. Cllr L Shires stated that any estimates completed in 21-22 would be inaccurate due to the significant inflation that had occurred, and asked whether Members sought regular updates to ensure accuracy or affordability. Cllr C Cushing stated that budget monitoring reports were provided regularly throughout the year, but anything that had been costed over six months ago was likely to be inaccurate. He added that estimates had to be as accurate as possible, otherwise it would be difficult to set and monitor the capital programme with any degree of accuracy.
- iii. Cllr V Holliday stated that £781k was not a significant improvement over the

originally forecast £900k deficit, and asked how long the general reserve would last if used to regularly fund deficits of £261k. She added that an executive summary would also be useful to cover key points of information with trend analysis. Cllr L Shires replied that she would be happy to review whether an executive summary could be added to reports, and reiterated that the deficit had been offset by an underspend from the previous year. The CE stated that the Council had for many years had a year-end surplus, and it was appropriate to use reserves to close a deficit gap as and when necessary, taking into account that a £617k underspend had been placed into the general reserve the previous year to account for inflation. He added that to close the year-end with a £261k deficit was a reasonable position given the financial pressures the Council had faced, and it was not a risk to the Council to offset this deficit with the use of general reserves. It was noted that officers would not recommend this on an ongoing basis, but actions would be taken to address deficits by other means going forward.

- iv. Cllr A Brown stated that he was supportive of including trend analysis of the general reserve, and potentially also year-end surpluses or deficits to make the financial position of the Council as clear as possible for Members.
- v. The Chairman stated that financial reports were complex, and he had therefore discussed the format with the DFR to seek improvements and provide a more holistic view of the Council's financial position. He added that he expected many Members would have difficulty understanding all aspects of the report, and given the significance of financial decisions being made, it was crucial that all Members were able to properly understand reports. It was suggested that a workshop session may be helpful to improve reports going forward, enabling Members to better fulfil their financial monitoring responsibilities.
- vi. Cllr J Toyne stated that he agreed that reports needed to be made as clear as possible to enable Members to make the correct evidence-based decisions.
- vii. The recommendations were proposed en bloc by Cllr S Penfold and seconded by Cllr J Boyle.

## **RESOLVED**

**To recommend the following to Full Council:**

- a) The provisional outturn position for the General Fund revenue account for 2022/23;**
- b) The transfers to and from reserves as detailed within the report (and appendix-c) along with the corresponding updates to the 2023/24 budget;**
- c) The deficit of £0.261m relating to service overspends be funded from the General Reserve;**
- d) The deficit of £0.561m relating to retained business rates be funded from the Business Rates Reserve;**
- e) The financing of the 2022/23 capital programme as detailed within the report and at Appendix D;**

- f) The balance on the General Reserve of £2.649m;
- g) The updated capital programme for 2023/24 to 2025/26 and scheme financing as outlined within the report and detailed at Appendix E;
- h) The roll-forward requests as outline in Appendix F are approved.
- i) The transfer of £0.500m from the Delivery Plan Reserve to a new reserve ‘Net Zero Initiatives’ set up specifically to fund projects, initiatives and works to achieve net zero.
- j) The Provision of Temporary Accommodation capital budget for 2024/25 and 2025/26 of £0.250m per year be moved into 2023/24 giving a total budget of £0.750m in 2023/24 and that this be funded by temporary borrowing until it can be replaced by preserved right to buy capital receipts.

## 29 TREASURY OUTTURN REPORT 2022/23

Cllr L Shires – Portfolio Holder for Finance and Assets introduced the report and informed Members that it was a better and more easily understandable format. She added that the Council’s investments had benefitted from rises in interest rates, however she was aware that inflation also had a negative impact on residents. The DFR stated this was one of the most technical reports reviewed by Members as Councils were self-regulating in terms of treasury management with CIPFA guidance, which meant that reports had to contain a certain level of detail that may be difficult for some to understand. She added that an executive summary was provided on p76, which showed capital expenditure of £6.862m over the year, and any further spending was outlined. It was noted that future internal borrowing would reduce the Council’s investments and would need to be replenished. The DFR stated that whilst total investments were reported as £45m, the return of Covid grants would reduce this to £27m.

### Questions and Discussion

- i. The Chairman noted that he had discussed several points with the DFR prior to the meeting, and that the executive summary should provide key points from the report, but improvements were needed to offer better understanding of the financial health of the authority.
- ii. Cllr C Cushing referred to Covid grant returns and suggested that it may have been helpful for a note explaining this to be included in the report. The DFR stated that Link Asset Services were the Council’s new treasury management advisors, who were happy to provide training which officers could look to arrange as soon as possible. The Chairman suggested that all financial reports would benefit from good executive summaries, with the inclusion of annual trend analysis and notes to explain any significant changes.
- iii. Cllr V Holliday praised the report format but asked why the Council was still borrowing when it had significant investments, and whether this was due to the interest rate differential. The DFR replied that borrowing was used to maintain cashflow, as there were fluctuations as a result of council tax and business rates only being collected ten months per year. She added that short-term borrowing was therefore required around the end of year to carry over until collections resumed.
- iv. The recommendation was proposed by Cllr S Penfold and seconded by Cllr P Fisher.

## RESOLVED

1. To recommend the report to Full Council for approval.

### 30 CORPORATE PLAN 2023 - 2027

Cllr T Adams – Council Leader introduced the report and thanked officers and Members for their help in developing the Corporate Plan (CP), that would guide the authority over the next four years. He added that there would be a change to how the CP was delivered, with annual action plans replacing the four year delivery plan, as had been used in 2019. It was suggested that this would provide agility and allow the Council to take advantage of more opportunities and shape future actions. Cllr T Adams stated that work was underway to determine new contextual performance measures, some of which may already be actively monitored by the Committee. He outlined the key themes of the CP and stated that he looked forward to working with the Council and Members to deliver the Plan over the next four years.

#### Questions and Discussion

- i. The Chairman stated that it was positive that the Committee were considering the CP in July, taking into account that it had not come forward until October in 2019. He added that the previous CP had six themes, whilst the new proposal only had five, with the omission of financial sustainability as a key theme. It was suggested that the financial challenges facing the council had not gone away, and the Chairman therefore asked whether this should be given consideration for inclusion. Cllr T Adams replied that he was proud that the administration had been able to bring the CP forward so quickly, and suggested this was a benefit of a returning administration that sought to build on previous work. He added that various options had been considered for the key themes, but Cabinet Members had decided that financial sustainability had been covered throughout the CP, and would be given the necessary attention without being identified as a specific theme. It was noted that many aspects of financial sustainability would be covered under the strong and accountable Council theme, with further actions to be included within annual action plans. The Chairman accepted the points made but suggested that delivery of the wider CP would require a sure footing of financial sustainability, as had been identified in the previous Plan, and suggested that this may be a prudent item to consider going forward.
- ii. Cllr A Brown stated that he was the only Cabinet Member that had also been on Cabinet in 2019, and noted that the administration was in a very different place at the time. He added that the Council was now in a more sustainable position and no longer needed to place as much emphasis on ensuring the financial sustainability of the authority. The Chairman noted that financial challenges were still on the horizon and may present a bigger threat now than in 2019, therefore he felt that financial sustainability should still be given greater weight within the CP.
- iii. Cllr L Shires stated that whilst she was happy that finance was being given significant attention, financial sustainability was covered on p115, where the administration's intentions had been made very clear. Cllr T Adams stated that he too felt that financial sustainability had been given adequate attention within the CP and did not require its own theme.
- iv. Cllr S Penfold stated that whilst financial sustainability had been covered within the CP, there may be scope to make it more obvious to those outside of the organisation, by making explicit reference to the term within the document.
- v. Cllr C Cushing stated that he would have expected financial sustainability to be placed at the heart of the CP, and noted that the MTFs had shown there were

significant deficits forecast which required serious attention. He added that the administration should be focused on what could be done to ensure the Council's financial sustainability by generating income or finding efficiency savings. Cllr C Cushing stated that there was also a lack of long-term objectives within the CP, and suggested that the Plan would benefit from these to help with the formation of annual actions plans. Cllr T Adams replied that theme names within the CP didn't necessarily translate into specific actions, and he was sure that financial sustainability would be adequately covered within the Plan. He added that other Councils had made significant mistakes with risky commercial investments and he would ensure that the Council stayed well clear of these issues, with efforts instead focused on maximising the Council's existing assets such as car parks and beach huts. It was noted that the annual action plans would also include actions and targets that would set out the long-term objectives of the Council, which would allow a more agile approach to realise opportunities. Cllr T Adams noted that contextual measures, graphics and an introduction were yet to be included, and the final version would be more accessible to residents.

- vi. Cllr L Shires referred to efficiency savings and stated that some residents perceived this negatively, and it was therefore not something she sought to include within the CP. She added that reference had been made to delivering services efficiently, but this had been deemed adequate for the purposes of the Plan.
- vii. Cllr V Holliday stated that a strong and accountable Council should be business as usual, and should not be seen as an aspiration. She added that her residents were mainly interested in well-paid jobs and affordable housing, which were clearer more tangible objectives, which did not appear to have been included. She added that rurality also appeared to have been overlooked within the Plan, and this was a crucial concern for the District.
- viii. Cllr S Penfold referred to p107 and noted that rural villages would be placed at the heart of the Council's services, and asked whether Members were satisfied that this claim would adequately address deprivation or a lack of investment. Cllr T Adams replied that rural matters would be covered in far greater detail than in the last CP, and whilst thoughts had been given to identifying a theme of rurality, it was felt that these issues could be better addressed across all other themes, with actions to be identified in the annual action plans.
- ix. Cllr J Toye stated that financial sustainability should be embedded within any Council, and he did not therefore feel that it required its own distinct theme. He added that on matters of rurality, that many residents lived in rural inland communities, and focus should be placed on actions to address issues in these areas, which he believed were embedded within the Plan.
- x. Cllr V Holliday suggested that some actions within the Plan weren't particularly aspirational or were already complete, such as the Solar Port at the Reef, examination of the Local Plan and development of the Coastwise project, which were all already in progress. She added that it would be better for the Council to stretch itself with more aspirational targets and objectives. The CE stated that there was a programme of ongoing work which was reflected in the Plan, but actions such as developing a rural strategy was an aspiration that the administration had set for the first twelve months, with workshops set for September that would further outline items for the annual action plans. He added that the CP was a statement of political intent by the administration, and as a result many priorities would carry over from the previous term, but further aspirational priorities and actions could be raised during discussion and scrutiny of the action plan in October.
- xi. Cllr T Adams stated that Members could expect a degree of continuity given that the administration had remained in place following the election, however the actions outlined within the CP such as the Solar Port, and coastal transition programmes were still highly ambitious. He added that many further actions were expected to



come forward, such as the ongoing delivery of improved public conveniences, which would keep the Council very busy.

- xii. The Chairman summarised the three comments made by Members of the Committee and noted that whilst there did not appear to be support to form substantive recommendations, he hoped that Cabinet would still take them into consideration for development of the CP.
- xiii. The recommendations were proposed by Cllr S Penfold and seconded by Cllr P Fisher.

## **RESOLVED**

### **That the Overview and Scrutiny Committee:**

- 1. Considers and comments upon the content of the draft Corporate Plan 2023 – 2027 as a statement of the Council’s intent and ambition for the term of this Council administration, with any comments being reported to the meeting of Full Council to be held on 19<sup>th</sup> July 2023. Comments include:**
  - For Cabinet to consider whether financial sustainability has been adequately addressed within the Corporate Plan and whether it should form a key theme.
  - For Cabinet to consider whether the headline objectives of the Corporate Plan are ambitious enough.
  - For Cabinet to consider whether issues of rurality have been adequately addressed within the Corporate Plan.
- 2. Notes the arrangements outlined for a series of member workshops in September 2023 to contribute to the development of actions / proposals for inclusion in the 2024/25 Annual Action Plan and then for the draft Action Plan being presented as a pre-scrutiny item for discussion / agreement by the Overview and Scrutiny Committee at its 11<sup>th</sup> October 2023 meeting.**

## **31 HEADLINE BENCHMARKING REPORT (SELECTED MEASURES) - CIPFA COMPARISON**

Cllr T Adams – Council Leader introduced the report and noted that many of the issues had been discussed at the previous meeting, then thanked officers for preparing the report and invited questions from Members.

### Questions and Discussion

- i. Cllr V Holliday asked whether performance benchmarking could be included alongside the performance report, in place of the contextual measures report or receive all three reports at the same meeting. She added that it would also be helpful to know whether any learning could be gained from the CIPFA nearest neighbours where they performed better than NNDC. She added that the report showed that other Councils were routinely reporting better performance than NNDC in certain areas, and there ought to be insights that could be gained from this. The CDA replied that the benchmarking report was very much owned by the Committee with Members determining which measures were reviewed, unlike regular performance monitoring of the CP. She added that the reports had been separated to avoid confusion, though this could be reconsidered again in the future if new datasets were included

within the CP. Cllr T Adams stated that it was unfair to suggest that all performance was poor, as many measures showed improvement, whilst others were out of date and some datasets such as recycling were misrepresentative, given that NNDC did not collect food waste. He added that Planning performance was also exemplary, which showed that NNDC was leading the group in some aspects of performance benchmarking. Cllr V Holliday accepted that performance was improving, but suggested that there were still areas where lessons could be learnt from other Councils.

- ii. Cllr L Shires referred to the CIPFA 8 measure of total expenditure per resident on p123, and asked when the data would be updated, as it was from over three years ago. The CDA replied that deadlines had been missed for submitting this data as it required the completion of audited annual accounts which were still delayed for many authorities. She added that under normal circumstances there was expected to be approximately one year's delay.
- iii. Cllr C Cushing referred to CIPFA 9a and 9b on p123, and asked why both were included as they appeared very similar. The CDA replied that it had been unclear which dataset the Committee wanted to review, but this could be reconsidered in October following the agreement of datasets used to inform the CP. Cllr T Adams noted that significantly more residents were included in dataset 9a which impacted performance. He added that the demographics of the District skewed the figure, and it may be prudent to consider a different measure of economic performance in October. Cllr V Holliday suggested that many pensioners were still economically active, and this should not be overlooked. The CE stated that whilst he accepted Cllr Holliday's comments, the report had to take into account nationally available datasets, alongside local variances and context that would impact performance such as demographics in the case of North Norfolk. He added that as a rural District, it was a fact that rural authorities received less funding per head of rural population for service provision than metropolitan boroughs, which meant that Councils were not working in a level playing field.
- iv. Cllr J Toye suggested that other Councils may be more focused in particular areas than NNDC, and this may need to be taken into account as part of the context in which performance data was reported.
- v. Cllr L Shires referred to the CIPFA 9a dataset and suggested that it was unfair to assume those over 65 may want to continue working, and it was therefore a somewhat flawed measure of economic performance.
- vi. It was suggested following discussion of performance report content that it would be preferred if all three reports were on the same agenda.
- vii. Cllr V Holliday asked whether further review would take place for areas where the Council was not performing as well as its CIPFA nearest neighbours. Cllr T Adams replied that measures would be reviewed to align with the new CP, and it may be better to wait until these were aligned to consider any further reviews.
- viii. The recommendation was proposed by Cllr P Fisher and seconded by Cllr S Penfold.

## **RESOLVED**

- 1. To receive and note the headline benchmarking data for NNDC compared to the CIPFA benchmarking group.**

## **ACTIONS**

- 1. Three performance reports to come to Committee on same agenda going**

**forward.**

**32 THE CABINET WORK PROGRAMME**

The DSGOS informed Members that there was a significant number of items on the Cabinet work programme for September, including several property reports. He added that the Debt Management report that had been deferred in July was also expected in September, as well as a Coastwise update that may also come to the O&S Committee, should it fit within the already full work programme. It was noted that the MTFS was expected in November, as it was preferable to receive this in advance of the budget in January.

**RESOLVED**

**To note the Cabinet Work Programme.**

**33 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE**

- i. The DSGOS informed Members that an update on the Planning Service Improvement Plan was expected at the next meeting, specifically on the response received from statutory consultees. He added that the six-monthly Enforcement Board update was also expected, in addition to Performance Monitoring and the Debt Management Report. It was noted that Ambulance Response Times and access to NHS Dentistry services were due for consideration in October, and efforts would be made to improve the format of Ambulance data.
- ii. It was noted that given the number of potential items for September, some agenda management and reprioritisation may be necessary to ensure that the oversight was being applied to appropriate agenda items.

**RESOLVED**

**To note the Committee work programme.**

**34 EXCLUSION OF THE PRESS AND PUBLIC**

The meeting ended at 11.30 am.

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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](#).

<b>Subject</b>	<b>Description</b>
<b>Employment, office, trade, profession or vocation</b>	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
<b>Sponsorship</b>	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.
<b>Contracts</b>	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>
<b>Land and Property</b>	<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>
<b>Licenses</b>	<p>Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer</p>
<b>Corporate tenancies</b>	<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>
<b>Securities</b>	<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>



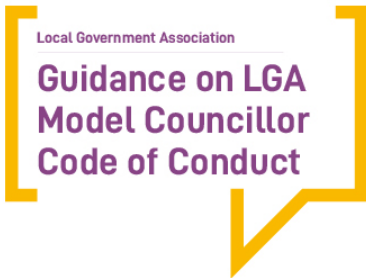
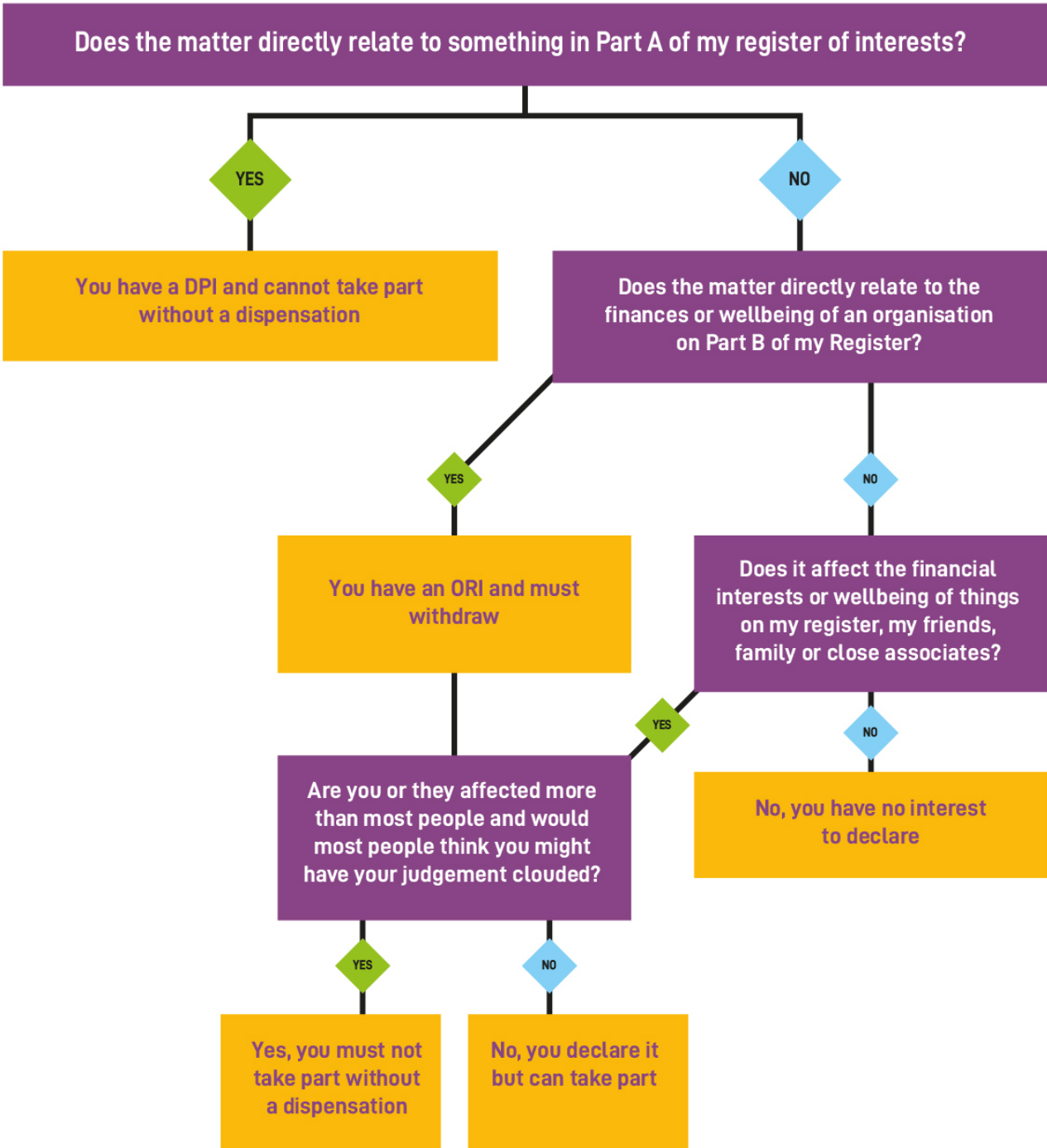
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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\* 'director' includes a member of the committee of management of an industrial and provident society.

\* '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"><li>a) any body of which you are in general control or management and to which you are nominated or appointed by your authority</li><li>b) any body<ul style="list-style-type: none"><li>(i) exercising functions of a public nature</li><li>(ii) any body directed to charitable purposes or</li><li>(iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)</li></ul></li></ul>
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<b>DEBT RECOVERY 2022-23</b>	
<b>Executive Summary</b>	<p>This is an annual report detailing the council's collection performance and debt management arrangements for 2022/23</p> <p>The report includes a:</p> <ul style="list-style-type: none"> <li>▪ A summary of debts written off in each debt area showing the reasons for write-off and values.</li> <li>▪ Collection performance for Council Tax and Non- Domestic Rates.</li> <li>▪ Level of arrears outstanding</li> <li>▪ Level of provision for bad and doubtful debts</li> </ul>
<b>Options considered</b>	To leave the write off limits as they currently are allowing team leaders to write off up to £2k and the Revenues Manger up to £10k or to increase these to a higher figure.
<b>Consultation(s)</b>	Your report must include details of any internal or external consultation processes undertaken. If consultation has not been necessary – state, why
<b>Recommendations</b>	<p>This is a recommendation to Full Council.</p> <ol style="list-style-type: none"> <li>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.</li> <li>2. To approve the suggested changes to the delegated authority as shown in appendix 2 for write offs.</li> </ol>
<b>Reasons for recommendations</b>	Recommendations 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 and the suggested delegated authorisation changes to ensure the Council seeks best use of its staff resources and manages the finances to ensure best value for money.
<b>Background papers</b>	Corporate Debt Management and Recovery Policy Appendix 1, Debt Write Off Policy Appendix 2 and Enforcement Agent Code of Practice and Enforcement Agent Instructions Appendix 3.

<b>Wards affected</b>	All wards
<b>Cabinet member(s)</b>	Lucy Shires
<b>Contact Officer</b>	Sean Knight Revenues Manger <a href="mailto:Sean.Knight@north-norfolk.gov.uk">Sean.Knight@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	List here which corporate plan priorities (if any) that your proposals are linked to

Medium Term Financial Strategy (MTFS)	Maximises Income of revenues.
Council Policies & Strategies	Corporate Debt Management and Recovery Policy and Debt Write Off Policy

<b>Corporate Governance:</b>	
Is this a key decision	Yes.
Has the public interest test been applied	Yes.
Details of any previous decision(s) on this matter	September 2022, 2021/22, Debt Report.

### 1. Purpose of the report

This is an annual report detailing the council's collection performance and debt management arrangements for 2022/23.

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

### 2. Introduction & Background

#### Introduction

The Corporate Debt Management annual report is one of the performance managements measures to provide members with outturn figures for 2021/22 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

#### Background

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 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. Proposals and Options

## Performance

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 on 31 <sup>st</sup> 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	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
	2022/23	4,115,165	1,546,928	1.68%	1,439,591

Table 2

Income Area	Year/Date	Total Arrears on 31 <sup>st</sup> 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 (£)
NDR	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
	2022/23	329,183	201,357	0.82%	211,375

\*This is the cumulative arrears (excludes costs) for all years.

\*\* This is the arrears figure as at 31/3/2023. Collection of the 2022/23 debt is ongoing and £437k council tax and £156k NDR has been collected since 7 August 2023 against the previous 2022/23 year's arrears.

The table below shows the level of sundry debt outstanding at the year-end. For 2022/23, this will exclude the residue of Housing Benefit Overpayments, which is shown separately.

Table 3

Income Area	Year	Total Arrears on 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
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					years (£)
Sundry Income	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
	2022/23	1,059,575	7,470,570	14.20%	254,248

Figures previously included overpayments being recovered through weekly reclaim against ongoing Housing Benefit. The value of overpayments shown above from 2019/20 onwards are not treated as a corporate debt as they have not been invoiced. The value of these debts is recorded against the subsidy claim.

The table below shows the breakdown of 2022/23 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 on 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
	2022/23	43,295	0.00	100%	19,115
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
	2022/23	658,130	256,716	70.87%	395,822

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	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
	2022/23	91,952,456	55,804	1,648	4,037,735
NDR	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
	2022/23	24,700,970	8,327	2,966	329,183
Sundry Income	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
	2022/23	7,470,570	5,733	1,303	1,059,575

The above figures 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 is recorded against the subsidy claim.

The Provision for Bad/Debt for Sundry Income for all years is £414,937 which includes (£19,115 + £395,822 see table 4) for housing benefit overpayments. £658,130 is the level of housing benefit overpayments in the Benefit Service and £43,295 is the residual housing benefit overpayments in the Finance.

The table below shows the breakdown of 2022/23 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 (£)
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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
	2022/23	43,295	11	3,936	43,295
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
	2022/23	674,481	352	1,916	658,130

Table 7

Income Area	2018/19	2019/20	2020/21	2021/22	2022/23	Target 2022/23
Council Tax	98.72%	98.51%	98.01%	98.1	98.27	98.20%
NNDR	99.15%	97.32%	98.41%	99.24	99.25	99.20%

There have been several 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 several 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.



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 77% of council taxpayers are paying by direct debit and 29% of NNDR customers pay by direct debit.

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 have been several new relief schemes to help small businesses with Non-Domestic Rates over the past few years.

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.

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.

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

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

### 3.1 Write-Offs

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 illustrated separately to the residual Housing Benefit overpayments.

Table 8

Income Area	2019/20 (£)	2020/21 (£)	2021/22 (£)	2022/23 (£)

Council Tax	165,133	65,638	133,790	159,938.92
NNDR	45,671	94,863	3,957	49,223.64
Sundry Income only	9,248	9,962	12,595	35,077
Sundry Income (residual Housing Benefit overpayments in finance).	12,497	1,382	2,536	0
Housing Benefit overpayments put to invoice in the Benefits Service.	20,556	40,391	61,398	10,501.67

The table below details the category of debts that have been written off over the year 2022/23 (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	-47	-8	Waiting for information from Finance.	Waiting for information from Finance.	2,658.79
Debtor deceased	11,269	0	As above.	As above.	3,334.94
Debtor absconded	94,548	10,278	As above.	As above.	2,893.68
Debtor in bankruptcy Or liquidation or other Insolvency proceedings	42,980	38,743	As above.	As above.	181.88
Disputed Liability Debt cannot be proved (conflict of evidence)	3,748	210	As above.	As above.	0.00
Ill health & no	3,860	0	As above.	As above.	1,349.23

means					
Undue hardship	52	0	As above.	As above.	83.15
Debt remitted by the Court	0	0	As above.	As above.	0.00
Irrecoverable	2,743	0	As above.	As above.	0.00
Detained/Prison	-246	0	As above.	As above.	0.00
Other	1,031	0	As above.	As above.	0.00
Totals	159,938	49,223	As above.	As above.	10,501.67

The level of Council Tax and Non-Domestic (Business) Rates debts written off has increased 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 several debtors that cannot be traced, and the debt must be written off.

#### 4. Corporate Priorities

*This report is linked to the Corporate Plan under A Strong, Responsible and Accountable Council.*

We will ensure the Council maintains a financially sound position, seeking to make best use of its staff resources, effective partnership working and maximising the opportunities of external funding and income.

We aim to provide effective and efficient delivery of the Revenues Service. Managing our finances to ensure best value for money, continuing a service improvement programme to ensure our services are delivered efficiently, providing services that are value for money and meet the needs of our residents , ensuring that strong governance is at the heart of all we do, creating a culture that empowers and fosters an ambitious, motivated workforce and exploring opportunities to work further with stakeholders and partner organisations.

#### 5. Financial and Resource Implications

There are no resource implications here.

**Comments from the S151 Officer:**

*The S151 Officer (or member of the Finance team on their behalf) will complete this section.*

#### 6. Legal Implications

There are no legal implications here.

**Comments from the Monitoring Officer**

*The Monitoring Officer (or member of the Legal team on behalf of the MO) will complete this section. They will outline any legal advice provided.*

**7. Risks**

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.

**8. Net Zero Target**

This report does not raise any issues relating to the Net Zero target.

**9. Equality, Diversity & Inclusion**

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.

Before writing off debt, the Council will satisfy itself that all reasonable steps have been considered to collect it and that no further recovery action is possible or practicable. It will consider 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.

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.

**10. Community Safety issues**

This report does not raise any issues relating to the community safety issues.

**11. Conclusion and Recommendations**

This is an annual report detailing the council's collection performance and debt management arrangements for 2022/23

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

This is a recommendation to Full Council.

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.

To approve the suggested changes to the delegated authority as shown in appendix 2 for write offs.

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## **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  
10 August 2023.

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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 £4,000
Head of Service / Revenues Manager	up to £20,000
Section 151 Officer or Deputy Section 151 Officer	up to £30,000
Director for Resources or Chief Executive in consultation with the Portfolio Member	over £30,000
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 11 August 2023.



**Enforcement Agent Code of Practice**

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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**




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## 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 10 August 2023

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<b>BUDGET MONITORING P4 2023/24</b>	
<b>Executive Summary</b>	<p>This report summarises the budget monitoring position for the revenue account, capital programme and reserves statement to the end of July 2023.</p> <p>The overall position at the end of July 2023 shows a £3,905,574 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year overspend of £25,000.</p>
<b>Options considered</b>	Not applicable
<b>Consultation(s)</b>	Cabinet Member Section 151 officer Budget Managers
<b>Recommendations</b>	<p><b>It is recommended that Cabinet:</b></p> <ol style="list-style-type: none"> <li>1) Note the contents of the report and the current budget monitoring position.</li> </ol> <p><b>Recommend the following to Full Council:</b></p> <ol style="list-style-type: none"> <li>2) That a new capital budget of £0.050m is added to the capital programme to fund repair works to the Marrams Footpath, with funding coming from the Council's Capital Receipts.</li> <li>3) That a new capital budget of £0.370m is added to the capital programme to demolish and rebuild the Public Conveniences at Albert Street, Holt with £0.120m to be funded from an insurance claim and £0.250m to be funded from the Council's Capital Receipts.</li> <li>4) That a new capital budget of £1.040m is added to the capital programme in respect of the Local Authority Housing Fund.</li> <li>5) That the current Provision of Temporary Accommodation Budget is increased by £0.178m to £0.983m for 2023/24 following receipt of the Local Authority Housing Fund grant.</li> <li>6) That a capital budget of £1.458m be added to the capital programme for the Rural England Prosperity Fund expenditure and £0.266m be added to the capital programme for the UK Shared Prosperity Fund expenditure as shown in paragraph 4.7 and note that this will be funded by external funding.</li> <li>7) That a capital budget of £14.610m be added to the capital programme as shown in paragraph 4.8 and note that the project will be funded by external funding.</li> </ol>

<b>Reasons for recommendations</b>	To update members on the current budget monitoring position for the Council.
<b>Background papers</b>	Finance system budget monitoring reports \\fs\Accounts\Budget Monitoring\BUDGET MONITORING\2023-24\Period 4\Report\Final Report & Appendices\Budget Monitoring P4 2023-24.doc
<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Lucy Shires
<b>Contact Officer</b>	s151 Tina Stanley, Tina.stankley@north-norfolk.gov.uk

<b>Links to key documents:</b>	
Corporate Plan:	Budgets set to support the Corporate Plan objectives.
Medium Term Financial Strategy (MTFS)	Budget process in line with MTFS
Council Policies & Strategies	Service Budgets set in line with the council policies and strategies

<b>Corporate Governance:</b>	
Is this a key decision	no
Has the public interest test been applied	Not an exempt item
Details of any previous decision(s) on this matter	N/A

## 1. Introduction

- 1.1 This report compares the actual expenditure and income position at the end of July 2023 to the Updated budget for 2023/24. The original Base Budget as agreed by Full Council in February 2023 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 of 31 July 2023 and highlights a year-to-date variance of £3,905,574 underspend against the profiled updated budget. There is an under spend of £3,897,864 in relation to the service variances with the remainder relating to non-service specific budgets. At this point In the financial year the position is still impacted by a number of provisions made in relation to 2022/23 which have not been offset by invoices, these are highlighted within the detail below.

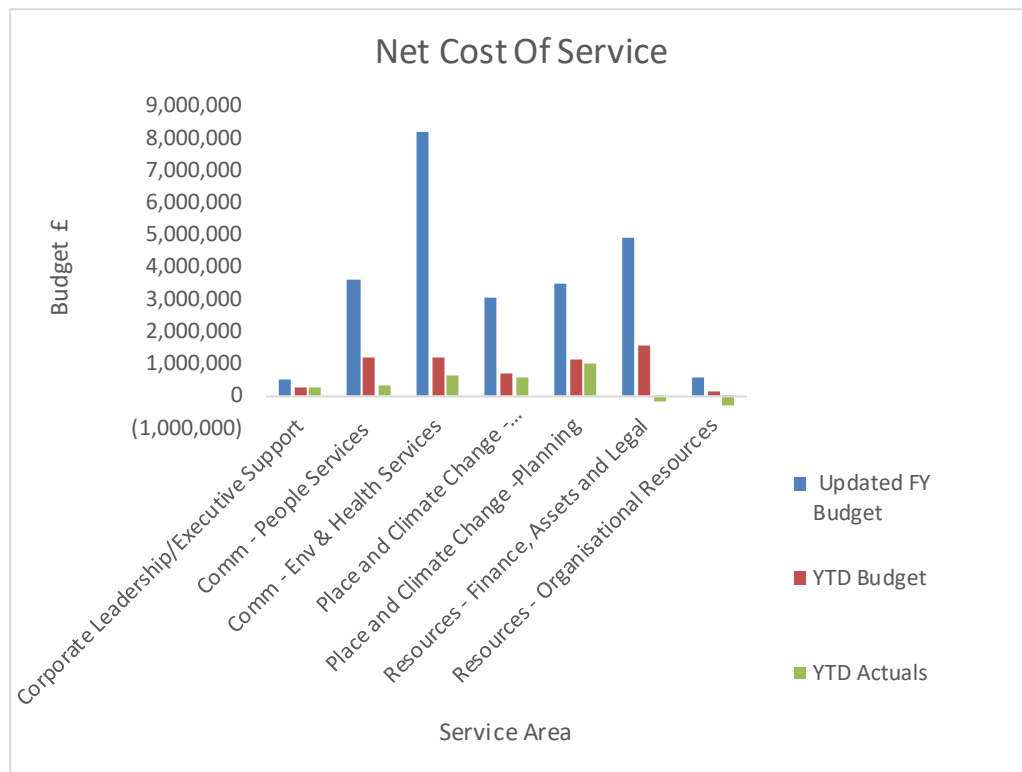
	<b>Budget YTD £</b>	<b>Actuals YTD £</b>	<b>YTD Variance £</b>	<b>Estimated FYE £</b>
<b>Net Cost of Service</b>	£6,323,100	£2,425,236	(£3,897,864)	£25,000
<b>External interest – Received/Paid</b>	(£510,946)	(£521,261)	(£10,315)	0



<b>Income from Government Grant and Taxpayers</b>	(£3,527,126)	(£3,524,671)	£2,455	0
<b>Total FYE</b>				<b>£25,000</b>

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. The management reporting structure has been amended to reflect the budget responsibility of Cromer Pier and Amenity Lighting transferring from Communities to Resources.

### Variance by Service Area



2.3 Table 1 below shows the over/underspend to date for the more significant variances, this is compared to the updated budget. At this point in the financial year, it is still difficult to accurately predict the impact of Full year effects, however the Finance team will continue to liaise with budget managers and provide members with an updated position at period 6.

<b>Table 1 – Service Variances</b>	<b>Over/(Under) spend to date against updated budget +/- £30,000 As per General Fund Summary</b>	<b>Estimated Full Year Variance Against Updated Budget</b>
	£	£

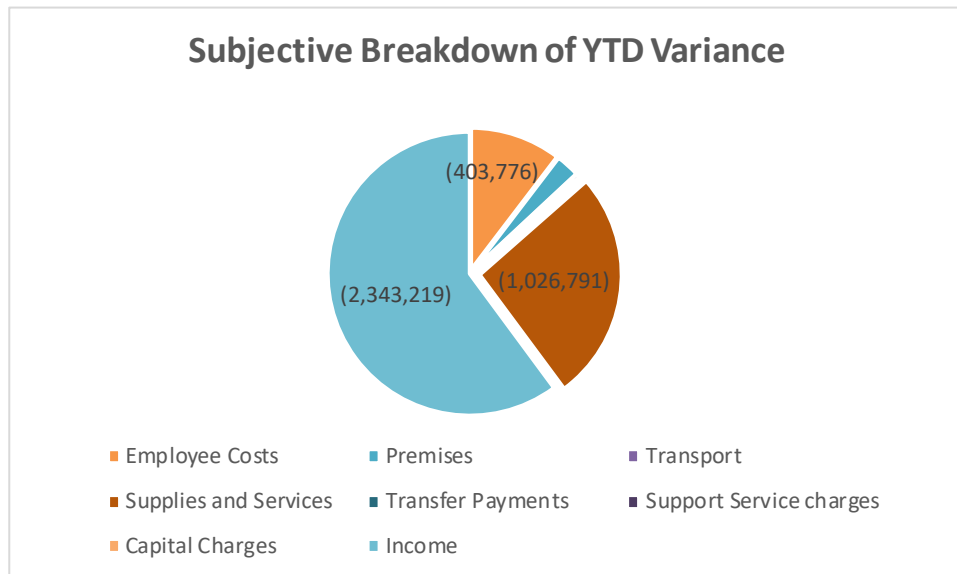
<b>Communities – People Services</b>		
<b>Benefits Administration</b> – (£39,863) Staff turnover from vacant posts. £29,463 Computer software costs offset by New Burdens grant funding of (£75,306).	(£85,262)	0
<b>Homelessness</b> – (£33,174) Temporary accommodation lower running expenses. £83,125 Higher Bed and breakfast costs offset by recoverable subsidy and client contributions. (£542,136) Additional grant income, Homeless Prevention, Rough Sleeper initiative.	(£491,026)	0
<b>Housing Options</b> – Staff turnover from vacant post. Target Hardening grant from Norfolk County Council.	(£44,016)	0
<b>Community</b> – Temporary staffing costs to be offset by grant funding, including Homes for Ukraine and Contain Outbreak Management Fund (COMF).	(£220,478)	0
<b>Communities – Environmental Health and Leisure</b>		
<b>Internal Drainage Board Levies</b> – Grant income from DLUHC to help ease the financial pressures in IDB levies inflation.	(£35,178)	0
<b>Environmental Contracts</b> – Staffing savings due to vacant posts and maternity leave.	(£35,464)	0
<b>Parks and Open Spaces</b> – £44,133 Serco grounds maintenance and cleansing costs. £5,729 Higher Repairs and Maintenance.	£49,046	0
<b>Leisure Complexes</b> – Accrual in relation to 2022/23 hall rentals not yet invoiced	(£90,313)	0
<b>Other Sports</b> – Net impact of Mammoth Marathon event which was cancelled.	(£28,453)	(£15,000)
<b>Waste Collection and Disposal</b> – (£411,000) Commercial waste disposal, invoices not yet received. (£68,113) Lower contract payments to Norfolk Environmental Waste service (NEWS). Debtor accruals brought forward for NEWS - £56,423 profit share and smoothing mechanism, £73,536 returned gate fee.	(£368,299)	0
<b>Cleansing</b> – Variable billing invoices still outstanding from contractor.	(£60,140)	0
<b>Place – Sustainable Growth</b>		

<b>Economic Growth</b> – (£52,316) Go Digital Grant accrual for 2022/23 not yet offset by expenditure.	(£61,428)	0
<b>Coast Protection</b> – (£33,536) Employee turnover, which is being used to fund a contribution to the interim coastal manager. (£22,500) Grant Claim relating to a prior year.	(£59,117)	0
<b>Place – Planning</b>		
<b>Conservation, Design &amp; Landscape</b> – (£30,985) Vacant posts offset by reduced reserve contribution. (£26,807) Ringfenced biodiversity grant to be offset by expenditure.	(£70,996)	0
<b>Property Information</b> - £46,318 Land Charge search fee down due to lower applications, this has been partially offset by reduced fees from Norfolk County Council. Any net surplus or Deficit will be met from the Land Charges earmarked reserve.	£28,776	0
<b>Resources – Finance, Assets and Legal</b>		
<b>Revenue Services</b> – (£31,090) Employee turnover savings. (£1,400,175) 2022/23 Accrual relating to unspent Omicron grant, reconciliation work has now been finalised and this will be repaid to Business, Energy and Industrial Strategy (BEIS) in August. (£90,021) New Burdens Funding in relation to energy grant schemes.	(£1,527,046)	0
<b>Benefits Subsidy</b> – £64,006 Hardship Support Schemes offset by grant. The Year-to-date variance is in relation to timing differences.	(£42,184)	0
<b>Admin Buildings</b> – The variance is largely in relation to a service charge accrual in relation to accommodation at Cromer and Fakenham not yet received.	£73,429	0
<b>Corporate Finance</b> – (£59,793) Employee costs relating to vacant posts. Included in this figure are two apprentice posts funded from earmarked reserves. The net underspend will be used to offset the cost of professional fees required for interim service provision. (£8,103) New Burdens Transparency grant.	(£70,319)	0
<b>Investment Properties</b> – £18,123 Additional repair and maintenance costs in relation to the Rocket House and other Lettings. £39,651 Income shortfall.	£63,410	0

<b>Corporate and Democratic Core</b> – The variance on this service is largely in relation to accrual in relation to prior year external audit fees which have not yet been offset by expenditure.	(£169,308)	0
<b>Legal Services</b> – (£49,386) Employee variances due to vacant posts - this is partially offset by the costs of Locum lawyer fees.	(£33,940)	0
<b>Resources – Organisational Resources</b>		
<b>Car Parking</b> – (£17,652) Grounds maintenance, (£42,879) Business Rates, (£223,962) 2022/23 Management fee not yet invoiced by contractor. (£60,438) Qtr. 1 2023/24 Management fee not invoiced by contractor. (£17,565) Unbudgeted Electric Vehicle Charging Point Income.	(£363,424)	0
<b>IT Support Services</b> – (£54,666) staff turnover from vacant posts. There is anticipated to be a full year overspend of £40,000 on IT software costs, this is due to higher than anticipated inflationary increases and additional service demand.	(£60,822)	£40,000
<b>Public Conveniences</b> – Higher Premises costs including £32,370 contract cleaning and £8,991 utilities. This increased expenditure has partially been offset by an insurance claim reimbursement.	£28,746	0
<b>Customer Services</b> – Staff turnover relating to vacant posts. Some of this current saving will be offset by a reduced contribution from earmarked reserves.	(£58,268)	0
<b>Total Variances P4 2023/24</b>	<b>£3,732,074</b>	<b>£25,000</b>

- 2.4 In line with the Chartered Institute of Public Finance and Accountancy (Cipfa) the Council's budgets are prepared using recommended subjective headings; these include, employees, premises, transport, supplies and services, third party payments, transfer payments, support services, capital charges and income. The pie chart below illustrates how the current (£3,897,864) variance is broken down. Further detailed analysis is provided within the service area appendices at appendix B.

### Subjective Breakdown of YTD Variance



- **Employee Costs – (£403,776)** The 2023/24 pay award has not yet been approved; an inflationary full year increase of around £585,000 was added to the base budget. The current establishment has a number of vacant posts, some of which are funded from earmarked reserves. This has been partially offset by a number of temporary funded posts which have not yet been allocated to the budget.
- **Premises – (£104,846)** Grounds Maintenance invoices not received. Sports and Leisure; hall hire rental accruals for 2022/23 not offset by invoices.
- **Supplies and Services – (£1,026,791)** Fees and Services, Norfolk County Council trade waste disposal fee accrual for 2022/23 not yet offset by expenditure. External Audit Fees for prior year not yet offset.
- **Income – (£2,343,219)** The Majority of this variance is in relation to grant income, the largest of which is in relation to the balance of Omicron grant (£1,400,175) this is to be repaid to the Department for Business, Energy, and Industrial Strategy (BEIS) - reconciliation work has now been undertaken and the balance will be refunded before the period 6 monitoring statement is prepared. A number of other revenue grants have been received in this financial year which weren't included in the base budget. These include Homeless Prevention, Homes for Ukraine, and Hardship funding. These grants are ringfenced and will be offset by qualifying expenditure. Fee income in areas such as Planning and Building control is currently down against the profiled budget, this will continue to be monitored but no full year effect is currently anticipated.

### 3. Non-Service Variances to period 4 2023/24

#### Investment Interest

- 3.1 The interest budget for 2023/24 anticipates that a total of £1,533,436 will be earned from Treasury investments and loans made for service purposes. Overall, an average balance of £34,191m is assumed, at an average interest rate of 4.48%.  
These assumptions were based on the Council's investment portfolio and interest rates as at December 2022, which have changed significantly since this date with the rapidly changing economic situation.

- 3.2 At the end of period 4, a total of £666,708.56 has been earned in interest by the Council, resulting in a favourable variance of £151,485 against the interest budget of £515,224. The average rate of interest achieved as at period 4 was 6.24% from an average balance available for investment of £31.874m. At the end of the year a favourable variance against the budget of £414,244 is forecast with total interest earned of £1,948m. This high variance has been caused by the constant base rate increases by the Monetary Policy Committee. A total of £22.581m is currently invested in pooled funds which have a fair value of £22.654m at the end of period 4. The high interest and low gain in capital value are both consequences of the increasing base rate following the economic events impacting England at the current time. These impacts are forecast to continue throughout the rest of the 2023/24 financial year with the MPC expected to review the economic situation again at the start of the 2024/25 financial year.
- 3.3 The Council has a balanced portfolio with a diverse range of funds to the sum of £32.031m. Currently the Council has £22.581m invested in long-term pooled funds comprised of; £1.011m in short-dated bond funds, £5m in strategic bond funds, £5.570m in equity income funds, £5m in property funds and £6m in multi-asset income funds. The Council also has £7.275m invested in short-term money market fund investments and a total of £2,175m invested in Housing Loans. Please see appendix E for a full breakdown of the Council's treasury investments. The Council can expect the valuation of its pooled investments to continue to be steady with minor changes in the capital values while the interest rates are high. This is in line with current forecasts by the Council's treasury advisors Link treasury Services. The risks inherent in the nature of these investments are mitigated as the Council intends to hold them for the long term. However, borrowing rates are currently outperforming interest rates, so if the Council finds itself in a large debt position the Treasury will take consideration on if it should change the Council's investment portfolio. Currently the amount of investments are deemed appropriate by the Treasury and advisors for the current financial situation of the Council.

#### **Borrowing Interest**

- 3.4 The budget for 2023/24 anticipates that £0 would be paid in interest for short-term borrowing for cash flow purposes.
- 3.5 At period 4, a total of £145,537 has been paid in borrowing interest resulting in an adverse variance against the budget. At the end of the year an adverse variance against the budget of £198,128.76 is anticipated. Borrowing interest rates are currently high at 6% This is following the aforementioned economic events above. Unfortunately the Council found itself requiring a sudden amount of cash in March 2023 following a request from central government to repay £6.2m of COVID grants. As all local authorities received similar requests, borrowing became extremely hard to procure in the March 23 period and this continued through to May 2023 when the borrowing scene became more readily available again. This resulted in the Council have to take two borrowing amount of £5m to fund the COVID grant repayment and finance its operations over the March period, a period when council income is always lower and expenditure is higher than throughout the rest of the year.
- 3.6 For the Council's current borrowing of £10m mentioned in point 3.5, a total amount of interest due will be £198,129 as at December 2023 when both loans will reach their stop date. This equates to £10m borrowed at an average interest rate of 4.5%. With the Council's current investments highlighted above this will not need to be renewed, or only a small amount will be renewed to finance the Council's operations. The authority does need to take due consideration when authorising any large value projects, excluding those

funded by grants or contributions, as this could lead to more borrowing being undertaken at a time when borrowing rates are high (currently 6% and expected to rise through to March 2023 along with interest rates).

- 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 an adverse variance of £198,129 against the budget is forecast, although at the present time we are assuming that no more borrowing will be undertaken. 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 the Council's borrowing strategy.
- 3.8 The Council's borrowing cost as at period 4 of £145,537 mentioned in 3.5 is not a financial concern to the authority. As outlined in 3.2 the authority has earned a total of £151,485 extra interest income above budget, leaving a net favourable variance of £5,945. The Council's unbudgeted borrowing cost is financed by the extra interest earned above budget.
- 3.9 The interest budget is forecast to be £250k above budget on top of this as at the end of the 2023/24 financial year, this extra interest will continue to be used to finance any more short-term borrowing costs should they occur, with the excess being available to finance any overspends in the Council's budget.

#### **Retained Business Rates**

- 3.10 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 £2,219,301 across all projects in the first four months of 2023/24.
- 4.2 A new capital budget has been included for the Environmental Health Noise Equipment. The current equipment has reached the end of its usable life and has begun to frequently malfunction or be unable to provide useful data. This equipment is used in legal disputes for noise complaints, this is an essential service that the Council is obliged to carry out as a public service. In consultation with the Assistant Director for EH, the Director of Resources/S151 has authorised £18,372 to be released from the Environmental Health Reserve (current balance £295k) which is in place to help fund such emergencies.
- 4.3 A new capital budget has been included to carry out net zero energy saving works to the Catfield Industrial Units owned by NNDC and leased out to various tenants. As a Council we have adopted a net zero target for 2030, to help achieve this the Estates team have carried out energy saving efficiencies at our Cornish Way Industrial Units alongside roofing repair works. These works at the Cornish Way site have been delivered under the original budget of £170,000. The Director of Resources/S151 has authorized for a budget virement of £30,000 to be transferred from the Cornish Way Industrial

units project to create a new capital budget for the same net zero works to be carried out at the Council's other industrial units at Catfield.

- 4.4 A new capital budget has been proposed to carry out repair works to the Marrams Footpath and Lighting for £50,000, this report is seeking approval for Full Council to add this to the Capital Programme.

The Property Services team have noted that the Marrams footpath area in Cromer has deteriorated significantly over the last 18 months. Weekly inspections have showed that the footpath is starting to become uneven along the cliff edge where the path is falling causing public hazards along the footpath. Sections have been completed under the general repair budgets, but a capital budget is required to finance the more costly repairs.

To fund this project, in 2022/23 there was several capital projects completed with unspent budget. There was sufficient underspend to finance this £50k budget request from the Council's capital receipts.

- 4.5 A new capital budget has been proposed to rebuild the Public Conveniences at Albert Street, Holt. On the 7<sup>th</sup> November 2022, the public conveniences located on the NNDC owned Albert Street Car Park in Holt was hit by a car causing major damage to the premises. This resulted in the front end of the toilet block being declared a dangerous structure and the block was closed, requiring demolishing. A temporary structure is currently in place to provide the toilet facilities, but this comes at a cost to the Council's budget.

By demolishing the whole facility and rebuilding we can also incorporate a changing places toilet facility and upgrade the facilities to be more efficient and with a more carbon neutral design, working towards the Council's net-zero strategy.

With current prices, the requested budget for this project is £370,000 for the demolition and rebuilding. An insurance claim is currently ongoing with the Council insurers Zurich Municipal, it is currently thought that monies of £120,000 will be offered by to the Council towards the rebuild instead of reinstating the facilities as it previously was. Therefore, this report is seeking approval from members to authorise a £370k budget into the capital programme to build the new toilet facilities, with £120k to be funded from the Council's insurers and £250k to be funded from the Council's capital receipts.

- 4.6 In the report to Cabinet on Monday 6<sup>th</sup> March 2023, and subsequently to full Council on Tuesday 28<sup>th</sup> March 2023 members were informed that North Norfolk District Council was awarded a total of £1.245m as Round 1 of the Local Authority Housing Fund (LAHF) scheme by DHLUC. This funding was to support the provision of temporary accommodation for refugees of which the Council was supportive.

The Capital Programme now needs to be updated to reflect the expenditure of £1.245m that will be incurred in delivering the temporary accommodation.

Of this £1.245m, £1.040 will be then paid over to Flagship housing as a grant to provide 10 homes for Ukrainian refugees in the North Norfolk District and then £0.178m will be added to the Council's Temporary Accommodation capital budget to purchase a one large 4+ bed home for Afghan households as flagship can't deliver a property of this size.

The remaining £28k will be used to fund temporary accommodation in accordance with grant restrictions.

Cabinet is asked to recommend to full Council that the capital programme be increased by £1.245m and note that the expenditure will be funded by external funding.



- 4.7 It was reported to Cabinet on Monday 6<sup>th</sup> March 2023, and subsequently to full Council to member on Tuesday 28<sup>th</sup> March 2023 that NNDC had been awarded a Rural England Prosperity Fund grant of £1.458m and a UK Shared Prosperity Fund grant of £1.238m (split £0.266m for capital and £0.972k for revenue) by DEFRA. This funding is to support business development and community support programs by administering grants through an application scheme.

Cabinet is asked to recommend to full Council that the capital programme be increased by £1.458m for Rural England Prosperity Fund expenditure and £0.266m for UK Shared Prosperity Fund expenditure and note that the expenditure will be funded by external funding. The breakdown of the funding to be included in the Capital Programme is shown below.

<b>Capital</b>	<b>2022/23 £m</b>	<b>2023/24 £m</b>	<b>2024/25 £m</b>	<b>Total £m</b>
REPF	0	0.365	1.093	1.458
UKSPF	0	0.076	0.190	0.266
<b>Revenue</b>				
UKSPF	0.150	0.225	0.597	0.972

- 4.8 A report was presented to Cabinet on 3 January 2023 outlining the Coastal Transition Accelerator Programme (CTAP) and what it seeks to achieve. Cabinet approved the project governance alongside delegated authorities to so that an Outline Business Case (OBC) could be submitted to the Environment Agency for funding. NNDC has already received, £1.015m capital and £0.405m revenue funding from DEFRA during 2022/23 to begin the early phases of the programme. This has been carried forward into 2023/24. The Environment Agency has now approved the OBC and awarded a further £13.595m to fund the delivery of the wider programme. The total capital funding for the North Norfolk will be £1.015m and £13.595m totalling £14.610m. The project formerly known as CTAP has been renamed as Coastwise. The Capital Programme now needs to be updated to reflect the expenditure of £14.610m that will be incurred in delivering the project. Cabinet is asked to recommend to full Council that the capital programme be increased over the timeframe shown in the table below and note that the project will be funded by external funding.

	<b>23/24 £m</b>	<b>24/25 £m</b>	<b>25/26 £m</b>	<b>26/27 £m</b>	<b>Total £m</b>
<b>Coastwise Income streams</b>					
EA Grant in aid including contingency	0.572	5.981	4.647	2.395	13.595
DEFRA Contribution	1.015	0	0	0	1.015

## 5 Reserves

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

## 6 Corporate Priorities

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

## **7 Financial and Resource Implications**

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

## **8 Legal Implications**

None as a direct consequence of this report

## **9 Risks**

9.1 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.

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

## **10 Net Zero Target**

None as a direct consequence of this report

## **11 Equality and Diversity**

None as a direct consequence of this report

## **12 Community Safety Issues**

None as a direct consequence of this report

## **13 Conclusion and Recommendations**

13.1 The revenue budget is showing an estimated full year overspend for the current financial year of £25,000. The overall financial position continues to be closely monitored and it is anticipated that the overall budget for the current year will be achieved.

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 2023/24

	2023/24 Base Budget £	2023/24 Updated Budget £	2023/24 YTD Budget £	2023/24 YTD Actuals £	2023/24 YTD Variance £	Commitment s £	Remaining Budget £
<b>Directorate</b>							
Corporate Leadership/Executive Support	484,705	517,720	274,847	251,762	(23,085)	66,426	199,532
Communities	12,243,383	11,834,134	2,421,088	992,737	(1,428,351)	5,683,802	5,157,595
Place and Climate Change	6,509,032	6,546,856	1,853,783	1,615,648	(238,135)	396,056	4,535,152
Resources	5,108,854	5,518,103	1,773,382	(434,911)	(2,208,293)	1,417,836	4,535,178
<b>Net Cost of Services</b>	<b>24,345,974</b>	<b>24,416,813</b>	<b>6,323,100</b>	<b>2,425,236</b>	<b>(3,897,864)</b>	<b>7,564,120</b>	<b>14,427,456</b>
Parish Precepts	2,875,207	2,875,207	1,437,604	1,437,837	233	0	1,437,370
Capital Charges	(2,456,953)	(2,456,953)	(818,660)	(818,744)	(84)	0	(98,376)
Refcus	(1,677,167)	(1,677,167)	0	0	0	0	(1,677,167)
Interest Receivable	(1,533,436)	(1,533,436)	(510,946)	(666,798)	(155,852)	0	(866,638)
External Interest Paid	0	0	0	145,537	145,537	0	(145,537)
Revenue Financing for Capital:	710,000	710,000	0	0	0	0	710,000
MRP Waste Contract	330,000	330,000	0	0	0	0	330,000
IAS 19 Pension Adjustment	265,496	265,496	0	0	0	0	265,496
<b>Net Operating Expenditure</b>	<b>22,859,121</b>	<b>22,929,960</b>	<b>6,431,098</b>	<b>2,523,069</b>	<b>(3,908,029)</b>	<b>7,564,120</b>	<b>14,382,604</b>
<b>Contribution to/(from) the Earmarked Reserves</b>							
Capital Projects Reserve	(400,000)	(400,000)	0	0	0	0	(400,000)
Asset Management	0	0	0	0	0	0	0
Benefits	(111,305)	(111,305)	0	0	0	0	(111,305)
Building Control	(81,866)	(89,690)	0	0	0	0	(89,690)
Business Rates	(1,278,267)	(1,278,267)	0	0	0	0	(1,278,267)
Coast Protection	0	0	0	0	0	0	0
Communities	(275,000)	(275,000)	0	0	0	0	(275,000)
Delivery Plan	(1,289,412)	(1,289,412)	0	0	0	0	(1,289,412)
Economic Development and Tourism	(44,800)	(44,800)	0	0	0	0	(44,800)
Elections	(100,000)	(133,015)	0	0	0	0	(133,015)
Environmental Health	(16,000)	(16,000)	0	0	0	0	(16,000)
Grants	0	0	0	0	0	0	0
Housing	(555,898)	(555,898)	0	0	0	0	(555,898)
Legal	(31,745)	(31,745)	0	0	0	0	(31,745)
Major Repairs Reserve	0	0	0	0	0	0	0
New Homes Bonus Reserve	(178,000)	(178,000)	0	0	0	0	(178,000)
Organisational Development	(42,742)	(42,742)	0	0	0	0	(42,742)
Planning Revenue	(148,965)	(178,965)	0	0	0	0	(178,965)
Restructuring/Invest to save	0	0	0	0	0	0	0
Treasury Reserve	0	0	0	0	0	0	0
Contribution to/(from) the General Reserve	(356,461)	(356,461)	0	0	0	0	(356,461)
<b>Amount to be met from Government Grant and Local Taxpayers</b>	<b>17,948,660</b>	<b>17,948,660</b>	<b>6,431,098</b>	<b>2,523,069</b>	<b>(3,908,029)</b>	<b>7,564,120</b>	<b>9,401,304</b>
Collection Fund – Parishes	(2,875,207)	(2,875,207)	(1,006,324)	(1,006,324)	0	0	(1,868,883)
Collection Fund – District	(6,738,797)	(6,738,797)	(2,358,577)	(2,358,577)	0	0	(4,380,220)
Retained Business Rates	(6,315,000)	(6,315,000)	604,309	604,309	0	0	(6,919,309)
Revenue Support Grant	(102,462)	(102,462)	(104,345)	(104,345)	0	0	1,883
3% funding Guarantee	(974,416)	(974,416)	(324,676)	(324,796)	(120)	0	(974,416)
Ctax Discount Grant	(50,074)	(50,074)	0	0	0	0	(50,074)
LCTS Admin Grant	(136,747)	(136,747)	0	0	0	0	(136,747)
New Homes bonus	(31,080)	(31,080)	(10,356)	(7,770)	2,586	0	(23,310)
Rural Services Delivery Grant	(567,386)	(567,386)	(283,693)	(283,693)	0	0	(283,693)
Business Rates Levy Surplus	(27,049)	(27,049)	0	0	0	0	(27,049)
Services Grant	(130,442)	(130,442)	(43,464)	(43,475)	(11)	0	(86,967)
<b>Income from Government Grant and Taxpayers</b>	<b>(17,948,660)</b>	<b>(17,948,660)</b>	<b>(3,527,126)</b>	<b>(3,524,671)</b>	<b>2,455</b>	<b>0</b>	<b>(14,748,785)</b>
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>0</b>	<b>2,903,972</b>	<b>(1,001,602)</b>	<b>(3,905,574)</b>	<b>7,564,120</b>	<b>(5,347,481)</b>

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## Service Area Summaries P4 2023/24

## People Services

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Immediate Commitments £	Remaining Budget £	Explanation of Major Variances
<b>Benefits Administration</b>							
Employee Costs	1,161,688	387,083	347,220	(39,863)	0	814,468	Vacant posts.
Transport Related Expenditure	944	316	720	404	0	224	No Major Variances.
Supplies & Services	31,100	9,646	39,109	29,463	4,405	(12,414)	Civica Computer software - offset by New Burdens Funding.
Support Services	434,060	144,657	144,696	39	0	289,364	No Major Variances.
Capital Financing Costs	31,700	10,564	10,564	0	0	21,136	No Major Variances.
Income	(380,000)	(9,996)	(85,302)	(75,306)	0	(294,698)	Council Tax Support - New Burdens Funding.
	<b>1,279,492</b>	<b>542,270</b>	<b>457,008</b>	<b>(85,262)</b>	<b>4,405</b>	<b>818,079</b>	
<b>Homelessness</b>							
Premises	147,946	49,326	16,152	(33,174)	17,789	114,005	Lower R&M and utility costs.
Transport Related Expenditure	0	0	1,026	1,026	0	(1,026)	No Major Variances.
Supplies & Services	975,645	313,726	396,851	83,125	903,840	(325,047)	Higher B&B charges and Rent Deposits - offset by subsidy and client contributions.
Support Services	1,142,250	380,629	380,760	131	0	761,490	No Major Variances.
Capital Financing Costs	28,482	9,495	9,496	1	0	18,986	No Major Variances.
Income	(1,045,495)	(343,033)	(885,169)	(542,136)	0	(160,326)	See <b>Note A</b> Below.
	<b>1,248,828</b>	<b>410,143</b>	<b>(80,883)</b>	<b>(491,026)</b>	<b>921,629</b>	<b>408,082</b>	
<b>Note A:</b> Grant income: (£488,756) Homelessness Prevention Grant (HPG) and (£83,082) Rough Sleeper Initiative.							
<b>Housing Options</b>							
Employee Costs	705,570	235,104	212,847	(22,257)	200	492,523	Errors in coding - to be corrected.
Transport Related Expenditure	6,000	2,000	818	(1,182)	0	5,182	Lower mileage claims.
Supplies & Services	3,179	1,062	591	(471)	42	2,546	No Major Variances.
Support Services	(714,749)	(238,134)	(238,248)	(114)	0	(476,501)	No Major Variances.
Income	0	0	(19,992)	(19,992)	0	19,992	Contribution from Norfolk County Council for Target Hardening project.
	<b>0</b>	<b>32</b>	<b>(43,984)</b>	<b>(44,016)</b>	<b>242</b>	<b>43,742</b>	
<b>Community</b>							
Employee Costs	564,630	188,151	341,472	153,321	0	223,158	Salaries and oncosts - to be funded from various Community grants.
Premises	0	0	(16,518)	(16,518)	20,942	(4,424)	Accrual brought forward from 2022/23 - invoices not received.
Transport Related Expenditure	11,031	3,680	5,689	2,009	0	5,342	Higher travelling costs associated with the Community Connectors.
Supplies & Services	498,788	51,467	(6,330)	(57,797)	0	505,118	See <b>Note A</b> Below.
Support Services	68,750	22,966	22,936	(30)	0	45,814	No Major Variances.
Income	(36,964)	(12,318)	(313,780)	(301,462)	0	276,816	Homes for Ukraine grant income.
	<b>1,106,235</b>	<b>253,946</b>	<b>33,468</b>	<b>(220,478)</b>	<b>20,942</b>	<b>1,051,825</b>	
<b>Note A:</b> (£23,446) Accruals brought forward for the North Norfolk Sustainable Communities Fund (NNSCF). (£34,476) Professional Fees allocated to the Disabled Facility Grants not yet allocated - to be used for additional staffing costs.							
<b>Ad People Services</b>							
Employee Costs	86,175	28,720	28,816	96	0	57,359	No Major Variances.
Transport Related Expenditure	1,194	400	373	(27)	0	821	No Major Variances.
Supplies & Services	100	36	2	(35)	0	99	No Major Variances.
Support Services	(87,469)	(29,138)	(29,156)	(18)	0	(58,313)	No Major Variances.
	<b>0</b>	<b>18</b>	<b>34</b>	<b>16</b>	<b>0</b>	<b>(34)</b>	
<b>Total People Services</b>	<b>3,634,555</b>	<b>1,206,409</b>	<b>365,644</b>	<b>(840,765)</b>	<b>947,218</b>	<b>2,321,693</b>	

## Service Area Summaries P4 2023/24

## Environment &amp; Leisure

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
<b>Commercial Services</b>							
Employee Costs	23,085	7,692	7,692	0	0	15,393	No Major Variances.
Transport Related Expenditure	0	0	0	0	0	0	No Major Variances.
Supplies & Services	0	0	50	50	1,442	(1,492)	No Major Variances.
Support Services	193,170	64,399	64,400	1	0	128,770	No Major Variances.
Income	0	0	(506)	(506)	0	506	No Major Variances.
	<b>216,255</b>	<b>72,091</b>	<b>71,635</b>	<b>(456)</b>	<b>1,442</b>	<b>143,177</b>	
<b>Internal Drainage Board Levies</b>							
Premises	478,176	239,088	239,177	89	0	238,999	No Major Variances.
Support Services	300	102	100	(2)	0	200	No Major Variances.
Income	0	0	(35,265)	(35,265)	0	35,265	Grant income from DLUHC to help ease the financial pressures in Internal Drainage Board levies.
	<b>478,476</b>	<b>239,190</b>	<b>204,012</b>	<b>(35,178)</b>	<b>0</b>	<b>274,464</b>	
<b>Travellers</b>							
Premises	9,290	3,783	3,561	(222)	2,617	3,111	No Major Variances.
Supplies & Services	43,600	16,290	18,506	2,216	2,134	22,960	Higher operating lease costs.
Support Services	7,870	2,628	2,624	(4)	0	5,246	No Major Variances.
Capital Financing Costs	23,174	7,724	7,724	0	0	15,450	No Major Variances.
Income	(2,000)	(668)	(320)	348	0	(1,680)	No Major Variances.
	<b>81,934</b>	<b>29,757</b>	<b>32,095</b>	<b>2,338</b>	<b>4,751</b>	<b>45,088</b>	
<b>Public Protection</b>							
Employee Costs	502,700	167,515	174,802	7,287	330	327,568	Fixed term contracts - offset by savings within the department.
Transport Related Expenditure	13,997	4,670	5,130	460	0	8,867	No Major Variances.
Supplies & Services	88,680	14,366	15,683	1,317	26,260	46,737	No Major Variances.
Support Services	144,330	48,114	47,955	(159)	165	96,210	No Major Variances.
Income	(238,100)	(54,759)	(61,157)	(6,398)	0	(176,943)	Higher licencing fee income.
	<b>511,607</b>	<b>179,906</b>	<b>182,412</b>	<b>2,506</b>	<b>26,755</b>	<b>302,440</b>	
<b>Street Signage</b>							
Supplies & Services	12,000	3,500	3,576	76	0	8,425	No Major Variances.
Support Services	23,300	7,766	7,768	2	0	15,532	No Major Variances.
	<b>35,300</b>	<b>11,266</b>	<b>11,344</b>	<b>78</b>	<b>0</b>	<b>23,957</b>	
<b>Environmental Protection</b>							
Employee Costs	576,583	192,124	176,394	(15,730)	800	399,389	Revised staffing allocations - to be amended.
Premises	0	0	0	0	3,701	(3,701)	No Major Variances.
Transport Related Expenditure	22,189	7,403	5,563	(1,840)	542	16,085	Lower mileage claims.
Supplies & Services	65,650	23,565	11,834	(11,731)	13,995	39,821	Other professional fees (Stray dogs, Out of hours services, Assisted burials).
Support Services	251,400	83,793	83,812	19	0	167,588	No Major Variances.
Capital Financing Costs	52,962	17,651	17,652	1	0	35,310	No Major Variances.
Income	(13,000)	(5,484)	(2,531)	2,953	0	(10,469)	Fee income not invoiced for Local Air Pollution Prevention & Control (LAPPC).
	<b>955,784</b>	<b>319,052</b>	<b>292,724</b>	<b>(26,328)</b>	<b>19,038</b>	<b>644,023</b>	
<b>Environmental Contracts</b>							
Employee Costs	336,870	110,590	77,608	(32,982)	0	259,262	Vacant posts and maternity leave.
Transport Related Expenditure	12,444	4,155	2,013	(2,142)	167	10,264	Lower vehicle running costs.
Supplies & Services	1,275	760	483	(277)	0	792	No Major Variances.
Support Services	97,760	32,597	32,596	(1)	0	65,164	No Major Variances.
Capital Financing Costs	(448,349)	(149,390)	(149,452)	(62)	0	(298,897)	No Major Variances.
	<b>0</b>	<b>(1,288)</b>	<b>(36,752)</b>	<b>(35,464)</b>	<b>167</b>	<b>36,585</b>	
<b>Corporate Health and Safety</b>							
Employee Costs	71,626	23,868	23,510	(358)	0	48,116	No Major Variances.
Transport Related Expenditure	0	0	328	328	0	(328)	No Major Variances.
Supplies & Services	0	0	0	0	0	0	No Major Variances.
Support Services	(71,626)	(23,867)	(23,872)	(5)	0	(47,754)	No Major Variances.
	<b>0</b>	<b>1</b>	<b>(35)</b>	<b>(36)</b>	<b>0</b>	<b>35</b>	
<b>Markets</b>							
Employee Costs	16,896	5,634	2,695	(2,939)	0	14,201	Revised staffing allocations - to be amended.
Premises	35,246	15,222	11,062	(4,160)	0	24,184	Lower Business Rates.
Transport Related Expenditure	0	0	15	15	0	(15)	No Major Variances.
Supplies & Services	4,050	1,355	1,943	588	1,472	635	No Major Variances.
Support Services	42,160	14,057	14,056	(1)	0	28,104	No Major Variances.
Income	(40,000)	(33,200)	(33,682)	(482)	0	(6,318)	No Major Variances.
	<b>58,352</b>	<b>3,068</b>	<b>(3,911)</b>	<b>(6,979)</b>	<b>1,472</b>	<b>60,791</b>	

## Environment &amp; Leisure

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
<b>Parks &amp; Open Spaces</b>							
Premises	275,984	86,316	127,080	40,764	212,043	(63,139)	£5,729 Higher R&M costs; £38,087 Serco Grounds maintenance; (£2,173) Lower utility costs.
Supplies & Services	63,500	21,165	29,507	8,342	44,084	(10,091)	£6,046 Serco cleansing costs; £2,110 Consultancy costs - The Marrams, Cromer.
Support Services	138,000	46,009	46,004	(5)	0	91,996	No Major Variances.
Capital Financing Costs	16,206	5,402	5,404	2	0	10,802	No Major Variances.
Income	(8,500)	(168)	(225)	(57)	0	(8,275)	No Major Variances.
	<b>485,190</b>	<b>158,724</b>	<b>207,770</b>	<b>49,046</b>	<b>256,127</b>	<b>21,293</b>	
<b>Foreshore</b>							
Employee Costs	21,640	7,216	13,204	5,988	0	8,436	Revised staffing allocations - to be amended.
Premises	53,945	5,185	4,175	(1,010)	4,847	44,923	Lower R&M costs.
Transport Related Expenditure	700	236	59	(177)	0	641	No Major Variances.
Supplies & Services	5,300	1,768	0	(1,768)	0	5,300	Fewer equipment purchases.
Support Services	85,270	28,430	28,432	2	0	56,838	No Major Variances.
Capital Financing Costs	27,880	9,292	9,292	0	0	18,588	No Major Variances.
	<b>194,735</b>	<b>52,127</b>	<b>55,162</b>	<b>3,035</b>	<b>4,847</b>	<b>134,726</b>	
<b>Leisure Complexes</b>							
Employee Costs	0	0	(95)	(95)	0	95	No Major Variances.
Premises	139,569	46,897	(43,240)	(90,137)	18,239	164,570	Accrual brought forward from 2022/23 - invoices not yet received.
Support Services	103,090	34,399	34,356	(43)	0	68,734	No Major Variances.
Capital Financing Costs	492,459	164,092	164,096	4	0	328,363	No Major Variances.
Income	(44,105)	(14,706)	(14,748)	(42)	0	(29,357)	No Major Variances.
	<b>691,013</b>	<b>230,682</b>	<b>140,369</b>	<b>(90,313)</b>	<b>18,239</b>	<b>532,405</b>	
<b>Other Sports</b>							
Employee Costs	3,459	1,154	1,156	2	0	2,303	No Major Variances.
Premises	6,803	2,268	2,499	231	3,437	867	No Major Variances.
Supplies & Services	88,200	33,367	(5,703)	(39,070)	21,797	72,106	Accrual brought forward from 2022/23 in relation to the Mammoth Marathon - invoices not yet received.
Support Services	76,290	25,447	25,436	(11)	0	50,854	No Major Variances.
Income	(40,000)	(13,328)	(2,933)	10,395	0	(37,067)	Income relating to the Mammoth Marathon - event cancelled.
	<b>134,752</b>	<b>48,908</b>	<b>20,455</b>	<b>(28,453)</b>	<b>25,235</b>	<b>89,063</b>	
<b>Recreation Grounds</b>							
Premises	6,950	2,316	2,811	495	4,601	(461)	No Major Variances.
Supplies & Services	7,000	2,334	3,044	710	4,670	(715)	No Major Variances.
Support Services	3,860	1,291	1,284	(7)	0	2,576	No Major Variances.
Capital Financing Costs	5,632	1,878	1,880	2	0	3,752	No Major Variances.
Income	(1,000)	(336)	(565)	(229)	0	(435)	No Major Variances.
	<b>22,442</b>	<b>7,483</b>	<b>8,454</b>	<b>971</b>	<b>9,271</b>	<b>4,717</b>	
<b>Pier Pavilion</b>							
Premises	9,300	3,100	350	(2,750)	2,000	6,950	Electricity costs paid by tenant. Lower R&M costs to date.
Support Services	28,230	9,416	9,408	(8)	0	18,822	No Major Variances.
Capital Financing Costs	17,020	5,672	5,672	0	0	11,348	No Major Variances.
	<b>54,550</b>	<b>18,188</b>	<b>15,430</b>	<b>(2,758)</b>	<b>2,000</b>	<b>37,120</b>	
<b>Beach Safety</b>							
Premises	2,750	917	1,310	393	350	1,090	No Major Variances.
Supplies & Services	375,980	219,971	235,554	15,583	139,621	805	£21,281 - Serco cleansing costs; (£5,939) Saving against the RNLI Lifeguarding Service.
Support Services	78,900	26,302	26,300	(2)	0	52,600	No Major Variances.
Income	0	0	(656)	(656)	0	656	No Major Variances.
	<b>457,630</b>	<b>247,190</b>	<b>262,509</b>	<b>15,319</b>	<b>139,971</b>	<b>55,151</b>	
<b>Woodlands Management</b>							
Employee Costs	144,548	48,171	46,423	(1,748)	0	98,125	Vacant post.
Premises	56,126	19,304	23,118	3,814	8,017	24,991	Emergency tree works at Holt Country Park.
Transport Related Expenditure	21,182	7,067	4,341	(2,726)	726	16,115	Lower fuel costs for equipment.
Supplies & Services	12,450	4,159	3,791	(368)	4,228	4,431	No Major Variances.
Support Services	165,920	55,317	55,320	3	0	110,600	No Major Variances.
Capital Financing Costs	1,346	450	452	2	0	894	No Major Variances.
Income	(39,860)	(17,223)	(18,646)	(1,423)	0	(21,214)	Fee income from events at Holt Country Park.
	<b>361,712</b>	<b>117,245</b>	<b>114,798</b>	<b>(2,447)</b>	<b>12,971</b>	<b>233,943</b>	

## Environment &amp; Leisure

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
<b>Waste Collection And Disposal</b>							
Employee Costs	0	0	1,634	1,634	0	(1,634)	No Major Variances.
Supplies & Services	5,603,220	1,575,286	1,079,229	(496,057)	3,359,204	1,164,788	See <b>Note A</b> below:
Support Services	514,840	171,571	171,620	49	0	343,220	No Major Variances.
Capital Financing Costs	459,571	153,134	153,136	2	0	306,435	No Major Variances.
Income	(4,423,210)	(2,881,248)	(2,755,174)	126,074	0	(1,668,036)	See <b>Note B</b> below:
	<b>2,154,421</b>	<b>(981,257)</b>	<b>(1,349,556)</b>	<b>(368,299)</b>	<b>3,359,204</b>	<b>144,773</b>	
<b>Note A:</b> Accruals brought forward - (£11,500) Sharps collections, (£2,000) Recycling credits payable, (£21,380) Contribution to the Norfolk Waste Partnership and (£411,000) Commercial waste disposal - invoices not received. (£68,113) Lower contract payments to Norfolk Environmental Waste Services Ltd. (NEWS) for recyclable materials; £24,026 Serco waste contract payments.							
<b>Note B:</b> (£9,266) Additional fee income; Debtor accruals brought forward - £3,618 for recycling credit income (sales of textiles); £7,796 for clinical waste disposal; £44,078 for the recovery of legal costs, £56,423 NEWS profit share (2021/22), and Smoothing mechanism, £73,536 returned gate fee. (£50,000) Serco - performance failure fee.							
<b>Cleansing</b>							
Supplies & Services	1,059,500	347,701	287,510	(60,191)	853,153	(81,163)	Variable billing invoices outstanding from contractor.
Support Services	51,840	17,279	17,280	1	0	34,560	No Major Variances.
Capital Financing Costs	85,500	28,490	28,492	2	0	57,008	No Major Variances.
Income	(66,000)	0	48	48	0	(66,048)	No Major Variances.
	<b>1,130,840</b>	<b>393,470</b>	<b>333,330</b>	<b>(60,140)</b>	<b>853,153</b>	<b>(55,643)</b>	
<b>Leisure</b>							
Employee Costs	159,066	53,009	53,060	51	0	106,006	No Major Variances.
Premises	0	0	0	0	300	(300)	No Major Variances.
Transport Related Expenditure	5,331	1,779	2,916	1,137	0	2,415	No Major Variances.
Supplies & Services	25,019	23,325	20,325	(3,000)	1,444	3,250	Savings against contribution to Active Norfolk - annual locality funding.
Support Services	(189,416)	(63,087)	(63,136)	(49)	0	(126,280)	No Major Variances.
	<b>0</b>	<b>15,026</b>	<b>13,165</b>	<b>(1,861)</b>	<b>1,744</b>	<b>(14,909)</b>	
<b>Community Safety</b>							
Employee Costs	9,198	3,070	2,874	(196)	0	6,324	No Major Variances.
Transport Related Expenditure	596	200	0	(200)	0	596	No Major Variances.
Supplies & Services	4,000	0	3	3	0	3,997	No Major Variances.
Support Services	23,320	7,788	7,772	(16)	0	15,548	No Major Variances.
	<b>37,114</b>	<b>11,058</b>	<b>10,649</b>	<b>(409)</b>	<b>0</b>	<b>26,465</b>	
<b>Civil Contingencies</b>							
Employee Costs	83,038	27,676	26,884	(792)	0	56,154	No Major Variances.
Transport Related Expenditure	1,044	352	321	(31)	0	723	No Major Variances.
Supplies & Services	12,390	1,056	468	(588)	196	11,726	No Major Variances.
Support Services	41,000	13,686	13,672	(14)	0	27,328	No Major Variances.
	<b>137,472</b>	<b>42,770</b>	<b>41,345</b>	<b>(1,425)</b>	<b>196</b>	<b>95,931</b>	
<b>Ad Environmental &amp; Leisure Svs</b>							
Employee Costs	88,407	29,466	29,103	(363)	0	59,304	No Major Variances.
Transport Related Expenditure	1,744	584	654	70	0	1,090	No Major Variances.
Supplies & Services	100	36	14	(22)	0	86	No Major Variances.
Support Services	(90,251)	(30,064)	(30,080)	(16)	0	(60,171)	No Major Variances.
	<b>0</b>	<b>22</b>	<b>(309)</b>	<b>(331)</b>	<b>0</b>	<b>309</b>	
<b>Total Environment &amp; Leisure</b>	<b>8,199,579</b>	<b>1,214,679</b>	<b>627,094</b>	<b>(587,585)</b>	<b>4,736,584</b>	<b>2,835,901</b>	
<b>Total Communities</b>	<b>11,834,134</b>	<b>2,421,088</b>	<b>992,737</b>	<b>(1,428,351)</b>	<b>5,683,802</b>	<b>5,157,595</b>	



## Service Area Summaries P4 2023/24

## Corporate Support

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances.
	£	£	£	£	£	£	
<b>Human Resources &amp; Payroll</b>							
Employee Costs	386,490	123,966	120,919	(3,047)	15,594	249,977	No Major Variances.
Transport Related Expenditure	500	168	0	(168)	0	500	No Major Variances.
Supplies & Services	28,200	6,788	14,704	7,916	9,100	4,397	£7,970 Unplanned employment advise
Support Services	(414,190)	(138,075)	(138,100)	(25)	0	(276,090)	No Major Variances.
Income	(1,000)	(336)	(1,651)	(1,315)	0	651	No Major Variances.
	<b>0</b>	<b>(7,489)</b>	<b>(4,128)</b>	<b>3,361</b>	<b>24,694</b>	<b>(20,565)</b>	
<b>Registration Services</b>							
Employee Costs	146,000	48,662	45,356	(3,306)	450	100,194	No Major Variances.
Premises	24,050	22,684	22,811	127	0	1,239	No Major Variances.
Transport Related Expenditure	400	136	142	6	0	258	No Major Variances.
Supplies & Services	217,235	217,235	238,569	21,334	40,472	(61,806)	Election costs funded from additional income below together with grant roll forward from reserve yet to be transferred.
Support Services	182,030	60,708	60,692	(16)	0	121,338	No Major Variances.
Income	(51,995)	(50,995)	(61,274)	(10,279)	0	9,279	Additional new burdens funding increased in line with inflation.
	<b>517,720</b>	<b>298,430</b>	<b>306,296</b>	<b>7,866</b>	<b>40,922</b>	<b>170,502</b>	
<b>Corporate Leadership Team</b>							
Employee Costs	754,378	251,373	240,930	(10,443)	395	513,053	(£9,582) Vacant post
Transport Related Expenditure	10,575	3,529	1,999	(1,530)	0	8,576	No Major Variances.
Supplies & Services	17,580	3,028	586	(2,442)	0	16,994	No Major Variances.
Support Services	(782,533)	(260,732)	(260,904)	(172)	0	(521,629)	No Major Variances.
	<b>0</b>	<b>(2,802)</b>	<b>(17,389)</b>	<b>(14,587)</b>	<b>395</b>	<b>16,994</b>	
<b>Communications</b>							
Employee Costs	225,640	75,193	80,697	5,504	339	144,604	£7,172 Employee costs due to unplanned maternity cover.
Transport Related Expenditure	1,294	434	684	250	0	610	No Major Variances.
Supplies & Services	52,400	4,139	981	(3,158)	77	51,343	No Major Variances.
Support Services	43,290	14,451	14,440	(11)	0	28,850	No Major Variances.
Capital Financing Costs	(322,624)	(107,529)	(107,552)	(23)	0	(215,072)	No Major Variances.
Income	0	0	(1,680)	(1,680)	0	1,680	No Major Variances.
	<b>0</b>	<b>(13,312)</b>	<b>(12,430)</b>	<b>882</b>	<b>416</b>	<b>12,015</b>	
<b>Corporate Delivery Unit</b>							
Employee Costs	184,689	61,552	43,558	(17,994)	0	141,131	(£17,548) Employee costs due to vacant posts.
Transport Related Expenditure	1,200	400	0	(400)	0	1,200	No Major Variances.
Supplies & Services	6,540	2,184	0	(2,184)	0	6,540	No Major Variances.
Support Services	(192,429)	(64,116)	(64,144)	(28)	0	(128,285)	No Major Variances.
	<b>0</b>	<b>20</b>	<b>(20,586)</b>	<b>(20,606)</b>	<b>0</b>	<b>20,586</b>	
<b>Total Corporate Support</b>	<b>517,720</b>	<b>274,847</b>	<b>251,762</b>	<b>(23,085)</b>	<b>66,426</b>	<b>199,531</b>	

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## Service Area Summaries P4 2023/24

## Place And Climate Change

## Sustainable Growth

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
<b>Economic Growth</b>							
Employee Costs	12,482	4,167	0	(4,167)	0	12,482	(£3,499) Vacant post funded from capital income.
Premises	5,285	1,763	4,318	2,555	24	944	No Major Variances.
Transport Related Expenditure	125	44	0	(44)	0	125	No Major Variances.
Supplies & Services	92,600	25,370	(34,431)	(59,801)	138,984	(11,953)	(£52,316) Go digital grant accrual for 22/23, still awaiting invoice from Norfolk County Council (£6,043) Marketing.
Support Services	259,391	86,441	86,468	27	0	172,923	No Major Variances.
Capital Financing Costs	2,037	682	684	2	0	1,353	No Major Variances.
Income	(138,500)	0	0	0	0	(138,500)	No Major Variances.
	<b>233,420</b>	<b>118,467</b>	<b>57,039</b>	<b>(61,428)</b>	<b>139,007</b>	<b>37,374</b>	
<b>Tourism</b>							
Supplies & Services	77,050	4,020	885	(3,135)	0	76,165	No Major Variances.
Support Services	155,700	51,890	51,904	14	0	103,796	No Major Variances.
	<b>232,750</b>	<b>55,910</b>	<b>52,789</b>	<b>(3,121)</b>	<b>0</b>	<b>179,961</b>	
<b>Coast Protection</b>							
Employee Costs	0	0	21,392	21,392	0	(21,392)	Coastwise employee costs to be funded from grant in reserves.
Premises	156,000	62,000	61,321	(679)	83,877	10,802	Commitment contains duplications to be sorted shortly.
Transport Related Expenditure	0	0	364	364	0	(364)	No Major Variances.
Supplies & Services	111,450	1,500	198	(1,302)	7,935	103,317	No Major Variances.
Support Services	404,860	134,906	134,960	54	0	269,900	No Major Variances.
Capital Financing Costs	508,701	169,500	169,500	0	0	339,201	No Major Variances.
	<b>1,181,011</b>	<b>367,906</b>	<b>387,734</b>	<b>19,828</b>	<b>91,812</b>	<b>701,465</b>	
<b>Business Growth Staffing</b>							
Employee Costs	341,187	113,694	105,526	(8,168)	0	235,661	(£7,500) Employee savings partly funded from reserves.
Transport Related Expenditure	6,635	2,216	1,823	(393)	0	4,812	No Major Variances.
Supplies & Services	100	36	133	97	0	(33)	No Major Variances.
Support Services	(347,922)	(115,902)	(115,968)	(66)	0	(231,954)	No Major Variances.
	<b>0</b>	<b>44</b>	<b>(8,486)</b>	<b>(8,530)</b>	<b>0</b>	<b>8,486</b>	
<b>Housing Strategy</b>							
Employee Costs	182,700	60,899	53,538	(7,361)	0	129,162	Employee savings due to vacant post.
Transport Related Expenditure	2,144	720	380	(340)	0	1,764	No Major Variances.
Supplies & Services	22,200	20,740	1,730	(19,010)	0	20,470	(£10,000) Consultancy Fee's. (£8,945) Professional Fee's.
Support Services	101,502	33,877	33,836	(41)	0	67,666	No Major Variances.
Capital Financing Costs	777,167	0	0	0	0	777,167	No Major Variances.
	<b>1,085,713</b>	<b>116,236</b>	<b>89,484</b>	<b>(26,752)</b>	<b>0</b>	<b>996,229</b>	
<b>Environmental Strategy</b>							
Employee Costs	147,836	49,267	39,864	(9,403)	0	107,972	Employee savings due to vacant posts.
Premises	0	0	0	0	0	0	No Major Variances.
Transport Related Expenditure	2,298	771	551	(220)	0	1,747	No Major Variances.
Supplies & Services	130,020	8	2,200	2,192	5,000	122,820	No Major Variances.
Support Services	29,420	9,809	9,808	(1)	0	19,612	No Major Variances.
Income	0	0	(5,000)	(5,000)	0	5,000	Grant funds to cover Sports England consultancy commitment above.
	<b>309,574</b>	<b>59,855</b>	<b>47,423</b>	<b>(12,432)</b>	<b>5,000</b>	<b>257,151</b>	

**Coastal Management**

Employee Costs	382,021	127,300	92,096	(35,204)	0	289,925	(£33,536) Employee savings due to vacant posts. Part of saving to be used to fund contribution to interim coastal manager.
Premises	0	0	0	0	236	(236)	No Major Variances.
Transport Related Expenditure	9,719	3,245	2,845	(400)	0	6,874	No Major Variances.
Supplies & Services	4,620	1,548	101	(1,447)	9,408	(4,889)	No Major Variances.
Support Services	(329,860)	(109,886)	(109,984)	(98)	0	(219,876)	No Major Variances.
Income	(66,500)	(6,650)	(28,618)	(21,968)	0	(37,882)	(£22,500) Grant claim from 2020/21 not accrued for in the correct year.
	<b>0</b>	<b>15,557</b>	<b>(43,560)</b>	<b>(59,117)</b>	<b>9,643</b>	<b>33,916</b>	
<b>Ad Sustainable Growth</b>							
Employee Costs	88,817	29,600	29,702	102	0	59,115	No Major Variances.
Transport Related Expenditure	1,944	652	356	(296)	0	1,588	No Major Variances.
Supplies & Services	200	68	62	(6)	0	138	No Major Variances.
Support Services	(90,961)	(30,298)	(30,320)	(22)	0	(60,641)	No Major Variances.
	<b>0</b>	<b>22</b>	<b>(200)</b>	<b>(222)</b>	<b>0</b>	<b>200</b>	
<b>Total Sustainable Growth</b>	<b>3,042,468</b>	<b>733,997</b>	<b>582,223</b>	<b>(151,774)</b>	<b>245,463</b>	<b>2,214,782</b>	

## Service Area Summaries P4 2023/24

## Place And Climate Change

## Planning

	Full Year Budget	YTD Budget	YTD Actual	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
<b>Development Management</b>							
Employee Costs	1,441,750	480,405	419,896	(60,509)	2,000	1,019,854	(£49,935) Employee savings due to vacant posts. (£6,340) Training costs. Other minor variances.
Transport Related Expenditure	32,086	10,695	8,195	(2,500)	0	23,891	No Major Variances.
Supplies & Services	87,005	54,824	59,211	4,387	1,700	26,094	£8,792 Agency staff costs covered by employee savings. (£8,730) Subscriptions. Balance made up of other minor variances.
Support Services	946,560	315,431	315,536	105	0	631,024	No Major Variances.
Capital Financing Costs	76,501	25,492	25,492	0	0	51,009	No Major Variances.
Income	(865,000)	(288,220)	(243,793)	44,427	0	(621,207)	£35,856 Planning applications & £25,971 Pre application advise due to lower applications. (£16,578) Section 111 (GIRAMS) income.
	<b>1,718,902</b>	<b>598,627</b>	<b>584,536</b>	<b>(14,091)</b>	<b>3,699</b>	<b>1,130,666</b>	
<b>Planning Policy</b>							
Employee Costs	468,348	156,066	134,580	(21,486)	0	333,768	(£19,982) Employee savings due to vacant posts.
Transport Related Expenditure	7,971	2,657	2,525	(132)	0	5,446	No Major Variances.
Supplies & Services	260,500	12,168	10,050	(2,118)	86,863	163,588	No Major Variances.
Support Services	196,150	65,386	65,392	6	0	130,758	No Major Variances.
Income	0	0	(42)	(42)	0	42	No Major Variances.
	<b>932,969</b>	<b>236,277</b>	<b>212,505</b>	<b>(23,772)</b>	<b>86,863</b>	<b>633,601</b>	
<b>Conservation, Design &amp; Landscape</b>							
Employee Costs	365,064	121,653	90,300	(31,353)	0	274,764	(£30,985) Employee savings due to vacant posts, funded from reserves.
Transport Related Expenditure	8,852	2,954	2,208	(746)	0	6,644	No Major Variances.
Supplies & Services	66,450	17,478	5,397	(12,081)	0	61,053	(£14,925) Conservation area appraisals.
Support Services	95,290	31,773	31,764	(9)	0	63,526	No Major Variances.
Income	0	0	(26,807)	(26,807)	0	26,807	Biodiversity net gain grant.
	<b>535,656</b>	<b>173,858</b>	<b>102,862</b>	<b>(70,996)</b>	<b>0</b>	<b>432,794</b>	
<b>Building Control</b>							
Employee Costs	542,477	180,779	154,646	(26,133)	0	387,831	(£22,750) Employee savings due to vacant posts, funded from reserves. Other minor variances.
Transport Related Expenditure	22,562	7,524	5,429	(2,095)	0	17,133	No Major Variances.
Supplies & Services	21,314	12,331	85	(12,246)	8,611	12,618	(£9,104) Professional fee's. Balance made up of other minor variances.
Support Services	187,890	62,654	62,628	(26)	0	125,262	No Major Variances.
Income	(497,500)	(165,768)	(127,974)	37,794	0	(369,526)	£25,618 Regulation's Fee & £9,523 Plan's Fee income due to lower applications.
	<b>276,743</b>	<b>97,520</b>	<b>94,813</b>	<b>(2,707)</b>	<b>8,611</b>	<b>173,319</b>	
<b>Combined Enforcement Team</b>							
Employee Costs	224,770	74,905	71,224	(3,681)	1,250	152,296	No Major Variances.
Transport Related Expenditure	8,650	2,886	2,767	(119)	0	5,883	No Major Variances.
Supplies & Services	5,100	1,710	1,138	(572)	0	3,962	No Major Variances.
Support Services	(238,520)	(79,451)	(79,500)	(49)	0	(159,020)	No Major Variances.
	<b>0</b>	<b>50</b>	<b>(4,371)</b>	<b>(4,421)</b>	<b>1,250</b>	<b>3,121</b>	

**Property Information**

Employee Costs	122,952	40,984	38,318	(2,666)	0	84,634 No Major Variances.
Transport Related Expenditure	112	40	0	(40)	0	112 No Major Variances.
Supplies & Services	56,704	18,900	11,589	(7,311)	50,098	(4,983) (£9,601) Search fee's due to lower applications.
Support Services	56,310	18,803	18,776	(27)	0	37,534 No Major Variances.
Income	(195,960)	(65,298)	(26,478)	38,820	0	(169,482) See <b>Note A</b> below:
	<b>40,118</b>	<b>13,429</b>	<b>42,205</b>	<b>28,776</b>	<b>50,098</b>	<b>(52,185)</b>

**Note A:** £46,318 Search fee income down due to lower applications. (£4,200) Contribution to cover additional costs for street name change (£3,300) Public Sector Geospatial Agreement Grant.

**Ad Planning**

Employee Costs	94,294	31,428	32,204	776	0	62,090 No Major Variances.
Transport Related Expenditure	1,225	412	321	(91)	0	904 No Major Variances.
Supplies & Services	100	36	221	185	72	(193) No Major Variances.
Support Services	(95,619)	(31,851)	(31,872)	(21)	0	(63,747) No Major Variances.
	<b>0</b>	<b>25</b>	<b>874</b>	<b>849</b>	<b>72</b>	<b>(946)</b>

<b>Total Planning</b>	<b>3,504,388</b>	<b>1,119,786</b>	<b>1,033,425</b>	<b>(86,361)</b>	<b>150,593</b>	<b>2,320,369</b>
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<b>Total Place and Climate Change</b>	<b>6,546,856</b>	<b>1,853,783</b>	<b>1,615,648</b>	<b>(238,135)</b>	<b>396,056</b>	<b>4,535,152</b>
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## Service Area Summaries P4 2023/24

## Resources

## Finance, Assets &amp; Legal

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Immediate Commitments £	Remaining Budget £	Explanation for Major Variances.
<b>Industrial Estates</b>							
Premises	45,755	15,267	4,642	(10,625)	4,582	36,531	See <b>Note A</b> .
Supplies & Services	0	0	399	399	0	(399)	No Major Variances.
Support Services	99,700	33,243	33,244	1	0	66,456	No Major Variances.
Capital Financing Costs	19,246	6,416	6,416	0	0	12,830	No Major Variances.
Income	(239,020)	(73,109)	(68,359)	4,750	0	(170,661)	See <b>Note B</b> .
	<b>(74,319)</b>	<b>(18,183)</b>	<b>(23,658)</b>	<b>(5,475)</b>	<b>4,582</b>	<b>(55,243)</b>	

**Note A:** (£5,245) Accrual from 22/23, awaiting invoice from supplier for payment. (£2,331) Insurance costs, waiting on final invoice. Other minor variances totalling (£3,049).

**Note B:** Vacant units for first quarter at North Walsham and Fakenham however there are companies/people interested in letting.

**Surveyors Allotments**

Premises	10,000	0	0	0	0	10,000	No Major Variances.
Support Services	20,750	6,920	6,920	0	0	13,830	No Major Variances.
Income	(100)	(36)	(50)	(14)	0	(50)	No Major Variances.
	<b>30,650</b>	<b>6,884</b>	<b>6,870</b>	<b>(14)</b>	<b>0</b>	<b>23,780</b>	

**Parklands**

Premises	0	0	626	626	0	(626)	No Major Variances.
	<b>0</b>	<b>0</b>	<b>626</b>	<b>626</b>	<b>0</b>	<b>(626)</b>	

**Revenue Services**

Employee Costs	928,588	309,426	278,337	(31,090)	125	650,127	Employee costs due to vacancies.
Transport Related Expenditure	900	300	137	(163)	0	763	No Major Variances.
Supplies & Services	112,778	21,745	16,425	(5,320)	3,738	92,615	No Major Variances.
Support Services	669,580	223,159	223,212	53	0	446,368	No Major Variances.
Capital Financing Costs	0	0	19	19	0	(19)	No Major Variances.
Income	(454,130)	0	(1,490,546)	(1,490,546)	0	1,036,416	See <b>Note A</b> .
	<b>1,257,716</b>	<b>554,630</b>	<b>(972,416)</b>	<b>(1,527,046)</b>	<b>3,863</b>	<b>2,226,269</b>	

**Note A:** (£1,400,175) 22/23 accrual in relation to Omicron Grant, reconciliation works complete and will be paid back to Business Energy & Industrial Strategy in August. (£90,021) New Burdens Grant Income.

**Benefits Subsidy**

Supplies & Services	0	0	64,006	64,006	0	(64,006)	See <b>Note A</b> .
Transfer Payments	16,930,262	0	0	0	0	16,930,262	No Major Variances.
Income	(16,930,262)	0	(106,190)	(106,190)	0	(16,824,072)	See <b>Note B</b> .
	<b>0</b>	<b>0</b>	<b>(42,184)</b>	<b>(42,184)</b>	<b>0</b>	<b>42,184</b>	

**Note A:** £54,045 Contribution to Post Office. £9,961 Discretionary Hardship Support Grant Payments.

**Note B:** (£98,000) Household Support Fund Allocation payment 4. (£8,190) Rent Allowance Support Payments.

**Non Distributed Costs**

Employee Costs	0	63,919	67,059	3,140	0	(67,059)	Superannuation Added Years.
	<b>0</b>	<b>63,919</b>	<b>67,059</b>	<b>3,140</b>	<b>0</b>	<b>(67,059)</b>	

**Estates**

Employee Costs	291,073	94,995	89,350	(5,645)	0	201,723	Fixed term post currently vacant, looking into options for restructure/recruitment.
Premises	5,990	1,996	2,020	24	553	3,417	No Major Variances.
Transport Related Expenditure	5,000	1,668	1,046	(622)	0	3,954	No Major Variances.
Supplies & Services	38,390	2,803	(8,405)	(11,208)	1,000	45,795	See <b>Note A</b> .
Support Services	(340,453)	(113,453)	(113,488)	(35)	0	(226,965)	No Major Variances.
Income	0	0	(2,420)	(2,420)	0	2,420	(£2,250) income moved to capital in August.
	<b>0</b>	<b>(11,991)</b>	<b>(31,898)</b>	<b>(19,907)</b>	<b>1,553</b>	<b>30,345</b>	

**Note A:** (£14,000) in relation to outstanding accrual for 22/23 currently chasing supplier for invoice. Offset by other minor variances totalling £2,792.

**Admin Buildings**

Premises	450,437	234,866	238,226	3,360	113,094	99,116	See <b>Note A</b> .
Supplies & Services	29,781	6,877	10,862	3,985	304	18,614	See <b>Note B</b> .
Transfer Payments	133,630	0	0	0	0	133,630	No Major Variances.
Support Services	(219,585)	(73,157)	(73,156)	1	0	(146,429)	No Major Variances.
Capital Financing Costs	43,174	14,392	14,392	0	0	28,782	No Major Variances.
Income	(372,101)	(33,791)	32,291	66,082	0	(404,392)	See <b>Note C</b> .
	<b>65,336</b>	<b>149,187</b>	<b>222,616</b>	<b>73,429</b>	<b>113,399</b>	<b>(270,679)</b>	

**Note A:** (£13,833) Accrual in relation to 21/22 and 22/23 rent for North Walsham Kings Arms street - Norfolk County Council have now sent invoices through for payment. £7,492 overspend in relation to Rafter's Cleaning. £3,412 Electricity costs higher than budgeted. £3,120 Gas costs higher than budgeted. (£3,136) variable billing invoices outstanding from contractor for refuse collection. Offset by other minor variances totalling £6,305.

**Note B:** £6,334 overspend in relation to Legionella surveys, offset by other minor variances totalling (£2,349).

**Note C:** £5,000 reduction in rental income due to North Walsham New Road being vacant. (£10,823) income in relation to North Walsham Kings Arms street that needs to be refunded as this has been paid to us in error. £69,193 Service Charge accrual in relation to Fakenham Connect and Cromer Office for 22/23 not yet received. Other minor variances totalling £2,712.

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Immediate Commitments £	Remaining Budget £	Explanation for Major Variances.
<b>Corporate Finance</b>							
Employee Costs	584,228	194,684	134,891	(59,793)	0	449,337	Employee costs due to vacancies.
Transport Related Expenditure	1,044	352	0	(352)	0	1,044	No Major Variances.
Supplies & Services	100,895	47,426	45,424	(2,002)	32,667	22,804	See <b>Note A</b> .
Support Services	(699,798)	(233,224)	(233,292)	(68)	0	(466,506)	No Major Variances.
Capital Financing Costs	13,631	4,544	4,544	0	0	9,087	No Major Variances.
Income	0	0	(8,103)	(8,103)	0	8,103	(£8,103) New Burdens Grant Income - Transparency.
	<b>0</b>	<b>13,782</b>	<b>(56,537)</b>	<b>(70,319)</b>	<b>32,667</b>	<b>23,870</b>	
<b>Note A:</b> £4,307 Bip Solutions Procurement Software. (£3,755) Agency staffing. Other minor variances totalling (£2,554).							
<b>Insurance &amp; Risk Management</b>							
Employee Costs	39,906	13,305	9,779	(3,526)	0	30,127	Waiting for final insurance invoices from Zurich.
Premises	274	92	67	(25)	0	207	No Major Variances.
Transport Related Expenditure	10,555	3,519	2,587	(932)	0	7,968	No Major Variances.
Supplies & Services	101,811	33,934	24,954	(8,980)	0	76,857	Waiting for final insurance invoices from Zurich.
Support Services	(152,546)	(50,853)	(50,860)	(7)	0	(101,686)	No Major Variances.
Income	0	0	(9)	(9)	0	9	No Major Variances.
	<b>0</b>	<b>(3)</b>	<b>(13,482)</b>	<b>(13,479)</b>	<b>0</b>	<b>13,482</b>	
<b>Internal Audit</b>							
Supplies & Services	84,000	0	(3,757)	(3,757)	76,936	10,821	Balance of 22/23 accrual as invoice was less than expected.
Support Services	(84,000)	(27,991)	(27,996)	(5)	0	(56,004)	No Major Variances.
Income	0	0	0	0	0	0	No Major Variances.
	<b>0</b>	<b>(27,991)</b>	<b>(31,753)</b>	<b>(3,762)</b>	<b>76,936</b>	<b>(45,183)</b>	
<b>Chalets/Beach Huts</b>							
Premises	24,994	8,182	7,844	(338)	243	16,907	No Major Variances.
Supplies & Services	21,200	10,019	9,290	(729)	0	11,910	No Major Variances.
Support Services	113,390	37,807	37,800	(7)	0	75,590	No Major Variances.
Income	(263,770)	(87,889)	(84,356)	3,533	0	(179,414)	See <b>Note A</b> .
	<b>(104,186)</b>	<b>(31,881)</b>	<b>(29,423)</b>	<b>2,458</b>	<b>243</b>	<b>(75,006)</b>	
<b>Note A:</b> £5,322 Beach Hut income timing variance offset by (£3,630) Unbudgeted storage cost income and other minor variances totalling £1,841.							
<b>Investment Properties</b>							
Premises	167,122	61,869	87,060	25,191	92,424	(12,362)	See <b>Note A</b> .
Supplies & Services	4,719	1,579	136	(1,443)	0	4,583	No Major Variances.
Support Services	148,750	49,578	49,588	10	0	99,162	No Major Variances.
Capital Financing Costs	76,841	25,607	25,608	1	0	51,233	No Major Variances.
Income	(251,633)	(112,278)	(72,627)	39,651	0	(179,006)	See <b>Note B</b> .
	<b>145,799</b>	<b>26,355</b>	<b>89,765</b>	<b>63,410</b>	<b>92,424</b>	<b>(36,390)</b>	
<b>Note A:</b> £11,424 Repairs and maintenance overspend for installation of new doors, lift repairs, boiler works and Electrical Installation Condition Report at Rocket House. £6,699 Overspend on vinyl, water supply installation, making electrics safe and repairing brickwork and rails on Other Lettings. £3,633 Electricity overspend. £6,098 Other Lettings grounds maintenance costs. (£2,994) in relation to Insurance Premiums not yet paid.							
<b>Note B:</b> £6,794 Other Lettings, insurance premium recovery which will be recharged when we have paid Zurich in full. Rocket House, £12,024 Service Charge Income for 22/23 still outstanding and £16,999 Accrual 22/23 Other Recoverable costs still outstanding. Other minor variances totalling £3,834.							
<b>Central Costs</b>							
Employee Costs	38,913	12,970	13,169	199	0	25,744	No Major Variances.
Premises	0	0	42	42	0	(42)	No Major Variances.
Transport Related Expenditure	0	0	121	121	0	(121)	No Major Variances.
Supplies & Services	15,500	0	0	0	0	15,500	No Major Variances.
Support Services	(54,413)	(18,159)	(18,152)	7	0	(36,261)	No Major Variances.
Income	0	0	0	0	0	0	No Major Variances.
	<b>0</b>	<b>(5,189)</b>	<b>(4,820)</b>	<b>369</b>	<b>0</b>	<b>4,820</b>	
<b>Corporate &amp; Democratic Core</b>							
Transport Related Expenditure	100	36	0	(36)	0	100	No Major Variances.
Supplies & Services	415,478	118,833	(32,371)	(151,204)	7,523	440,327	(£153,333) 22/23 Audit Fee accrual outstanding. £2,535 Mandatory Participation Cabinet Office.
Support Services	1,615,410	538,276	538,472	196	0	1,076,938	No Major Variances.
Capital Financing Costs	900,000	0	0	0	0	900,000	No Major Variances.
Income	0	0	(18,264)	(18,264)	0	18,264	Unbudgeted income from Department for Levelling Up, Housing and Communities.
	<b>2,930,988</b>	<b>657,145</b>	<b>487,837</b>	<b>(169,308)</b>	<b>7,523</b>	<b>2,435,629</b>	



	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Immediate Commitments £	Remaining Budget £	Explanation for Major Variances.
<b>Members Services</b>							
Employee Costs	188,583	62,849	62,629	(220)	0	125,954	No Major Variances.
Transport Related Expenditure	17,610	5,874	2,170	(3,704)	0	15,440	New members have not been set up on MyView so have been unable to submit claims.
Supplies & Services	373,000	121,808	114,344	(7,464)	60	258,596	Reduced payments when elections were taking place.
Support Services	87,025	29,030	29,020	(10)	0	58,005	No Major Variances.
	<b>666,218</b>	<b>219,561</b>	<b>208,162</b>	<b>(11,399)</b>	<b>60</b>	<b>457,996</b>	
<b>Legal Services</b>							
Employee Costs	544,864	181,561	132,175	(49,386)	0	412,689	Employee costs due to vacancies.
Transport Related Expenditure	3,586	1,198	549	(649)	0	3,037	No Major Variances.
Supplies & Services	73,710	46,878	63,895	17,017	10	9,805	See <b>Note A</b> .
Support Services	(577,160)	(192,312)	(192,456)	(144)	0	(384,704)	No Major Variances.
Income	(45,000)	(25,200)	(25,978)	(778)	0	(19,022)	No Major Variances.
	<b>0</b>	<b>12,125</b>	<b>(21,815)</b>	<b>(33,940)</b>	<b>10</b>	<b>21,806</b>	
<b>Note A:</b> Overspends in relation to: £2,675 Books, £15,841 Other Professional Fees for Locum Lawyer, this is to be offset by employee cost underspend. Other minor variances totalling (£1,499).							
<b>Ad Finance, Assets &amp; Legal</b>							
Employee Costs	91,814	30,600	31,307	707	375	60,132	No Major Variances.
Transport Related Expenditure	1,213	407	321	(86)	0	892	No Major Variances.
Supplies & Services	300	100	13	(87)	0	287	No Major Variances.
Support Services	(93,327)	(31,097)	(31,108)	(11)	0	(62,219)	No Major Variances.
Income	0	0	0	0	0	0	No Major Variances.
	<b>0</b>	<b>10</b>	<b>533</b>	<b>523</b>	<b>375</b>	<b>(908)</b>	
<b>Total Finance Assets &amp; Legal</b>	<b>4,918,202</b>	<b>1,608,360</b>	<b>(144,517)</b>	<b>(1,752,877)</b>	<b>333,635</b>	<b>4,729,085</b>	

## Service Area Summaries P4 2023/24

## Resources

## Organisational Resources

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances.
	£	£	£		£	£	
<b>Car Parking</b>							
Premises	640,665	441,540	380,847	(60,693)	72,193	187,625	See <b>Note A.</b>
Supplies & Services	371,000	102,238	(180,854)	(283,092)	443,714	108,141	See <b>Note B.</b>
Support Services	187,090	69,017	69,036	19	0	118,054	No Major Variances.
Capital Financing Costs	75,820	25,264	25,264	0	0	50,556	No Major Variances.
Income	(3,032,799)	(1,062,046)	(1,081,703)	(19,657)	0	(1,951,096)	See <b>Note C.</b>
	<b>(1,758,224)</b>	<b>(423,987)</b>	<b>(787,411)</b>	<b>(363,424)</b>	<b>515,907</b>	<b>(1,486,720)</b>	
<b>Note A:</b> (£17,652) variable billing invoices outstanding from contractor in relation to Grounds Maintenance. (£42,875) Business rates underspend. £5,309 Electricity costs higher than budgeted. Other minor variances totalling (£5,475).							
<b>Note B:</b> (£223,962) 22/23 Management fee accrual not yet paid. (£60,438) Quarter 1 23/24 management fee not yet invoiced. £7,118 Contractor payments for cleansing contract. Other minor variances totalling (£5,810).							
<b>Note C:</b> (£17,565) Unbudgeted Electric Vehicle Charging Point income. (£7,213) Cash income. £5,000 22/23 accrual in relation to Management Fee for Millers Walk.							
<b>It - Support Services</b>							
Employee Costs	927,631	306,444	251,778	(54,666)	850	675,003	Employee costs due to vacancies.
Transport Related Expenditure	1,000	336	48	(288)	0	952	No Major Variances.
Supplies & Services	893,520	161,976	158,902	(3,074)	82,124	652,494	See <b>Note A.</b>
Support Services	(1,950,129)	(649,866)	(650,068)	(202)	0	(1,300,061)	No Major Variances.
Capital Financing Costs	127,978	42,644	42,644	0	0	85,334	No Major Variances.
Income	0	0	(2,592)	(2,592)	0	2,592	Sale of equipment.
	<b>0</b>	<b>(138,466)</b>	<b>(199,288)</b>	<b>(60,822)</b>	<b>82,974</b>	<b>116,314</b>	
<b>Note A:</b> (£3,789) accrual in relation to Adept Technology awaiting invoice. Although computer purchases do not have a YTD Variance we are expecting a full year effect of around £40,000 this is due to a number of software components being purchases by service areas without ICT being aware of the ongoing cost and commitment. Inflation costs have also been greater than predicted for some software.							
<b>Poppyfields</b>							
Premises	3,114	159	140	(19)	515	2,459	No Major Variances.
Supplies & Services	19,700	3,768	3,962	194	0	15,738	No Major Variances.
Support Services	22,770	7,593	7,592	(1)	0	15,178	No Major Variances.
	<b>45,584</b>	<b>11,520</b>	<b>11,694</b>	<b>174</b>	<b>515</b>	<b>33,376</b>	
<b>Property Services</b>							
Employee Costs	610,524	194,615	194,481	(134)	5,520	410,523	No Major Variances.
Premises	0	0	4,222	4,222	3,494	(7,716)	See <b>Note A.</b>
Transport Related Expenditure	29,431	6,469	6,804	335	0	22,627	No Major Variances.
Supplies & Services	25,085	3,216	6,928	3,712	45,125	(26,988)	Upgrading works to Concerto System.
Support Services	(712,795)	(237,478)	(237,588)	(110)	0	(475,207)	No Major Variances.
Capital Financing Costs	47,755	15,916	15,916	0	0	31,839	No Major Variances.
Income	0	0	1,308	1,308	0	(1,308)	22/23 Accrual outstanding from Cromer Town Council in relation to water leak at North Lodge Park.
	<b>0</b>	<b>(17,262)</b>	<b>(7,930)</b>	<b>9,332</b>	<b>54,139</b>	<b>(46,209)</b>	
<b>Note A:</b> Repairs and Maintenance spend that has no budget, mainly in relation to Skip Hire, Waste collection/Hire, NNDC Labour in relation to Elections and Support for 60's Weekend.							
<b>Playgrounds</b>							
Premises	29,135	9,711	18,923	9,212	24,149	(13,936)	See <b>Note A.</b>
Supplies & Services	63,500	24,125	24,038	(87)	33,649	5,813	No Major Variances.
Support Services	54,070	18,024	18,028	4	0	36,042	No Major Variances.
Income	0	0	(7,815)	(7,815)	0	7,815	Contribution towards installation of accessible roundabout Cromer Road, Sheringham.
	<b>146,705</b>	<b>51,860</b>	<b>53,174</b>	<b>1,314</b>	<b>57,798</b>	<b>35,733</b>	
<b>Note A:</b> Overspends in relation to: £6,606 Zip Line at Sadlers Wood Playground and £2,113 Higher contractor payments in relation to Grounds Maintenance.							
<b>Amenity Lighting</b>							
Premises	37,875	5,624	7,334	1,710	3,832	26,709	Electricity higher than budgeted.
Support Services	29,980	9,997	10,000	3	0	19,980	No Major Variances.
	<b>67,855</b>	<b>15,621</b>	<b>17,334</b>	<b>1,713</b>	<b>3,832</b>	<b>46,689</b>	
<b>Community Centres</b>							
Premises	10,520	1,642	1,230	(412)	241	9,050	No Major Variances.
Support Services	18,140	6,050	6,048	(2)	0	12,092	No Major Variances.
	<b>28,660</b>	<b>7,692</b>	<b>7,278</b>	<b>(414)</b>	<b>241</b>	<b>21,142</b>	
<b>Tic'S</b>							
Employee Costs	75,138	25,044	26,750	1,706	0	48,388	No Major Variances.
Premises	16,604	8,037	10,791	2,754	5,856	(43)	Heating repairs instructed by Property Services.
Transport Related Expenditure	85	29	0	(29)	0	85	No Major Variances.
Supplies & Services	18,370	6,135	3,003	(3,132)	6,297	9,071	No Major Variances.
Support Services	54,820	18,290	18,280	(10)	0	36,540	No Major Variances.
Capital Financing Costs	6,040	2,014	2,016	2	0	4,024	No Major Variances.
Income	(30,170)	(10,056)	(10,115)	(59)	0	(20,055)	No Major Variances.
	<b>140,887</b>	<b>49,493</b>	<b>50,724</b>	<b>1,231</b>	<b>12,153</b>	<b>78,010</b>	
<b>Cromer Pier</b>							
Premises	209,667	53,707	38,814	(14,893)	7,890	162,963	Waiting for final insurance invoices from Zurich.
Supplies & Services	4,000	1,335	0	(1,335)	0	4,000	No Major Variances.
Support Services	106,990	35,661	35,660	(1)	0	71,330	No Major Variances.
Capital Financing Costs	20,737	6,912	6,912	0	0	13,825	No Major Variances.
	<b>341,394</b>	<b>97,615</b>	<b>81,386</b>	<b>(16,229)</b>	<b>7,890</b>	<b>252,118</b>	

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances.
	£	£	£		£	£	
<b>Public Conveniences</b>							
Premises	700,772	248,714	283,916	35,202	321,012	95,844	See <b>Note A</b> .
Supplies & Services	38,250	10,588	11,823	1,235	5,233	21,195	No Major Variances.
Transfer Payments	14,175	0	0	0	0	14,175	No Major Variances.
Support Services	214,450	71,467	71,484	17	0	142,966	No Major Variances.
Capital Financing Costs	82,028	27,332	27,332	0	0	54,696	No Major Variances.
Income	0	0	(7,707)	(7,707)	0	7,707	Insurance claim income.
	<b>1,049,675</b>	<b>358,101</b>	<b>386,847</b>	<b>28,746</b>	<b>326,245</b>	<b>336,583</b>	
<b>Note A:</b> £32,370 Higher contractor payments in relation to Contract Cleaning. £8,991 Electricity higher than budgeted. Other minor variances totalling (£6,159).							
<b>IT Business Support</b>							
Employee Costs	138,675	44,079	45,122	1,043	0	93,553	No Major Variances.
Support Services	398,690	132,868	132,908	40	0	265,782	No Major Variances.
	<b>537,365</b>	<b>176,947</b>	<b>178,030</b>	<b>1,083</b>	<b>0</b>	<b>359,335</b>	
<b>Reprographics</b>							
Employee Costs	46,853	15,618	15,441	(177)	0	31,412	No Major Variances.
Transport Related Expenditure	250	84	0	(84)	0	250	No Major Variances.
Supplies & Services	35,290	5,481	5,844	363	0	29,446	No Major Variances.
Support Services	(78,393)	(26,114)	(26,128)	(14)	0	(52,265)	No Major Variances.
Income	(4,000)	(1,335)	(1,366)	(31)	0	(2,634)	No Major Variances.
	<b>0</b>	<b>(6,266)</b>	<b>(6,209)</b>	<b>57</b>	<b>0</b>	<b>6,209</b>	
<b>Customer Services - Corporate</b>							
Employee Costs	951,854	317,175	277,119	(40,056)	0	674,735	Employee costs due to vacancies.
Transport Related Expenditure	2,300	768	920	152	0	1,380	No Major Variances.
Supplies & Services	74,867	10,570	(3,573)	(14,143)	22,508	55,932	(£10,710) 22/23 Accrual in relation to C3 Development. Other minor variances totalling (£3,433).
Support Services	(1,065,827)	(355,158)	(355,206)	(48)	0	(710,621)	No Major Variances.
Capital Financing Costs	54,056	18,012	18,012	0	0	36,044	No Major Variances.
Income	(17,250)	(9,226)	(13,399)	(4,173)	0	(3,851)	Service charge income higher than budgeted.
	<b>0</b>	<b>(17,859)</b>	<b>(76,127)</b>	<b>(58,268)</b>	<b>22,508</b>	<b>53,619</b>	
<b>Ad Organisational Resources</b>							
Employee Costs	87,950	29,308	29,522	214	0	58,428	No Major Variances.
Transport Related Expenditure	1,194	400	321	(79)	0	873	No Major Variances.
Supplies & Services	100	36	0	(36)	0	100	No Major Variances.
Support Services	(89,244)	(29,731)	(29,740)	(9)	0	(59,504)	No Major Variances.
Income	0	0	0	0	0	0	No Major Variances.
	<b>0</b>	<b>13</b>	<b>103</b>	<b>90</b>	<b>0</b>	<b>(103)</b>	
<b>Total Organisational Resources</b>	<b>599,901</b>	<b>165,022</b>	<b>(290,394)</b>	<b>(455,416)</b>	<b>1,084,201</b>	<b>(193,906)</b>	
<b>Total Resources</b>	<b>5,518,103</b>	<b>1,773,382</b>	<b>(434,911)</b>	<b>(2,208,293)</b>	<b>1,417,836</b>	<b>4,535,179</b>	

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## Capital Programme - Budget Monitoring 2023/24 - Period 4

<u>Scheme</u>	Scheme Total Approval	Pre 2023/24 Actual Expenditure	Updated Budget	Expenditure (Actuals) to P4	Budget	Budget	Budget	Budget
	£		2023/24	2023/24	2024/25	2025/26	2026/27	2027/28
	£		£	£	£	£	£	£
<b>Boosting Business Sustainability and Growth</b>								
Rocket House	1,077,084	40,248	1,036,836	15,681	0	0	0	0
Collectors Cabin	30,000	5,760	24,240	0.00	0	0	0	0
Cornish Way Industrial Units	170,000	29,880	110,120	50,892	0	0	0	0
Fakenham Connect/Crinkle Crankle Wall	229,668	7,239	222,430	150,776	0	0	0	0
North Walsham Heritage Action Zone	3,120,000	2,745,878	374,122	224,894	0	0	0	0
Public Conveniences (Fakenham & Wells)	535,362	707,340	(171,978)	314,560	0	0	0	0
Public Conveniences Sheringham & North Walsham	500,000	79,058	420,942	39,167	0	0	0	0
Changing Places Toilets	300,000	0	300,000	0	0	0	0	0
Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	0	55,000	0	0	0	0	0
Purchase of Property Services Vehicles	25,000	10,465	14,535	1,649	0	0	0	0
Fakenham Urban Extension	1,800,000	20,000	1,780,000	0	0	0	0	0

## Capital Programme - Budget Monitoring 2023/24 - Period 4

<u>Scheme</u>	Scheme Total Approval	Pre 2023/24 Actual Expenditure	Updated Budget	Expenditure (Actuals) to P4	Budget	Budget	Budget	Budget
	£	£	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Property Acquisitions	710,000	5,216	704,784	0	0	0	0	0
Chalet Refurbishment	125,000	0	125,000	0	0	0	0	0
Marrams Repair	50,000	0	50,000	0	0	0	0	0
Red Lion Roof	30,000	0	30,000	0	0	0	0	0
Car Parks refurbishment	311,000	0	311,000	0	0	0	0	0
Cromer Office LED Lighting Programme	150,000	58,403	91,597	89	0	0	0	0
Marrams Footpath and Lighting	50,000	New	50,000	0	0	0	0	0
Public Conveniences - Albert Street, Holt	370,000	New	370,000	0	0	0	0	0
Catfield Industrial Units - Net Zero works	30,000	New	30,000	0	0	0	0	0
UK Shared Prosperity Fund	265,551	New	75,551	0	190,000	0	0	0
Rural England Prosperity Fund	1,457,851	New	364,463	0	1,093,388	0	0	0
			<b>6,368,641</b>	<b>797,706</b>	<b>1,283,388</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Capital Programme - Budget Monitoring 2023/24 - Period 4

<u>Scheme</u>	Scheme Total Approval	Pre 2023/24 Actual Expenditure	Updated Budget	Expenditure (Actuals) to P4	Budget	Budget	Budget	Budget
	£	£	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
<b>Local Homes for Local Need</b>								
Disabled Facilities Grants	1,357,527	Annual Programme	1,357,527	184,784	0	0	0	0
Compulsory Purchase of Long Term Empty Properties	630,000	195,706	434,294	0	0	0	0	0
Community Housing Fund	1,585,160	876,999	708,161	180,000	0	0	0	0
Provision of Temporary Accommodation	2,175,500	1,192,902	982,598	426,431	0	0	0	0
S106 Enabling	2,500,000	0	1,600,000	0	300,000	300,000	300,000	0
Loans to Housing Providers	600,000	150,000	300,000	0	150,000	0	0	0
Local Authority Housing Fund	1,040,000	New	1,040,000	0	0	0	0	0
			<b>6,422,580</b>	<b>791,215</b>	<b>450,000</b>	<b>300,000</b>	<b>300,000</b>	<b>0</b>

## Capital Programme - Budget Monitoring 2023/24 - Period 4

<u>Scheme</u>	Scheme Total Approval	Pre 2023/24 Actual Expenditure	Updated Budget	Expenditure (Actuals) to P4	Budget	Budget	Budget	Budget
	£	£	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
<b>Climate, Coast and the Environment</b>								
Cromer Coast Protection Scheme	8,822,001	5,505,065	3,316,936	11,290	0	0	0	0
Coastal Erosion Assistance	90,000	58,009	31,991	0	0	0	0	0
Coastal Adaptations	247,493	2,503	244,990	0	0	0	0	0
Mundesley - Refurbishment of Coastal Defences	3,221,000	460,073	2,760,927	20,146	0	0	0	0
Sea Palling Ramp	10,000	350	9,650	0	0	0	0	0
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,500	0	45,500	0	0	0	0	0
Countryside Machinery	38,465	7,249	31,216	28,139	0	0	0	0
Coastal Management Fund	950,000	103,000	147,000	0	200,000	250,000	250,000	0
Coastwise	1,015,000	55,042	959,958	0	0	0	0	0
			<b>7,548,168</b>	<b>59,575</b>	<b>200,000</b>	<b>250,000</b>	<b>250,000</b>	<b>0</b>



## Capital Programme - Budget Monitoring 2023/24 - Period 4

<u>Scheme</u>	Scheme Total Approval	Pre 2023/24 Actual Expenditure	Updated Budget	Expenditure (Actuals) to P4	Budget	Budget	Budget	Budget
	£	£	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
<b>Quality of Life</b>								
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,378,549	802,462	576,087	265,119	0	0	0	0
3G Facility at North Walsham/Fakenham	860,000	12,430	847,570	0	0	0	0	0
Cromer 3G Football Facility	1,000,000	0	1,000,000	0	0	0	0	0
The Reef Leisure Centre	12,861,000	12,560,273	300,727	5,790	0	0	0	0
Sheringham Enabling Land	110,000	31,323	78,677	0	0	0	0	0
Green Road Football Facility	60,000	9,780	50,220	0	0	0	0	0
Holt Country Park	150,000	0	150,000	0	0	0	0	0
			<b>3,003,281</b>	<b>270,909</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Capital Programme - Budget Monitoring 2023/24 - Period 4

<u>Scheme</u>	Scheme Total Approval	Pre 2023/24 Actual Expenditure	Updated Budget	Expenditure (Actuals) to P4	Budget	Budget	Budget	Budget
	£	£	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
<b>Customer Focus and Financial Sustainability</b>								
Administrative Buildings	250,570	241,702	8,868	0	0	0	0	0
Purchase of Bins	100,000	Annual Programme	100,000	54,615	20,000	20,000	20,000	0
User IT Hardware Refresh	60,000	Annual Programme	60,602	300	60,000	60,000	60,000	0
Storage Hardware	60,000	42,430	17,570	0	0	0	0	0
Members IT	90,000	63,451	26,549	1,032	0	0	0	0
Electric Vehicle Charging Points	248,600	215,283	33,317	0	0	0	0	0
Waste Vehicles	4,734,000	4,049,954	684,046	0	0	0	0	0
Backup Network Upgrade	14,000	0	14,000	0	0	0	0	0
Fire Wall Replacements	36,000	32,490	3,510	0	0	0	0	0
Refurbishment of IT Training Room	15,000	0	15,000	0	0	0	0	0
Financial Management System	230,000	226,966	3,034	0	0	0	0	0
The Reef Solar Carport	596,000	17,551	578,449	243,949	0	0	0	0
Recruitment Software	35,050	0	35,050	0	0	0	0	0

## Capital Programme - Budget Monitoring 2023/24 - Period 4

<u>Scheme</u>	Scheme Total Approval	Pre 2023/24 Actual Expenditure	Updated Budget	Expenditure (Actuals) to P4	Budget	Budget	Budget	Budget
	£	£	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Printer Replacement	48,000	45,497	2,503	0	0	0	0	0
Network Hardware Replacement	100,000	91,119	8,881	0	0	0	0	0
Server Replacement	100,000	0	100,000	0	0	0	0	0
Folding Machine Laminator	24,500	1,620	22,880	0	0	0	0	0
Fire Sensors/Modern Alarm system in Cromer Offices	150,000	0	150,000	0	0	0	0	0
Digital Mailroom Scanners	20,000	4,383	15,617	0	0	0	0	0
Environmental Health Noise Equipment	18,372	0	18,372	0	0	0	0	0
			1,898,250	299,895	80,000	80,000	80,000	0
			25,240,919	2,219,301	2,013,388	630,000	630,000	0

### Capital Programme - Budget Monitoring 2023/24 - Period 4

<u>Scheme</u>	Scheme Total Approval	Pre 2023/24 Actual Expenditure	Updated Budget	Expenditure (Actuals) to P4	Budget	Budget	Budget	Budget
	£	£	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
<b>Capital Programme Financing</b>			<b>2023/24</b>		<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
Grants			10,838,362		1,283,388	0	0	0
Other Contributions			2,620,000		300,000	300,000	300,000	0
Asset Management Reserve			133,523		0	0	0	0
Major Repairs Reserve			222,430		0	0	0	0
Invest to Save Reserve			0		0	0	0	0
Delivery Plan Reserve			1,458,449		0	0	0	0
Capital Projects Reserve			916,004		0	0	0	0
Housing Reserve			764,186		0	0	0	0
Benefit Reserve			0		0	0	0	0
Grants Reserve			0		0	0	0	0
Environmental Health Reserve			18,372		0	0	0	0
Revenue Contribution to Capital (RCCO)			50,000		0	0	0	0
Capital Receipts			7,884,593		430,000	330,000	140,000	80,000
Internal / External Borrowing			335,000		0	0	190,000	(80,000)
<b>TOTAL FINANCING</b>			<b>25,240,919</b>		<b>2,013,388</b>	<b>630,000</b>	<b>630,000</b>	<b>0</b>

Reserve	Purpose and Use of Reserve	Balance 01/04/22	Outturn Movement 2022/23	Balance 01/04/23	Updated Budget Movement 2023/24	Balance 01/04/24	Budgeted Movement 2024/25	Balance 01/04/25	Budgeted Movement 2025/26	Balance 01/04/26	Budgeted Movement 2026/27	Balance 01/04/27
		£	£	£	£	£	£	£	£	£	£	£
<b>General Fund - General Reserve</b>	A working balance and contingency, current recommended balance is £2.1 million.	<b>2,945,866</b>	(296,445)	<b>2,649,421</b>	(356,461)	<b>2,292,960</b>	(9,298)	<b>2,283,662</b>	0	<b>2,283,662</b>	0	<b>2,283,662</b>
<b>Earmarked Reserves:</b>												
Capital Projects	To provide funding for capital developments and purchase of major assets.	<b>555,618</b>	0	<b>555,618</b>	(400,000)	<b>155,618</b>	0	<b>155,618</b>	0	<b>155,618</b>	0	<b>155,618</b>
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	<b>882,030</b>	(35,923)	<b>846,107</b>	0	<b>846,107</b>	0	<b>846,107</b>	0	<b>846,107</b>	0	<b>846,107</b>
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.	<b>749,248</b>	(23,426)	<b>725,822</b>	(111,305)	<b>614,517</b>	0	<b>614,517</b>	0	<b>614,517</b>	0	<b>614,517</b>
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	<b>224,115</b>	0	<b>224,115</b>	(89,690)	<b>134,425</b>	(53,529)	<b>80,896</b>	(53,529)	<b>27,367</b>	0	<b>27,367</b>
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.	<b>4,256,294</b>	(594,997)	<b>3,661,297</b>	(1,278,268)	<b>2,383,029</b>	(18,000)	<b>2,365,029</b>	(18,000)	<b>2,347,029</b>	(18,000)	<b>2,329,029</b>
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	<b>299,889</b>	202,543	<b>502,432</b>	0	<b>502,432</b>	0	<b>502,432</b>	0	<b>502,432</b>	0	<b>502,432</b>
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	<b>569,776</b>	(163,226)	<b>406,550</b>	(275,000)	<b>131,550</b>	0	<b>131,550</b>	0	<b>131,550</b>	0	<b>131,550</b>
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	<b>4,326,421</b>	(1,202,392)	<b>3,124,029</b>	(1,289,413)	<b>1,834,616</b>	(424,860)	<b>1,409,756</b>	(10,000)	<b>1,399,756</b>	(10,000)	<b>1,389,756</b>
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	<b>197,621</b>	34,800	<b>232,421</b>	(44,800)	<b>187,621</b>	(10,000)	<b>177,621</b>	(10,000)	<b>167,621</b>	0	<b>167,621</b>
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	<b>103,000</b>	83,015	<b>186,015</b>	(133,015)	<b>53,000</b>	50,000	<b>103,000</b>	50,000	<b>153,000</b>	50,000	<b>203,000</b>
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	<b>90,125</b>	(29,635)	<b>60,490</b>	0	<b>60,490</b>	0	<b>60,490</b>	0	<b>60,490</b>	0	<b>60,490</b>
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	<b>311,193</b>	183,283	<b>494,476</b>	(16,000)	<b>478,476</b>	0	<b>478,476</b>	0	<b>478,476</b>	0	<b>478,476</b>
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	<b>150,000</b>	0	<b>150,000</b>	0	<b>150,000</b>	0	<b>150,000</b>	0	<b>150,000</b>	0	<b>150,000</b>

## Reserves Statement 2023/24 Monitoring

Reserve	Purpose and Use of Reserve	Balance 01/04/22	Outturn Movement 2022/23	Balance 01/04/23	Updated Budget Movement 2023/24	Balance 01/04/24	Budgeted Movement 2024/25	Balance 01/04/25	Budgeted Movement 2025/26	Balance 01/04/26	Budgeted Movement 2026/27	Balance 01/04/27
		£	£	£	£	£	£	£	£	£	£	£
Grants	Revenue Grants received and due to timing issues not used in the year.	2,357,656	262,700	2,620,356	0	2,620,356	0	2,620,356	0	2,620,356	0	2,620,356
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	2,107,358	166,678	2,274,036	(555,899)	1,718,137	(189,179)	1,528,958	(52,897)	1,476,061	(54,046)	1,422,015
Land Charges	To mitigate the impact of potential income reductions.	339,152	0	339,152	0	339,152	0	339,152	0	339,152	0	339,152
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	124,323	(30,871)	93,452	(31,745)	61,707	(31,745)	29,962	0	29,962	0	29,962
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	329,207	258,772	587,979	0	587,979	0	587,979	0	587,979	0	587,979
Net Zero Initiatives	to support the Councils Net Zero programme	0	500,000	500,000	0	500,000	0	500,000	0	500,000	0	500,000
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	222,543	0	222,543	(178,000)	44,543	0	44,543	30	44,573	(18,000)	26,573
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	173,097	(17,873)	155,224	(42,742)	112,482	(7,860)	104,622	0	104,622	0	104,622
Pathfinder	To help Coastal Communities adapt to coastal changes.	89,566	0	89,566	0	89,566	0	89,566	0	89,566	0	89,566
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	217,926	198,965	416,891	(178,965)	237,926	50,000	287,926	50,000	337,926	50,000	387,926
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	898,995	(234,987)	664,008	0	664,008	0	664,008	0	664,008	0	664,008
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	500,000	0	500,000	0	500,000	0	500,000	0	500,000	0	500,000
<b>Total Reserves</b>		<b>23,021,019</b>	<b>(739,019)</b>	<b>22,282,000</b>	<b>(4,981,303)</b>	<b>17,300,697</b>	<b>(644,471)</b>	<b>16,656,226</b>	<b>(44,396)</b>	<b>16,611,830</b>	<b>(46)</b>	<b>16,611,784</b>

## INVESTMENT RETURN 2023/24

### Period 4

	Average Amount Invested	Interest Receivable	Rate
Term Deposits & Bonds	8,372,500	123,570	4.42
Pooled Funds	22,581,271	497,482	6.59
Non-Treasury (Housing Loans)	2,243,457	43,621	5.82
<b>Total</b>	<b>33,197,228</b>	<b>664,673</b>	<b>5.99</b>

Term Deposits (Inc MMFs)	7,275,000	123,570.18	5.08
Pooled Funds	22,581,271	497,481.90	6.59
Non-Treasury (BHA)	2,019,235	40,923.00	3.80
Non-Treasury (Homes for Wells 1)	155,283	2,698.00	3.00
<b>Total Non-Treasury</b>	<b>2,174,518</b>	<b>43,621.00</b>	<b>6.00</b>

	<b>32,030,789</b>	<b>664,673.08</b>	<b>6.21</b>
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Short-Term Investments	123,570.18
Long-Term Investments	541,102.90
	<b>664,673.08</b>

Full Year Budget		
10,000,000	382,300	3.82%
22,000,000	1,069,200	4.86%
2,190,880	81,936	3.74%
<b>34,190,880</b>	<b>1,533,436</b>	<b>4.48</b>

	Principle	Interest	Rate of Return
<b>Treasury Investments Breakdown</b>			
Cash plus funds	0	0	0.00
Short-dated bond funds	1,011,511	8,670	2.56
Strategic bond funds	5,000,000	74,433	4.45
Equity income funds	5,569,760	159,299	8.56
Property funds	5,000,000	143,374	8.58
Multi asset income funds	6,000,000	111,706	5.57
<b>Total Pooled Fund Investments</b>	<b>22,581,271</b>	<b>497,482</b>	<b>6.59</b>

Money Market Funds	7,275,000	123,570	5.08
<b>Total Treasury Investments</b>	<b>29,856,271</b>	<b>621,052</b>	<b>6.22</b>

	Principle	Interest	Rate of Return
<b>Loans for Service Investments Breakdown</b>			
Loan to BHA	2,019,235	40,923.00	3.80
Loan to Homes for Wells	155,283	2,698.00	3.00
<b>Total Loans</b>	<b>2,174,518</b>	<b>43,621</b>	<b>6.00</b>

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## ENFORCEMENT UPDATE – SEPTEMBER 2023

**Summary:** This report provides the update for Members on a range of enforcement related issues arising from the work of the Enforcement Board.

**Conclusions:** The Enforcement Board continues to make progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties (LTE) back into use, across all areas of the district.

The Combined Enforcement Team continues working to reduce the backlog on the planning enforcement cases and ensuring that property level Council Tax enforcement is taken forward at the earliest opportunity.

**Recommendations:** **1. That the Committee notes the continued progress of the Enforcement Board and the Combined Enforcement Team**

**Reasons for Recommendations:**

1. To ensure appropriate governance of the Board's activities
2. To show the progress of Combined Enforcement Team cases and contribution to the work of the Enforcement Board

Cabinet Members	Ward(s) affected
Cllr Andrew Brown (Planning and Enforcement)	All Wards
Cllr Callum Ringer (IT, Environmental & Waste)	
Cllr Lucy Shires (Finance, Estates & Property)	

Contact Officer, telephone number and email:  
Martyn Fulcher, Director for Place and Climate Change 01263 516144  
[martyn.fulcher@north-norfolk.gov.uk](mailto:martyn.fulcher@north-norfolk.gov.uk)

## **1. Introduction**

- 1.1. The Enforcement Board was set up in 2013 to tackle difficult and longstanding enforcement issues. At that time, there was an additional focus on Long Term Empty (LTE) homes due to the financial issues arising. The initiative ran alongside actions to secure New Homes Bonus payments. In addition, Corporate Plan seeks to promote local homes for local need, LTE initiatives can support this aim.
- 1.2. The Board is designed to provide cross service working on more complex multi-agency cases which are often by their nature complex nature. Senior management level attendees from Environmental Health, Planning, Revenues, Housing Strategy and Legal Services enable the most appropriate course of action to be brought to bear on the issues at hand and to be implemented quickly and effectively. The board is chaired by the Director for Place and Climate Change.
- 1.3. Dealing with difficult cases in this way has delivered more direct formulation of strategies and encouraged innovative approaches to the use of the Council's legislative powers. The Board has helped to ensure enhanced governance, with significant support from officers in both legal and finance teams.
- 1.4. A monthly update on the work of the Board is provided through a confidential case update report stored on the Members' area of the Intranet. These are listed by Ward for ease of access.
- 1.5. Enforcement work is carried out by a combination of Planning Enforcement, Environmental Protection, Housing Team and the Revenue Service with property level investigation work on Non-Domestic Rates and Council Tax cases, including the Long-Term Empty properties.

## **2. Case Progress update**

- 2.1. This section of the report provides an update on selected enforcement cases being managed by the Board. Full details of all cases can be found in the confidential updates on the Members' Intranet area.
- 2.2. The Board meets monthly to ensure good progress is maintained across the full range of cases under consideration. Currently, the caseload of the Board is 18 ongoing matters across all areas of the district.
- 2.3. Since the report in December 2022, work has continued on long-standing cases. Some cases currently remain on the Board's agenda solely for longer term monitoring purposes, these being:
  - Arcady, Cley
  - Kings Head Hotel, Hoveton
- 2.4. On-going actions remain over the remainder of cases. This report highlights the following actions being undertaken on the following key cases:
  - The Shannocks Hotel – the site developer had previously complied with the Compulsory Purchase Order (CPO) Agreement by commencing demolition in June 2021, meaning the site was cleared, and hoarding erected around the site. No work has commenced since then and discussions continue with the site owner, with the next anticipated step in the process being a mediation meeting.

- Sutton Mill - the enforcement notice requiring restoration of Grade II listed building Sutton Mill remains extant. The owner has put in place the correct conditions for the stocks to dry and season for the next 11 months, following on from previous works to reinstate the cap. The next milestone to be achieved will be the final dimensioning of the timbers and the application of preservative, before refitting. This work is expected to be completed by April 2024.
  - Tattersett Business Park – tyres continue to be removed from the site with active monitoring by the Council's enforcement team. Potential prosecution preparation continues; however, this remains pending whilst tyres continue to be removed from the site and further investment in new machinery and staff to expedite timescales is observed. Circa 500 tonnes of tyres have been removed over recent months. Legal action to reclaim the outstanding Business Rates is continuing.
  - 9 Norwich Street, Fakenham – the building wrap is in place however treatment of the street level façade is being further considered so to improve aesthetics. The Council is engaging with the building owners regarding the condition of the building and officers are currently preparing a report to Cabinet regarding the feasibility of serving a Repairs Notice. Legal action continues around reclamation of costs for existing building propping.
- 2.5. Revenue Services are progressing enforcement against several outstanding properties both residential and commercial properties. These actions are primarily based on arrears of council tax and/or Non-Domestic (Business) Rates. These also bring potential resolutions of LTE properties.
- 2.6. Cases for charging orders/insolvency are being brought forward at:
- Pine Heath Care Home, High Kelling
  - The North Wing, Melton Constable Park, Melton Constable,
  - 15 Pitt Street, Southrepps
- 2.7. Of the remaining properties on the Board's agenda, all are progressing with actions being promoted and followed up to bring them back into habitable condition or deliver compliance with required enforcement actions.

### 3. **Long Term Empty Homes (LTEs)**

- 3.1. In terms of LTEs, there remains a number of good reasons to act. It is essential that we enable occupation of as much of the district's housing stock as possible, thereby maximising housing provision. A number of LTEs become the target of anti-social behaviour and the Board has had a number of successes in acting to prevent this and bring homes back into use. In addition, many LTEs attract New Homes Bonus to the Council when brought back into use, although this is decreasing over time, we are still waiting details of the replacement scheme.
- 3.2. The percentage of LTEs in our housing stock remains lower than the national average with less than 1% (around 550 properties) in this category at any time. Given the many reasons for properties becoming and/or remaining empty, and the length of time taken for owners to complete issues such as complex probate cases, it is unlikely that the numbers of LTE's will drop below 400 and much of our effort is therefore targeted at preventing these numbers from increasing.
- 3.3. The overall picture with LTE is one that needs to sit within the wider district Housing Strategy, officers from the Board are working together to inform the development of specific policy within the new Housing Strategy that will enable

a more effective strategy for the management of the LTE issues facing North Norfolk. We will continue to update on development of the strategy and report to O&S before consideration by Cabinet.

#### **4. Combined Enforcement Team Update**

- 4.1. The Board was set up to bring consistency of approach and efficiencies in the way the Council deals with Empty Homes, Council Tax and Non-Domestic (Business) Rates Completions, avoidance, tax base work and Planning Enforcement, as these are mainly property level inspection-based cases.
- 4.2. Empty Homes work is important to maximise New Homes Bonus but the introduction of new build properties and larger developments into Council Tax banding also helps to maximise the collection of Council Tax. The team carry out regular inspections of known developments to ensure properties are brought into banding at the earliest opportunity.
- 4.3. The work carried out by the combined teams underpins much of the work of the Enforcement Board, both in terms of finding new cases to be worked on but also in moving forward many of the current caseload.
- 4.4. The teamwork with Council Tax colleagues to ensure owners of long-term empty properties receive chasing emails & letters promoting the need to for all types of accommodation. The team actively target properties where owners have failed to respond to these letters, specifically trying to identify properties most likely to have a damaging effect on neighbourhoods and communities. These properties ensure a regular throughput of properties for the Enforcement Board.
- 4.5. Planning Enforcement officer caseloads have reduced recently, although the complexity of work means this remains a demanding and challenging area of planning, with significant public interest. There is a reduction to the current overall caseload, down to 206 current cases (a drop from the 164 reported in December 2022). At the time of writing, 274 new cases have been recorded during this calendar year and 242 cases closed.
- 4.6. The team focus is rightfully on negotiating cases to deliver the submission of appropriate planning applications, which may then achieve regularisation of development and activities and allow for public consultation etc.
- 4.7. In terms of service transformation, this is being progressed in accordance with the Planning Service Improvement Action Plan. Training opportunities are also being evaluated to ensure that enforcement officers are well equipped for the increasing demands of the role.
- 4.8. The previously adopted harm assessment process has enabled officers to assess and close cases more quickly where it is now demonstrated that it would not be expedient to pursue matters further. This process provides a documented reasoning for any action or decision to not to and offers consistency of decision making.

#### **5. Performance Management**

- 5.1. Members continue to be kept informed of enforcement board cases being taken forward in their wards and Group Leaders are also being kept informed of all significant cases.
- 5.2. Where appropriate, Town and Parish Councils are also kept informed of progress and where there is a potential legal risk or implication, the relevant

Portfolio Holder is also informed, as well as the local member(s).

- 5.3 The Overview and Scrutiny Committee continue to consider the Enforcement Board update report to provide additional oversight.

## **6. Financial Implications and Risks**

- 6.1. The work of the Enforcement Board is partly driven by the need to maximise revenue from both Council Tax and, for Long Term Empty Properties, the New Homes Bonus scheme. Significant contributions have already been made by bringing properties back into use and/or back into Council Tax banding.
- 6.2 There is also a reputational risk involved if we lose legal action. Whilst this can be mitigated by good process and evidence gathering etc., we are seeking to be innovative in our use of multi-agency working and use of legal powers. Consideration of risk and use of cost benefit analysis when considering significant actions is promoted.
- 6.3. The Enforcement Board Reserve covers the costs of dealing with these cases and in general, most of the costs concerned are recovered. However, formal action takes place on occasion, where some costs are simply not recoverable.
- 6.4. As the engagement of the enforcement team has accelerated there has been the need for significant additional legal input to the cases and although much of the cost is recovered, this has been underwritten by the Reserve.

## **7. Sustainability**

- 7.1 The actions promote better use of existing housing stock and other buildings and updating of buildings with contemporary sustainable building techniques. Promotion of an effective Housing (LTE) strategy will reduce the need for new build development in the district.

## **8. Equality and Diversity**

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

## **9. Section 17 Crime and Disorder considerations**

- 9.1 Some of the work being undertaken by the Board has a direct link to criminal activity, around deliberate Council Tax and Non-Domestic (Business) Rates avoidance. In addition, a few empty properties have been associated with anti-social behaviour, which of course will be removed when properties are brought back into use.

## **10. Conclusions**

- 10.1 The Enforcement Board continues to make significant progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties back into use, across all areas of the district, with both social and economic benefits to the community, and financial benefits to the Council.
- 10.2 Officers continue to achieve success in closing cases and ensuring that property level Council Tax enforcement is taken forward at the earliest opportunity.

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<b>PLANNING SERVICE IMPROVEMENT PLAN UPDATE</b>	
<b>Executive Summary</b>	This report provides an update on the progress of the Planning Service Improvement Plan, an analysis of response times for consultees and initial feedback on customer service responses.
<b>Options considered</b>	This report does not consider options
<b>Consultation(s)</b>	This report does contain feedback from customers.
<b>Recommendations</b>	<p>a) That the content of this report is noted, and</p> <p>b) That the Overview and Scrutiny Committee decide whether - or not - they would like a further report on progress / completion of the Planning Service Improvement Plan – along with yearend data for 2023/24 to be added to their 2024/25 work plan (e.g. during ‘Quarter 2’)</p>
<b>Reasons for recommendations</b>	Prepared at the request of the Committee
<b>Background papers</b>	N/A

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Andrew Brown
<b>Contact Officer</b>	Russell Williams

<b>Links to key documents:</b>	
Corporate Plan:	Customer Focus
Medium Term Financial Strategy (MTFS)	No direct links to the MTFS
Council Policies & Strategies	Not applicable

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	O&S meeting 15.02.23

## 1. Purpose of the report

- 1.1 To provide an update on the Planning Service Improvement Plan (PSIP) and provide further information regarding consultation responses.

## 2. Introduction & Background

- 2.1. 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.
- 2.2. Following this, at the Overview & Scrutiny Committee in March 2022 it was agreed that the Director for Place and Climate Change should undertake the formation of a Planning Service Improvement Plan (PSIP).
- 2.3. A Draft PSIP Strategy was subsequently presented to this Committee on 28th September 2022 and following further public and Town & Parish Council consultation, a completed PSIP Strategy was agreed by the Overview and Scrutiny Committee in February 2023.
- 2.4. The resolution of the February 2023 Committee (item 137) states:

Resolved

1. *That the Overview & Scrutiny Committee supports the Planning Service Improvement Action Plan.*

Actions

1. *Update on action plan to be added to 23-24 Work Programme, to include breakdown of performance as impacted by delays with statutory consultees.*

### **3. Current Position**

- 3.1. The PSIP is a key priority for the Planning Service and monthly project meetings are held to review progress. As of 1<sup>st</sup> August 2023, the Director for Place and Climate Change has tasked the Council's new Assistant Director – Planning to lead on ensuring that the PSIP process is completed successfully.
- 3.2. The Action Plan agreed in February 2023 had three headline 'areas' under which sat 13 delivery components. The areas are:
  - People;
  - Process; and
  - Performance.
- 3.3. The 13 components are:
  - Undertake a comprehensive training and support programme for Members
  - Improving engagement and support for Town & Parish Councils
  - Engaging the public effectively
  - Improving Communication through website functionality and accessibility
  - Improving communication and strengthening links with key stakeholders
  - Providing exemplary customer service to planning service users
  - Ensure that North Norfolk District Council provides a positive work environment for planning staff
  - Improve accessibility and transparency of Development Committee (DC) and planning processes



- Planning Service Process Improvements
  - Using performance to measure success
  - Managing S106 payments & processes
  - Managing and responding to complaints and compliments
  - Performance enabling
- 3.2. At this point in time, approximately 50% of the plan has been progressed. As stated above, the remaining tasks will now be the responsibility of the new Assistant Director – Planning, who has been tasked with completing the PSIP process in accordance with the new Draft Corporate Plan Key Action.
- 3.3. Overall progress relating to improved customer service aspects is being prioritised.

#### 4. Forthcoming tasks

- 4.1. The next six months will see a continuation of the PSIP work with the focus being on completion of;
- A new local validation list
  - Review of appeals, pre-application processes and decision notices
  - Improved performance monitoring
  - Improved planning web pages
  - Ongoing training for Development Committee Members
- 4.2. In addition, September will hopefully see successful recruitment to current vacancies, thus bringing teams to full capacity and thereby enabling staff to better engage with the new ways of working and future work streams.

#### 5. Customer Feedback questionnaire responses

- 5.1 Since early May we have been including a feedback questionnaire link to the applicant /agent when decision notices are issued. Unlike earlier consultations this was aimed specifically at those using the planning service.
- 5.2 The questionnaire seeks to determine the level of satisfaction in various aspects of the planning process and asks 'what could we do better'.
- 5.3 At this stage we have received less than one feedback response per week (average 2% response rate). On one hand this is a little disappointing and means it is difficult to quantify exactly where we need to seek improvements. On the other, it may indicate that customers have no comments to make and that service generally is as expected. However, we can share the following feedback responses for information.
- 5.4 Responses to what we '**did well**' included:
- All queries answered,
  - Everyone was polite and helpful,
  - Telephone contact initiated by officer cut out delays
  - Initial advice was helpful, and
  - The decision came quicker than expected.
- 5.5 Responses to 'what we '*could do better*' included:

- Make quicker decisions, and
- Provide progress updates.

## 6. Consultation information

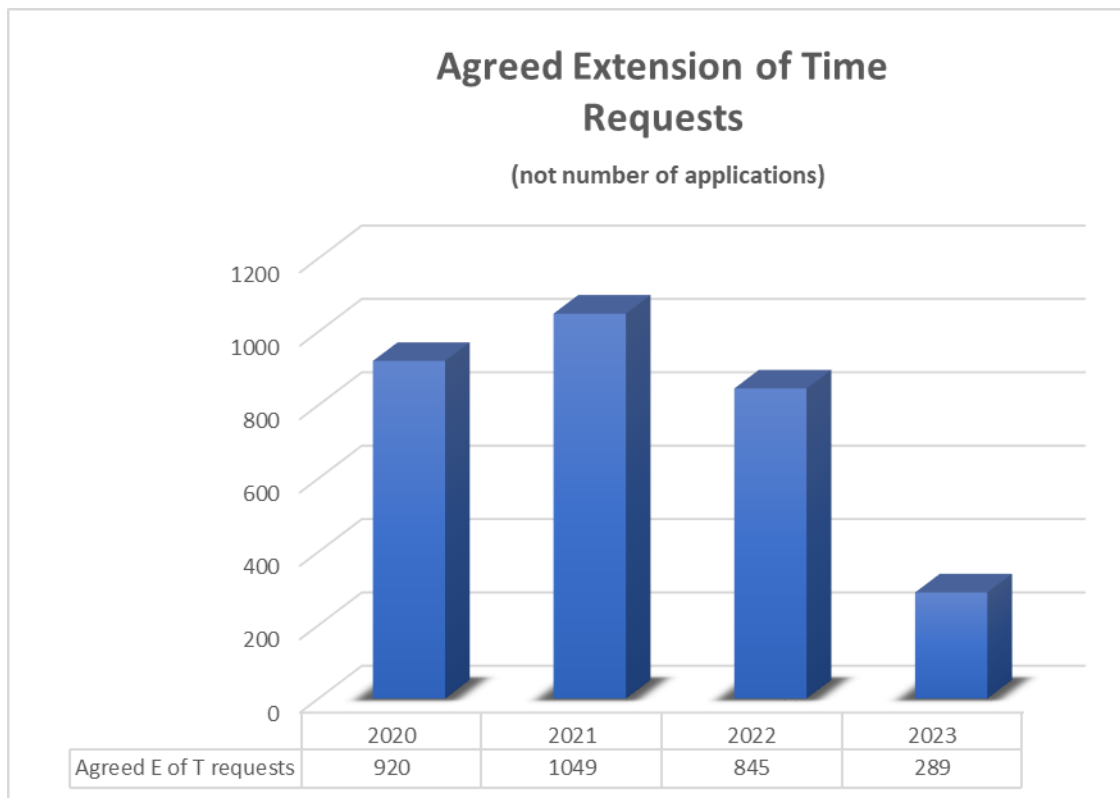
6.1 One aspect specifically asked for at the February O&S meeting was further information on planning application consultee responses, given that a lack of response can lead to delays in determining applications and an increased number of 'extensions of time' requests.

6.2 A review of data from 1 January 2023 to end of 31 July 2023 is displayed below and indicates that less than half of all consultee responses are returned within the requested 21 days, which is recognised as a major contributor to application delays and sources of customer frustration:

<b>External Consultee Requests</b>			
1 Jan 23 to 31 July 23			
<b>Based on total no. of requests issued</b>	<b>3158</b>		
	<b>Total</b>	<b>%age</b>	<b>Notes</b>
No. of requests issued to external consultees (excluding Town and Parish Councils)	920		
No. of responses received	637	69%	<i>of external consultees responded</i>
<b>No. of responses received within 21 days</b>	<b>422*</b>	<b>46%</b>	<i>of responses sought</i>
No. of responses received late or not at all (to date)	498*	54%	<i>of responses sought</i>
No of requests issued to Town & Parish Councils	880		
No. where no response received	445*	51%	<i>of responses sought</i>
<b>No. responses within 21 days</b>	<b>290*</b>	<b>33%</b>	<i>of responses sought</i>
<i>* NB some July requests may still be completed in time - data extracted 04.08.23</i>			

## 7. Extensions of Time

7.1 The 2023 data provided below is for 1 January 2023 until 31 July 2023.



7.2 Extension of time requests have been used in relation to approximately 135 applications affected by the Nutrient Neutrality 'rules' imposed in March 2022 by Natural England. This issue remains an on-going challenge for the Planning Service, agents, developers and landowners and is resulting in significant delays to the consideration of proposals across Norfolk.

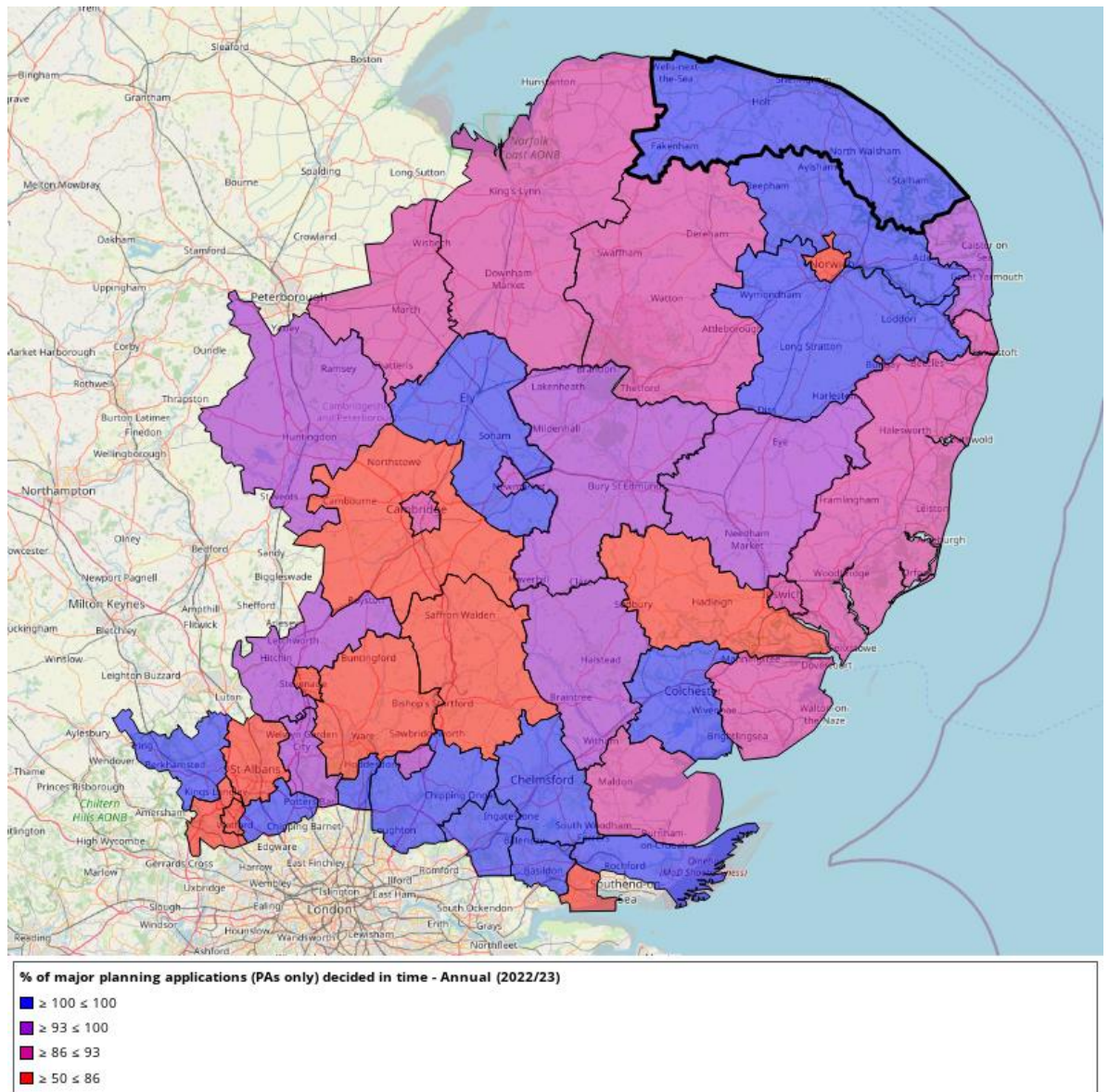
## 8. Council Planning performance

8.1 All of the PSIP elements of improving practices and quality of delivery are against the backdrop of the national picture and the requirement to perform to national indicators for decision making.

8.2 To set the Council's headlines against the rest of the East of England (in map form) and our neighbouring authorities (in graph form), the data below has been extracted from the LG Inform web-site for 2022/23.

## Major Planning Applications 2022/23

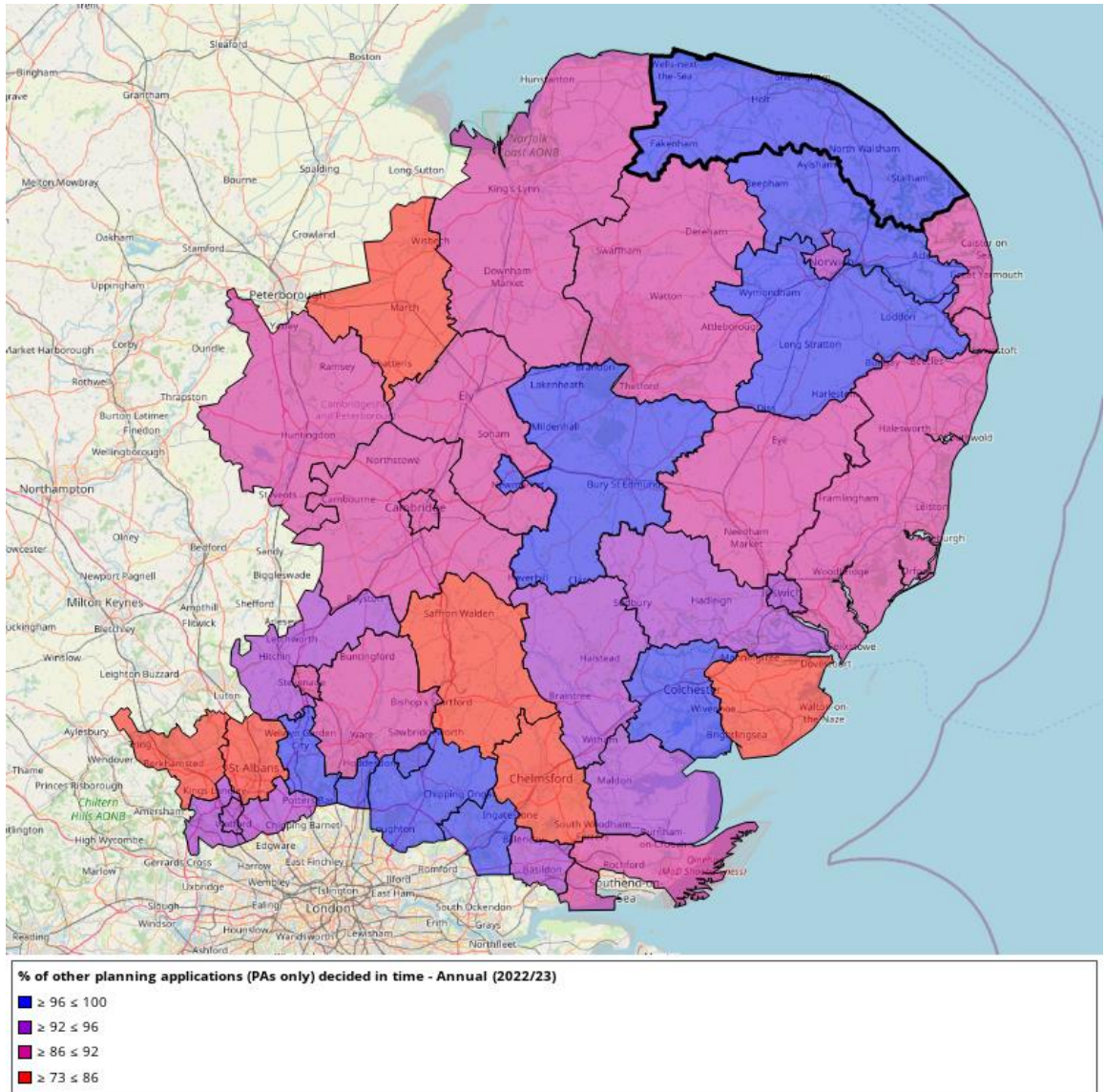
(NNDC - 100% decided in time)



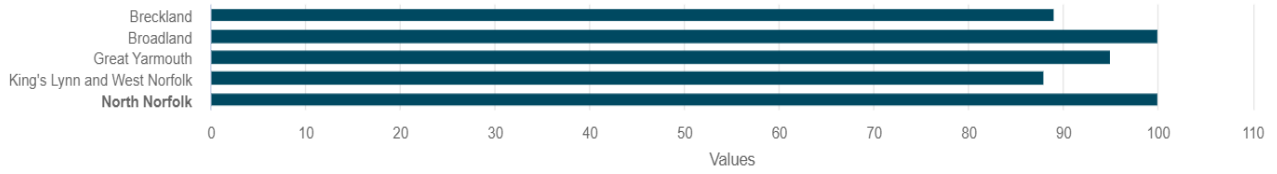
Data and Graphics provided by LGInform.



**Other Planning Applications 2022/23**  
(NNDC 96% of decided in time)

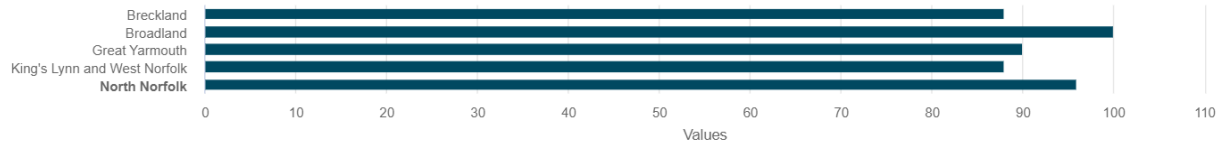


% of major planning applications (PAs only) decided in time - Annual 2022/23 for North Norfolk and All district authority geographies



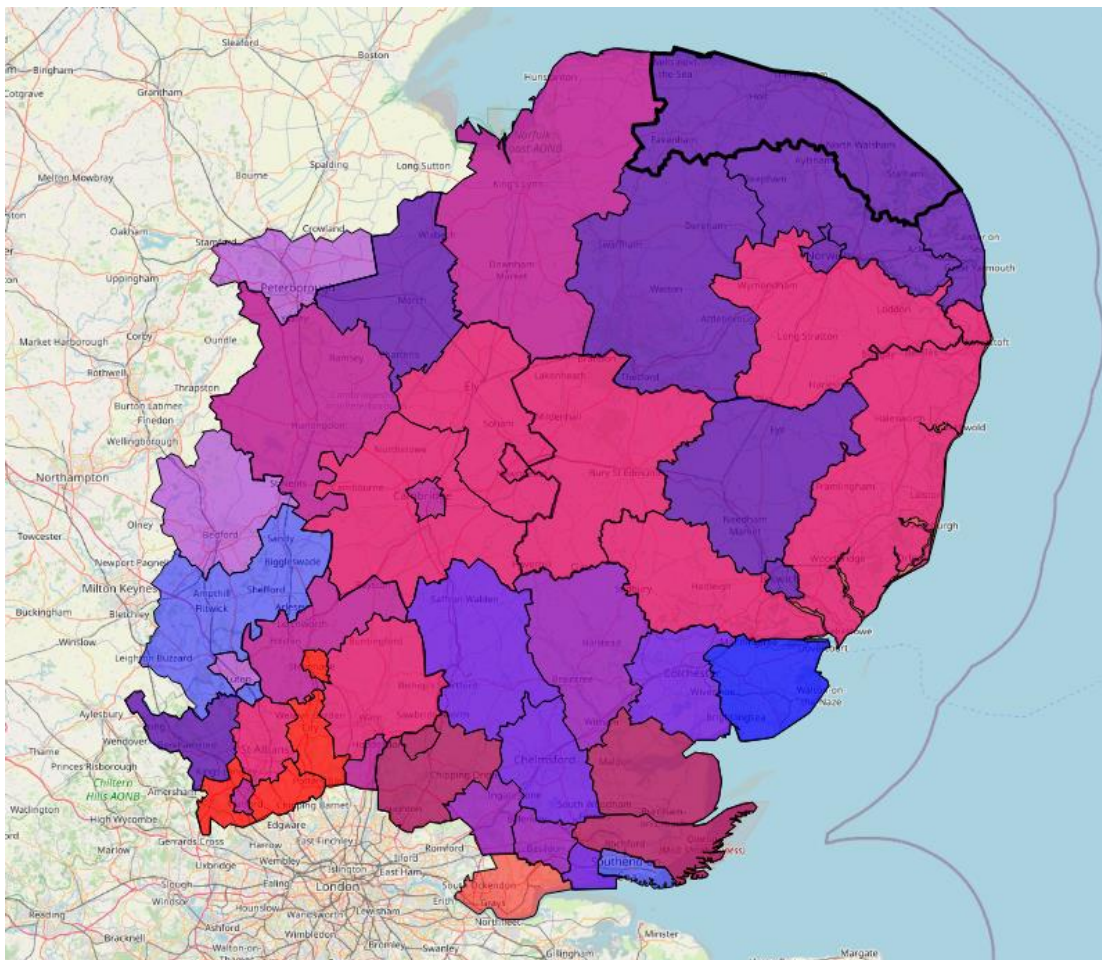
Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in ...  
Powered by LG Inform Plus

% of other planning applications (PAs only) decided in time - Annual 2022/23 for North Norfolk and All district authority geographies



Percentage of other development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in ...  
Powered by LG Inform Plus

### No. of Planning Appeal Decisions Dismissed 2022/23 (NNDC 86.4% of appeals dismissed)



% of planning appeals dismissed - Annual (2022/23)

- $\geq 79.4 \leq 100.0$
- $\geq 71.4 \leq 79.4$
- $\geq 58.7 \leq 71.4$
- $\geq 0.0 \leq 58.7$

## **9. Corporate Priorities**

- 9.1. This report will support the 'Quality Customer Service' and 'Effective and Efficient delivery of service' elements of the Draft Corporate Plan 2023-2027.
- 9.2. The Assistant Director – Planning has been tasked with ensuring the PSIP work is completed by the end of 2023/24 – in keeping with the new Corporate Plan Key Action(s).

## **10. Financial and Resource Implications**

There are no direct financial implications resulting from this update report.

## **11. Legal Implications**

There are no legal implications relating to this update report.

## **12. Risks**

The key risk that might affect the remaining elements of the PSIP is balancing the time needed to make progress on the individual elements of the PSIP versus the day-to-day needs associated with processing planning applications and progressing on the Local Plan.

## **13. Net Zero Target**

No implications for this update report.

## **14. Equality, Diversity & Inclusion**

No impact identified with this update report.

## **15. Community Safety issues**

No impact on community safety issues with this update.

## **16. Conclusion**

- 16.1 The Development Management service is in a noticeably better place than it was this time last year, with a clear direction laid out to support further progress. The PSIP process has placed the customer at the heart of the process and focused on the need for effective and timely communications, while providing a mechanism for improvement. These improvements need to be maintained for longer term effect and good performance sustainability, to ensure that the planning service is effective, transparent and evolving.
- 16.2 Feedback provided by customers is a fundamental and valued element of improving the customer experience. Officers will continue to seek feedback, as appropriate, in identifying and carrying out continuous service level improvements.

16.3 Performance monitoring and management is also a key tool with the ambition being to make meaningful data available to Members, senior management and staff alike, to not only raise awareness but to use as a positive management tool to bring about improvements. Regular performance reports will continue to be presented to the Development Committee.

## **17. Recommendations**

- 17.1 a) That the content of this report is noted, and
- b) That the Overview and Scrutiny Committee decide whether - or not - they would like a further report on progress / completion of the Planning Service Improvement Plan – along with year end data for 2023/24 to be added to their 2024/25 work plan (e.g. during 'Quarter 2')



## MANAGING PERFORMANCE QUARTER 1 2023/24

**Summary:** The 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 for the first quarter of the 2023/24 civic year – i.e. 1<sup>st</sup> April – 30<sup>th</sup> June 2023.

**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 was made over the first quarter of 2023/24 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report.

This was achieved alongside the preparations for the Full Council elections on 4<sup>th</sup> May and the delivery of the new member induction programme and the forming of the new council administration, new Committees and work undertaken to prepare a new Corporate Plan for the period 2023 – 2027, which was approved through Committee and Council processes in the July cycle of meetings.

**Recommendations:** **That the Overview and Scrutiny Committee be invited to consider and comment upon issues within the report for subsequent consideration by the Cabinet.**

**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)*

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

The Council's 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 2022/24 reporting year – i.e. the period covering April, May and June 2023. 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 was made over the first quarter of 2023/24 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report.

2.3 This was achieved alongside the preparations for the Full Council elections on 4<sup>th</sup> May and the delivery of the new member induction programme and the forming of the new council administration, new Committees and work undertaken to prepare a new Corporate Plan for the period 2023 – 2027, which was approved through Committee and Council processes in the July cycle of meetings.

## **3.0 Quarter 1 - 2023/24 - Managing Performance Report**

3.1 The Quarter 1 2023/24 Managing Performance Report is attached as an Appendix to this report. It covers the period 1 April to 30 June 2023 and is a summary report with more detailed information and context available through the In-Phase system.

3.2 In terms of the Council's performance relative to similar authorities, comparative data is also measured using the LG Inform tool.

## **4.0 Delivery against the key priority objectives for the period 1 April to 30 June 2023**

### **4.1 Local Homes for Local Need**

4.1.1 During the first quarter of 2023/24 58 households on the Council's Housing List were housed, which is lower than the average of 71 households housed per quarter for the 2022/23 year (when a total of 285 households were accommodated over the whole year) and 81 households housed in the first quarter of 2022/23.

4.1.2 No new affordable homes were completed during this quarter, against a background of low completions in 2022/23 because of the impact of

the pandemic in delaying the planning and delivery of pipeline schemes and because of Nutrient Neutrality delaying starts on some schemes (eg. Stalham – a total of 145 affordable units are delayed by the Nutrient Neutrality issue). 39 units of affordable housing given planning permission in the quarter.

- 4.1.3 At the end of the first quarter we had 72 households in Temporary Accommodation.
- 4.1.4 6 properties with works completed under the Government's Warm Homes grant programme this quarter. This is fewer than hoped for due to lack of contractor capacity and complex rules which appear to exclude many homes and applicants from eligibility – this issue is not unique to North Norfolk and is being pursued with partners in the Norfolk Warm Homes partnership.
- 4.1.5 Local Plan submitted for Examination providing new context for future housing delivery – examination expected to commence before end of 2023.
- 4.1.6 The Council has promoted small builders working with RSL partners in bringing forward small sites for housing development, notwithstanding the constraints of Nutrient Neutrality.

## **4.2 Boosting Business Growth and Sustainability**

- 4.2.1 Launched the Invest North Norfolk webpages on the Council's internet providing a one-stop shop for advice and support for businesses in north Norfolk across a range of issues including grant funding, workforce and skills development, sites and premises, planning and licensing – [Home | Invest North Norfolk \(north-norfolk.gov.uk\)](http://north-norfolk.gov.uk).
- 4.2.2 Launch of the UK Shared Prosperity Fund and Rural England Prosperity Fund – [Home | UK Shared Prosperity Fund and Rural England Prosperity Fund \(north-norfolk.gov.uk\)](http://north-norfolk.gov.uk)
- 4.2.3 Works continue to a number of properties in North Walsham town centre supported with Heritage Action Zone Building Improvement Grant monies.
- 4.2.4 Local Plan submitted for Examination providing new context for future employment and business growth investment – examination expected to commence before end of 2023.

## **4.3 Customer Focus**

- 4.3.1 Successful delivery of the Local Government elections on 4<sup>th</sup> May 2023 – involving 138 candidates for 40 district seats and 775 nominations for town and parish councils, including 13 contested parish areas. Average turnout for the District elections was 38.73%, almost the same as 2019 (38.31%). Successful introduction of Voter ID across the District with no significant issues experienced.

- 4.3.2 Face to face customer contacts in the quarter were 2733 as against 2438 at the Council's Cromer and Fakenham offices – an increase of 12% against the same quarter last year.
- 4.3.3 Telephone calls to the Customer Contact Centre was 13,341 for the quarter compared to 11,331 in the same quarter in 2022 (an increase of 17.7%) reflecting the Contact Centre taking on more frontline service calls including Benefits enquiries this year, and fielding calls for the 4<sup>th</sup> May elections. Average waiting time for the quarter was approx. 8.9 minutes, but this had improved to 4.3 minutes for the month of June.
- 4.3.4 The Council's work facilitating the development of the North Norfolk Youth Council through the Democratic Services Team continues – the outcomes of which were shared at the Full Council meeting on 19<sup>th</sup> July.

#### **4.4 Climate, Coast and the Environment**

- 4.4.1 Ground works commenced on the solar car port at The Reef, Sheringham.
- 4.4.2 A Carbon Audit of the Council's property assets and operations has been completed with data informing future asset management works, with an example of work being progressed being the investment made in the provision of new thermal insulation, doors and windows to the Council's Cornish Way industrial units in North Walsham at a cost of £170,000.
- 4.4.3 Local Plan submitted for Examination providing new context for future environmental policies around climate change and Net Zero – examination expected to commence before end of 2023.

#### **4.5 Quality of Life**

- 4.5.1 143,575 users of the Council's leisure and sports centres against a target of 140,860 which was the figure achieved in the same quarter in 2022. Support for the Victory Super Sprint Triathlon at North Walsham in conjunction with Everyone Active.
- 4.5.2 Visitors to Country Park events – 318 against a target of 320 and a figure of 519 in the same quarter in 2022.
- 4.5.3 RNLI beach lifeguards provision in preparation for our beaches at Sheringham, West Runton, East Runton, Cromer, Mundesley and Sea Palling although East Runton, Mundesley and Sea Palling have lost their Blue Flag status for 2023 due to a small number of water quality issues during 2022, the reasons for which the Council continues to discuss with Anglian Water and the Environment Agency.
- 4.5.4 Contract meeting held with Openwide to discuss forthcoming summer season for the Pier Pavilion Theatre with positive level of advance bookings reflecting 2019 (i.e. pre-COVID).
- 4.5.5 Opening of the new Queens Road toilets in Fakenham to include new Changing Place facilities as part of the Council's commitment to provide such a facility in each principal settlement. Ongoing investment to

provide similar new facilities at Vicarage Street, North Walsham and first phase of The Leas, Sheringham.

#### **4.6 Financial Sustainability and Growth**

4.6.1 At 30<sup>th</sup> June 2023, we had collected 29.06% of Council Tax against a target of 28.75%; and 33.03% of Business Rates collected against a target of 27%.

4.6.2 Strong occupancy of Council-owned commercial property with 90.48% occupancy for industrial premises against a target of 80% (19 out of 21 properties) and seasonal concessions.

4.6.3 Updated Asset Management Plan

#### **5.0 Conclusion**

5.1 Continued strong progress was made over the first quarter of 2023/24 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report.

5.2 This was achieved alongside the preparations for the Full Council elections on 4<sup>th</sup> May and the delivery of the new member induction programme and the forming of the new council administration, new Committees and work undertaken to prepare a new Corporate Plan for the period 2023 – 2027, which was approved through Committee and Council processes in the July cycle of meetings.

#### **6.0 Implications and Risks**

6.1 Prompt action to deal with any performance issues identified by this report will support the continued delivery of high quality services.

#### **7.0 Financial Implications and Risks**

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

#### **8.0 Sustainability**

8.1 There are no negative sustainability implications of this report.

#### **9.0 Equality and Diversity**

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

#### **10.0 Section 17 Crime and Disorder considerations**

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

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# Managing Performance

## Contents

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# Managing Performance

Quarterly Report Chief Executive's Overview

## Delivery against the key priority objectives for the period 1 April to 30 June 2023

### Local Homes for Local Need

During the first quarter of 2023/24 58 households on the Council's Housing List were housed, which is lower than the average of 71 households housed per quarter for the 2022/23 year (when a total of 285 households were accommodated over the whole year) and 81 households housed in the first quarter of 2022/23.

No new affordable homes were completed during this quarter, against a background of low completions in 2022/23 because of the impact of the pandemic in delaying the planning and delivery of pipeline schemes and because of Nutrient Neutrality delaying starts on some schemes (eg. Stalham – a total of 145 affordable units are delayed by the Nutrient Neutrality issue). 39 units of affordable housing given planning permission in the quarter.

At the end of the first quarter we had 72 households in Temporary Accommodation.

6 properties with works completed under the Government's Warm Homes grant programme this quarter. This is fewer than hoped for due to lack of contractor capacity and complex rules which appear to exclude many homes and applicants from eligibility – this issue is not unique to North Norfolk and is being pursued with partners in the Norfolk Warm Homes partnership.

Local Plan submitted for Examination providing new context for future housing delivery – examination expected to commence before end of 2023.

The Council has promoted small builders working with RSL partners in bringing forward small sites for housing development, notwithstanding the constraints of Nutrient Neutrality.

### Boosting Business Growth and Sustainability

Launched the Invest North Norfolk webpages on the Council's internet providing a one-stop shop for advice and support for businesses in north Norfolk across a range of issues including grant funding, workforce and skills development, sites and premises, planning and licensing – [Home | Invest North Norfolk \(north-norfolk.gov.uk\)](#).

Launch of the UK Shared Prosperity Fund and Rural England Prosperity Fund – [Home | UK Shared Prosperity Fund and Rural England Prosperity Fund \(north-norfolk.gov.uk\)](#)

Works continue to a number of properties in North Walsham town centre supported with Heritage Action Zone Building Improvement Grant monies.

Local Plan submitted for Examination providing new context for future employment and business growth investment – examination expected to commence before end of 2023.

### Customer Focus

Successful delivery of the Local Government elections on 4 May 2023 – involving 138 candidates for 40 district seats and 775 nominations for town and parish councils, including 13 contested parish areas. Average turnout for the District elections was 38.73%, almost the same as 2019 (38.31%). Successful introduction of Voter ID across the District with no significant issues experienced.

Face to face customer contacts in the quarter were 2733 as against 2438 at the Council's Cromer and Fakenham offices – an increase of 12% against the same quarter last year.

Telephone calls to the Customer Contact Centre was 13,341 for the quarter compared to 11,331 in the same quarter in 2022 (an increase of 17.7%) reflecting the Contact Centre taking on more frontline service calls including Benefits enquiries this year, and fielding calls for the 4 May elections. Average waiting time for the quarter was approx. 8.9 minutes, but this had improved to 4.3 minutes for the month of June.

The Council's work facilitating the development of the North Norfolk Youth Council through the Democratic Services Team continues – the outcomes of which were shared at the Full Council meeting on 19 July.



# Managing Performance

Quarterly Report Chief Executive's Overview continued

## Climate, Coast and the Environment

Ground works commenced on the solar car port at The Reef, Sheringham.

A Carbon Audit of the Council's property assets and operations has been completed with data informing future asset management works, with an example of work being progressed being the investment made in the provision of new thermal insulation, doors and windows to the Council's Cornish Way industrial units in North Walsham at a cost of £170,000.

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## Quality of Life

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Contract meeting held with Openwide to discuss forthcoming summer season for the Pier Pavilion Theatre with positive level of advance bookings reflecting 2019 (i.e. pre-COVID).

Opening of the new Queens Road toilets in Fakenham to include new Changing Place facilities as part of the Council's commitment to provide such a facility in each principal settlement. Ongoing investment to provide similar new facilities at Vicarage Street, North Walsham and first phase of The Leas, Sheringham.

## Financial Sustainability and Growth

At 30 June 2023, we had collected 29.06% of Council Tax against a target of 28.75%; and 33.03% of Business Rates collected against a target of 27%.

Strong occupancy of Council-owned commercial property with 90.48% occupancy for industrial premises against a target of 80% (19 out of 21 properties) and seasonal concessions.

Updated Asset Management Plan






## Conclusion

Continued strong progress was made over the first quarter of 2023/24 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report.












This was achieved alongside the preparations for the Full Council elections on 4 May and the delivery of the new member induction programme and the forming of the new council administration, new Committees and work undertaken to prepare a new Corporate Plan for the period 2023 – 2027, which was approved through Committee and Council processes in the July cycle of meetings.

## Actions and Performance Measure Keys

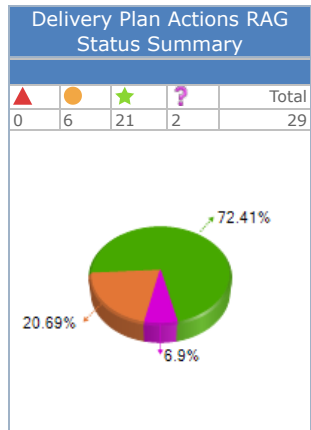
### Actions - key to symbols

	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



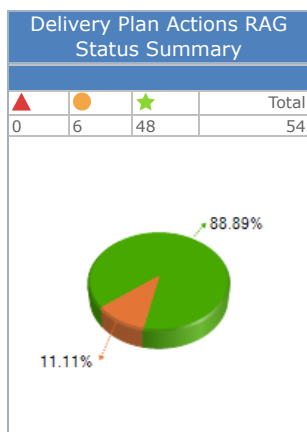
Delivery Plan Actions Summary
Actions stage
Not Started:4, In Progress:13, Completed:11, Blocked:0, Parked:0, Cancelled:1

## Local Homes for Local Need

Local Homes for Local Need Key Performance Indicator Update		
Jun 2023		
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Comments	
	Actual (YTD)	581
	Target (YTD)	
	Direction of change (YTD)	↓
	Benchmarking Comments	Benchmarking data is not available.
HS 001 Number of affordable homes built	Performance (YTD)	▲
	Comments	26/07/23 We project that only 27 new affordable homes will be delivered in 2023/24 and none of these have been delivered in the first quarter. The Council has 348 affordable homes in the development pipeline, a small number of sites (145 affordable homes) are delayed by nutrient neutrality. We expect that affordable housing delivery will improve from 2024/25 as sites with planning permission progress and issues around nutrient neutrality resolve
	Actual (YTD)	0
	Target (YTD)	25
	Direction of change (YTD)	→
	Benchmarking Comments	Additional affordable homes. Annual dataset. Data last updated: 03/12/2022. <b>Actual data:</b> The Additional affordable homes for North Norfolk was <b>111 dwellings</b> in the latest recorded period of 2021/22, this was less than the previous recorded period in 2020/21 with <b>155 dwellings</b> and greater than the figure 5 years ago in 2017/18 with <b>109 dwellings</b> . <b>Area comparisons:</b> North Norfolk had less affordable homes than the mean for North Norfolk CIPFA nearest neighbours of 116 dwellings in 2021/22, the districts in this comparison group had a minimum of 15 dwellings, maximum of 291 dwellings, a 25th percentile marker of 186 dwellings and a 75th percentile marker of 54 dwellings. <b>Ranks:</b> North Norfolk was ranked 24th out of 39 districts in the East of England, and 91st out of 181 districts in England for the latest recorded period, rank 1 being the highest number of Additional affordable homes. Source name: Department for Levelling Up, Housing & Communities, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per year. The Additional affordable homes provided as a percentage of all net additional homes dataset is also relevant. The Additional affordable homes provided as a percentage of all net additional homes for North Norfolk was <b>24%</b> in the latest recorded period of 2021/22. The mean for North Norfolk CIPFA nearest neighbours was 23% in 2021/22.

Mar 2023		
CE 002 Number of long term empty homes (6 months or more as at October each year)	Performance (YTD)	n/a
	Comments	
	Actual (YTD)	483
	Target (YTD)	
	Direction of change (YTD)	✖

Benchmarking Comments	<p>The benchmarking data for long term empty properties is not available. This dataset shows the Total vacant dwellings. Annual dataset. Data last updated: 14/04/2023. <b>Actual data:</b> The Total vacant dwellings for North Norfolk was <b>1,614 dwellings</b> in the latest recorded period of 2022/23, this was greater than the previous recorded period in 2021/22 with <b>1,508 dwellings</b> and less than the figure 5 periods ago in 2018/19 with <b>1,646 dwellings</b>. <b>Area comparisons:</b> North Norfolk had higher vacant dwellings than the mean for North Norfolk CIPFA nearest neighbours of 1,551 dwellings in 2022/23, the districts in this comparison group had a minimum of 886 dwellings, maximum of 2,667 dwellings, a 25th percentile marker of 1,125 dwellings and a 75th percentile marker of 1,806 dwellings. <b>Ranks:</b> North Norfolk was ranked 27th out of 39 districts in the East of England, and 120th out of 164 districts in England for the latest recorded period, rank 1 being the highest Total vacant dwellings. Source name: Department for Levelling Up, Housing &amp; Communities, obtained via LG Inform Plus.</p>
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Delivery Plan Actions Summary
Actions stage
In Progress:7, Completed:47

Local Homes for Local Need delivery plan actions completed this quarter

Objective(s)/ Department	Action	30/06/2023
<ul style="list-style-type: none"> <li>Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development</li> <li>Strategic Housing</li> <li>Economic Growth</li> </ul>	<input checked="" type="checkbox"/> 1.2.2b.3 Encourage small and medium-sized builders and developers	Performance <span style="float: right;">✔</span>
		Comments 26/07/23 This action is now complete. We have an offer to SME builders working in partnership with Broadland Housing Association and the Flagship Housing Group. The offer is on the Council's website <a href="http://north-norfolk.gov.uk">Home   Small sites for new homes in North Norfolk (north-norfolk.gov.uk)</a> . The Council's Comms team has raised awareness via social media. We have had offers of land as a result of the promotional activity. As yet no SME developer has been in contact.
		Owner Graham Connolly
		Start Date 01/10/2022
		Due Date 31/12/2022
		Estimated end date/ Completion date 30/06/2023
		Owner Nicky Debbage
<ul style="list-style-type: none"> <li>Objective 1.4.2: Making Best Use of Existing Homes - Supporting access to home ownership</li> <li>Strategic Housing</li> </ul>	<input checked="" type="checkbox"/> 1.4.2.1 The council will work with partners to raise awareness and understanding of shared ownership	Performance <span style="float: right;">✔</span>
		Comments 31/7/23 Research was carried out with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this research were considered and resulting actions (publicity & training) are being implemented linked to delivery of new shared ownership properties as they become available.
		Owner Nicky Debbage
		Start Date 01/10/2021

			30/06/2023
		Due Date	31/12/2022
		Estimated end date/ Completion date	30/06/2023

**Local Homes for Local Need delivery plan actions exceptions report**

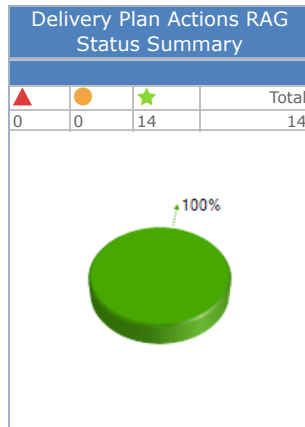
Objective(s)/ Department	Action	Stage		30/06/2023
<ul style="list-style-type: none"> <li>Objective 1.1: Developing and adopting a new Local Plan</li> <li>Planning Policy</li> <li>Quality of Life Strategy 2022 - 2024 Action Plan</li> </ul>	<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	In Progress	Performance	★
			Comments	The Local Plan has been submitted for examination. Hearing sessions expected to be complete by the end of 2023 following which the Plan can be adopted by the Council.
			Owner	Mark Ashwell
			Start Date	04/02/2020
			Due Date	01/04/2023
			Estimated end date/ Completion date	01/04/2023
<ul style="list-style-type: none"> <li>Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others - Affordable Housing</li> <li>Strategic Housing</li> <li>Major Planning Projects</li> </ul>	<input checked="" type="checkbox"/> 1.2.2a.2 Make the planning process easier for affordable housing providers	In Progress	Performance	●
			Comments	
			Owner	Geoff Lyon
			Start Date	01/01/2022
			Due Date	31/03/2022
Estimated end date/ Completion date	31/05/2023			
<ul style="list-style-type: none"> <li>Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development</li> <li>Place and Climate Change</li> </ul>	<input checked="" type="checkbox"/> 1.2.2b.4 Fakenham Roundabout	In Progress	Performance	●
			Comments	Project has stalled due to escalating materials and construction costs. Original cost estimate is insufficient to complete works - with an additional circa £1m required at time of writing. Landowner investigating changes to S106 agreement and draft planning conditions pursuant to current submission, however, has indicated that the funding shortfall will be met by them.  Applications to NCC to extend existing Business Rates funding availability (£900k) were successful. This funding is to be match funded by NNDC (£900k). This funding has been included within the 2023/24 budget. Earliest opportunity for works now Autumn 2024 and this is the current target date. Delay a direct result of nutrient neutrality issues around the housing delivery. However, initial design works continuing and traffic regulation order being progressed.
			Owner	Martyn Fulcher
			Start Date	01/12/2021
			Due Date	31/12/2023
			Estimated end date/ Completion date	31/12/2023
<ul style="list-style-type: none"> <li>Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development</li> <li>Strategic Housing</li> <li>Major Planning Projects</li> </ul>	<input checked="" type="checkbox"/> 1.2.2b.2 Investigate de-risking options	In Progress	Performance	●
			Comments	The consultants recommendations from action 1.2.2a.2 will be used to inform this action. The outcome will form part of the programme of the Planning Service Improvement Plan to be completed during Summer/Autumn 2023 linked, in part, to affordable housing pre-apps.
			Owner	Geoff Lyon
			Start Date	01/01/2022
			Due Date	31/03/2022
			Estimated end date/ Completion date	31/05/2023
		In Progress	Performance	●

		30/06/2023	
<ul style="list-style-type: none"> <li>▪ Objective 1.5.2b: Supporting Vulnerable Residents - Provision of Specialist Housing - Care/ Extra Ca</li> <li>▪ Strategic Housing</li> <li>▪ Key Priorities</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> 1.5.2b.1 Working with partners to deliver 500 units of Housing with Care / Extra Care</li> </ul>	Comments	31/7/23 A number of sites have been identified for new extra care schemes. One site in Stalham was submitted for Planning consent but is delayed as a result of nutrient neutrality requirements. We are also actively working with a housing provider on a site in North Walsham and a further potential site in Cromer
		Owner	Nicky Debbage
		Start Date	31/03/2021
		Due Date	31/12/2028
		Estimated end date/ Completion date	31/12/2028

Local Homes for Local Need delivery plan actions cancelled this quarter
No entries this quarter

## Boosting Business Sustainability and Growth

Boosting Business Sustainability and Growth Key Performance Indicator Update		
		Jun 2023
EG 011 Number of businesses supported	Performance (YTD)	★
	Comments	
	Actual (YTD)	48
	Target (YTD)	30
	Direction of change (YTD)	✖
	Benchmarking Comments	Benchmarking data is not available.



Delivery Plan Actions Summary
Actions stage
Not Started:2, In Progress:7, Completed:5

**Boosting Business Sustainability and Growth delivery plan actions completed this quarter**

No entries this quarter

**Boosting Business Sustainability and Growth delivery plan actions exceptions report**

Objective(s)/ Department	Action	Stage		30/06/2023
<ul style="list-style-type: none"> <li>▪ Economic Growth</li> <li>▪ Key Priorities</li> <li>▪ Objective 2.3: Taking a proactive approach to unlocking development sites</li> </ul>	<input checked="" type="checkbox"/> 2.3.2 New investment opportunities	Not Started	Performance	★
			Comments	
			Owner	Stuart Quick
			Start Date	16/11/2022
			Due Date	30/04/2023
			Estimated end date/ Completion date	30/04/2023
<ul style="list-style-type: none"> <li>▪ Economic Growth</li> <li>▪ Objective 2.7: Facilitating the transition of our town centres</li> <li>▪ Key Priorities</li> </ul>	<input checked="" type="checkbox"/> 2.7.2 - Support the work of the High Street Task Force - community engagement work in Stalham	Not Started	Performance	★
			Comments	
			Owner	Stewart Damonsing
			Start Date	01/11/2022
			Due Date	30/04/2023
			Estimated end date/ Completion date	30/04/2023
		In Progress	Performance	★
			Comments	The Local Plan has been submitted for examination. Hearing sessions expected to be complete by the end of 2023 following which the Plan can be adopted by the Council.



			30/06/2023	
<ul style="list-style-type: none"> <li>▪ Objective 2.1: Developing and adopting a new Local Plan</li> <li>▪ Planning Policy</li> <li>▪ Quality of Life Strategy 2022 - 2024 Action Plan</li> </ul>	<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development		Owner	Mark Ashwell
			Start Date	04/02/2020
			Due Date	01/04/2023
			Estimated end date/ Completion date	01/04/2023
<ul style="list-style-type: none"> <li>▪ Objective 2.2: Developing and implementing new Economic Growth Strategy 2020 - 2023</li> <li>▪ Economic Growth</li> <li>▪ Key Priorities</li> </ul>	<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy 2020 - 2023	In Progress	Performance	★
			Comments	A Project Inception Document has been produced and agreed by the Portfolio Holder for Sustainable Growth. This outlines the various elements that will be delivered by this work, including evidence gathering and consultation. A final document will be produced for adoption by the Council in early 2024.
			Owner	Stuart Quick
			Start Date	01/04/2022
			Due Date	30/04/2023
			Estimated end date/ Completion date	30/04/2023
<ul style="list-style-type: none"> <li>▪ Objective 2.4: Analyse local business needs</li> <li>▪ Economic Growth</li> </ul>	<input checked="" type="checkbox"/> 2.4.1 Analyse evidence of local business needs and opportunities and engage local businesses	In Progress	Performance	★
			Comments	
			Owner	Stuart Quick
			Start Date	11/04/2022
			Due Date	04/04/2023
	Estimated end date/ Completion date	04/04/2023		
	<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	In Progress	Performance	★
			Comments	
			Owner	Stuart Quick
			Start Date	25/04/2022
Due Date			05/04/2023	
Estimated end date/ Completion date	05/04/2023			
<ul style="list-style-type: none"> <li>▪ Objective 2.5: Providing support and advice for new business start-ups and growing businesses</li> <li>▪ Economic Growth</li> </ul>	<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	In Progress	Performance	★
			Comments	
			Owner	Stuart Quick
			Start Date	25/04/2022
			Due Date	30/04/2023
Estimated end date/ Completion date	08/04/2023			
<ul style="list-style-type: none"> <li>▪ Objective 2.6: Encouraging links between local education providers, apprentices and businesses</li> <li>▪ Economic Growth</li> </ul>	<input checked="" type="checkbox"/> 2.6.1 Work with partners to identify skills deficiencies & monitor apprenticeships	In Progress	Performance	★
			Comments	
			Owner	Stuart Quick
			Start Date	11/04/2022
			Due Date	31/03/2023
Estimated end date/ Completion date	30/04/2023			

**Boosting Business Sustainability and Growth delivery plan actions cancelled this quarter**

No entries this quarter

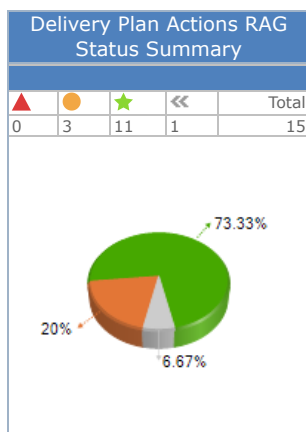
## Customer Focus

### Customer Focus Key Performance Indicator Update

Jun 2023

		Jun 2023
CL 002 Number of Ombudsman referral decisions	Performance (YTD)	★
	Comments	
	Actual (YTD)	4
	Target (YTD)	9
	Direction of change (YTD)	✖
	Benchmarking Comments	<p>Number of Ombudsman complaints - referred back for local resolution Annual dataset. Data last updated: 11/11/2022. <b>Actual data:</b> The Number of Ombudsman complaints - referred back for local resolution for North Norfolk was <b>3 decisions</b> in the latest recorded period of 2021/22, this was equal to the previous recorded period in 2020/21 with <b>3 decisions</b> and less than the figure 5 years ago in 2017/18 with <b>9 decisions</b>. <b>Area comparisons:</b> North Norfolk had less Decisions than the mean for North Norfolk CIPFA nearest neighbours of 5 decisions in 2021/22, the districts in this comparison group had a minimum of 0 decisions, maximum of 12 decisions, a 25th percentile marker of 6 decisions and a 75th percentile marker of 3 decisions. <b>Ranks:</b> North Norfolk was ranked 27th out of 39 districts in the East of England, and 96th out of 181 districts in England for the latest recorded period, rank 1 being the highest Number of Ombudsman complaints - referred back for local resolution. Source name: Local Government &amp; Social Care Ombudsman, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per year.</p> <p>The Number of decisions on complaints made by the Ombudsman and Number of Ombudsman complaints datasets are also relevant. The Number of decisions on complaints made by the Ombudsman for North Norfolk was <b>11 decisions</b> in the latest recorded period of 2021/22. The mean for North Norfolk CIPFA nearest neighbours was 16 decisions in 2021/22. The Number of Ombudsman complaints for North Norfolk was <b>15 complaints</b> in the latest recorded period of 2021/22. The mean for North Norfolk CIPFA nearest neighbours was 15 complaints in 2021/22.</p>
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Performance (YTD)	★
	Comments	
	Actual (YTD)	4
	Target (YTD)	0
	Direction of change (YTD)	✔

	Benchmarking Comments	<p>Number of Ombudsman complaints - not upheld Annual dataset. Data last updated: 11/11/2022. <b>Actual data:</b> The Number of Ombudsman complaints - not upheld for North Norfolk was <b>1 decisions</b> in the latest recorded period of 2021/22, this was equal to the previous recorded period in 2020/21 with <b>1 decisions</b> and less than the figure 5 years ago in 2017/18 with <b>4 decisions</b>. <b>Area comparisons:</b> North Norfolk had less decisions than the mean for North Norfolk CIPFA nearest neighbours of 2 decisions in 2021/22, the districts in this comparison group had a minimum of 0 decisions, maximum of 4 decisions, a 25th percentile marker of 3 decisions and a 75th percentile marker of 1 decisions. <b>Ranks:</b> North Norfolk was ranked 22nd out of 39 districts in the East of England, and 77th out of 181 districts in England for the latest recorded period, rank 1 being the highest Number of Ombudsman complaints - not upheld. Source name: Local Government &amp; Social Care Ombudsman, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per year.</p> <p>The Number of Ombudsman complaints - upheld dataset is also relevant. The Number of Ombudsman complaints - upheld for North Norfolk was <b>1 decisions</b> in the latest recorded period of 2021/22. The mean for North Norfolk CIPFA nearest neighbours was 2 decisions in 2021/22.</p>
CS 001 Number of complaints	Performance (YTD)	★
	Comments	
	Actual (YTD)	29
	Target (YTD)	90
	Direction of change (YTD)	✖
	Benchmarking Comments	Benchmarking data is not available.
CS 002 Number of compliments	Performance (YTD)	★
	Comments	
	Actual (YTD)	9
	Target (YTD)	9
	Direction of change (YTD)	✔
	Benchmarking Comments	Benchmarking data is not available.



**Delivery Plan Actions Summary**  
**Actions stage**  
 In Progress:1, Completed:13, Cancelled:1

Objective(s)/ Department	Action		30/06/2023
<ul style="list-style-type: none"> <li>▪ Key Priorities</li> <li>▪ Democratic Services</li> <li>▪ Objective 3.4: Developing an Engagement Strategy</li> <li>▪ 3 - Customer Focus</li> </ul>	<input checked="" type="checkbox"/> 3.4.6 Further develop and embed the new Youth Council	Performance	★
		Comments	The Youth Council is now established and meeting regularly. They have agreed priorities for the forthcoming year and are continuing to recruit new members. Engagement with District Councillors is being strengthened via attendance at Full Council meetings.
		Owner	Emma Denny
		Start Date	01/10/2022
		Due Date	30/06/2023
		Estimated end date/ Completion date	30/06/2023

#### Customer Focus actions exceptions report

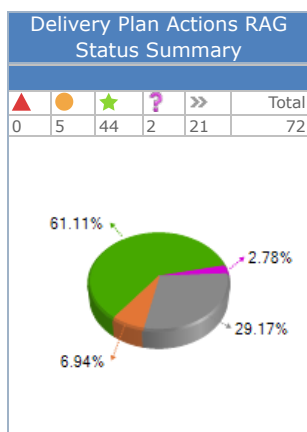
Objective(s)/ Department	Action	Stage		30/06/2023
<ul style="list-style-type: none"> <li>▪ Objective 3.1: Developing a new Customer Charter with published service standards</li> <li>▪ Organisational Resources</li> </ul>	<input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement	In Progress	Performance	★
		Comments		
		Owner	Sean Kelly	
		Start Date	01/06/2020	
		Due Date	30/04/2023	
		Estimated end date/ Completion date	30/04/2023	

#### Customer Focus actions cancelled this quarter

No entries this quarter

Climate, Coast and the Environment Key Performance Indicator Update

Mar 2023		
EC 001 Council carbon footprint (tCO2e)	Performance (YTD)	?
	Comments	The carbon footprint figure for 2022/23 will be available in autumn 2023. The footprint has gradually fallen from 6,633 (tCO2e) in 2018/19 to 2,825 (tCO2e) in 2021/22.
	Actual (YTD)	2,825
	Target (YTD)	
	Direction of change (YTD)	?
	Benchmarking Comments	Benchmarking data is not available.
EC 002 Number of trees planted	Performance (YTD)	★
	Comments	Project Completed. A total of 115,820 trees were planted over the course of the project.
	Actual (YTD)	43,961
	Target (YTD)	20,000
	Direction of change (YTD)	✖
	Benchmarking Comments	Benchmarking data is not available.





Delivery Plan Actions Summary
Actions stage
Not Started:26, In Progress:24, Completed:22

Climate, Coast and the Environment actions completed this quarter

Objective(s)/ Department	Action	30/06/2023	
<ul style="list-style-type: none"> <li>Objective 4.09: Buildings and energy</li> <li>Climate &amp; Environment</li> <li>Key Priorities</li> </ul>	<input checked="" type="checkbox"/> 4.09.BE02a Undertake energy audits of all our buildings	Performance	
		Comments	An estimate received from an external consultant to review all our properties was not considered value for money. The estates team continue to prioritise buildings as they become vacant and from data showing which of our buildings have the highest energy consumption. This is now business as usual.
		Owner	Kate Rawlings
		Start Date	02/08/2022
		Due Date	30/06/2023
		Estimated end date/ Completion date	30/06/2023

Objective(s)/ Department	Action	Stage	30/06/2023	
<ul style="list-style-type: none"> <li>Key Priorities</li> <li>Objective 4.04: Continuing to Take a Lead Role Nationally in Coastal Management Initiatives</li> <li>CTAP</li> </ul>	<input checked="" type="checkbox"/> 4.4.7 Coastal Transition Accelerator Programme	In Progress	Performance	★
			Comments	The North Norfolk Coastal Accelerator Transition Programme will be locally known and publicised as Coastwise. At the end of July NNDC received confirmation that the Environment Agency had signed off the full £15M (including DEFRA contributions) to Coastwise. It is requested the due date for the programme is now amended on InPhase to reflect the programme timeframe until 31 March 2027.
			Owner	Rob Goodliffe
			Start Date	25/05/2022
			Due Date	30/04/2023
			Estimated end date/ Completion date	31/03/2027
<ul style="list-style-type: none"> <li>Objective 4.02: Developing and implementing a new Local Plan</li> <li>Planning Policy</li> <li>Quality of Life Strategy 2022 - 2024 Action Plan</li> </ul>	<input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future	In Progress	Performance	★
			Comments	The Local Plan has been submitted for examination. Hearing sessions expected to be complete by the end of 2023 following which the Plan can be adopted by the Council.
			Owner	Mark Ashwell
			Start Date	04/02/2020
			Due Date	01/04/2023
			Estimated end date/ Completion date	01/04/2023
<ul style="list-style-type: none"> <li>Objective 4.04: Continuing to Take a Lead Role Nationally in Coastal Management Initiatives</li> <li>Coastal Partnership East</li> </ul>	<input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy regarding coastal management	In Progress	Performance	★
			Comments	Continued engagement with Local Government Association Coastal Special Interest Group including input and leading on national topic themes such as adaptation. Continued support and input into the East Anglian Coastal Group and (Eastern) Regional Flood and Coast Committee. Input into DEFRA Historic Erosion Rates project. Completion of Phase 1a and 1b of the Coastal Loss Innovative Funding and Finance Project which seek to provide evidence and information to influence national approach of solutions or at risk residential properties, will in future link into CTAP. Input into National Coastal Erosion Risk Mapping project at board and technical levels. Charing the Anglian Coastal Monitoring Group. As this is a continuous activity I suggest the due date is removed.
			Owner	Tamzen Pope
			Start Date	04/02/2020
			Due Date	31/05/2023
			Estimated end date/ Completion date	31/03/2024
<ul style="list-style-type: none"> <li>Objective 4.09: Buildings and energy</li> <li>Climate &amp; Environment</li> </ul>	<input checked="" type="checkbox"/> 4.09.BE03 Prioritise efforts to switch away from oil and carbon-intensive fuels by 2030	In Progress	Performance	●
			Comments	Work continues to review the Council's estate and prioritise buildings for decarbonisation, suitable grants for decarbonisation capital and other resources continue to be explored. Further staff and capital resources are needed to meet the Council's ambitious 2030 Net Zero target. The recently announced Net Zero fund will help with this.
			Owner	Kate Rawlings
			Start Date	08/08/2022
			Due Date	not set
			Estimated end date/ Completion date	not set
		Not Started	Performance	●

			30/06/2023	
<ul style="list-style-type: none"> <li>▪ Objective 4.09: Buildings and energy</li> <li>▪ Climate &amp; Environment</li> <li>▪ Key Priorities</li> </ul>	<input checked="" type="checkbox"/> 4.09.BE07 New council-controlled buildings/ refurbishments to be Net Zero by 2030		Comments	An Internal Carbon Pricing process and various decision making models are being developed to ensure that the cost of new buildings and refurbishments include the carbon cost of these projects and bring net zero initiatives and technologies to the forefront of decisions. However this needs to be embraced across all council services.
			Owner	Kate Rawlings
			Start Date	09/01/2023
			Due Date	not set
			Estimated end date/ Completion date	not set
<ul style="list-style-type: none"> <li>▪ Objective 4.09: Buildings and energy</li> <li>▪ Organisational Resources</li> <li>▪ Key Priorities</li> </ul>	<input checked="" type="checkbox"/> 4.09.BE05 Implement new LED and control system in the Cromer office	In Progress	Performance	★
			Comments	
			Owner	Sean Kelly
			Start Date	01/04/2022
			Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2024		
	<input checked="" type="checkbox"/> 4.09.BE06 23/24 Implement new LED and control system in the Fakenham office	Not Started	Performance	?
			Comments	
			Owner	Sean Kelly
			Start Date	01/04/2023
Due Date			not set	
Estimated end date/ Completion date	not set			
<ul style="list-style-type: none"> <li>▪ Objective 4.12: Transport</li> <li>▪ Climate &amp; Environment</li> </ul>	<input checked="" type="checkbox"/> 4.12.T02 Adopt a target for EV charge-points at Council owned carparks	Not Started	Performance	★
			Comments	Discussions have been had with Norfolk County Council and various third party operators to explore options for increasing EV provision at Council owned car parks. A paper outlining these options will be brought to CLT over the summer.
			Owner	Kate Rawlings
			Start Date	01/07/2022
			Due Date	not set
	Estimated end date/ Completion date	not set		
	<input checked="" type="checkbox"/> 4.12.T03 Shift to hydrotreated vegetable oils for all Council refuse collection vehicles	Not Started	Performance	●
			Comments	The council continues to investigate HVO purchasing options to ensure a reliable supply from a sustainable source. Meanwhile the recent change in collection routes appears to have resulted in a reduction of miles travelled by the fleet and therefore its contribution to our carbon footprint.
			Owner	Kate Rawlings
			Start Date	09/01/2023
Due Date			not set	
Estimated end date/ Completion date	not set			
<ul style="list-style-type: none"> <li>▪ Objective 4.13: Business travel</li> <li>▪ Climate &amp; Environment</li> </ul>	<input checked="" type="checkbox"/> 4.13.Bt01 Review New Ways of Working policy	In Progress	Performance	●
			Comments	
			Owner	James Claxton
			Start Date	09/01/2023
			Due Date	30/11/2023
Estimated end date/ Completion date	31/07/2023			
<ul style="list-style-type: none"> <li>▪ Objective 4.16: Water</li> <li>▪ Climate &amp; Environment</li> </ul>		Not Started	Performance	
			Comments	

			30/06/2023	
	<input checked="" type="checkbox"/> 4.16.H2O02 Identify priority actions for saving water at Council-owned and occupied properties		Comments	The Council has moved to a different water supplier who provides more detailed and up to date information on water use at council properties. This will allow better decisions to be made regarding priority actions for saving water
			Owner	Kate Rawlings
			Start Date	16/10/2022
			Due Date	not set
	Estimated end date/ Completion date	not set		
	<input checked="" type="checkbox"/> 4.16.H2O03 Identify priority actions for improving water management across the district	In Progress	Performance	
			Comments	The Council continues to engage with external parties at all levels but water management remains an area of concern for the district
			Owner	Kate Rawlings
Start Date			30/10/2022	
Due Date	not set			
Estimated end date/ Completion date	not set			
<ul style="list-style-type: none"> <li>▪ Objective 4.20: Offsetting</li> <li>▪ Climate &amp; Environment</li> </ul>	<input checked="" type="checkbox"/> 4.20.Of02 Explore carbon offsetting opportunities	Not Started	Performance	
			Comments	Discussions have been had with local environmental partners and land owners on opportunities to off set carbon locally. Tools for measuring carbon capture on the council's estate are also being investigated.
			Owner	Kate Rawlings
			Start Date	10/01/2023
			Due Date	not set
Estimated end date/ Completion date	not set			

**Climate, Coast and the Environment actions cancelled this quarter**

No entries this quarter

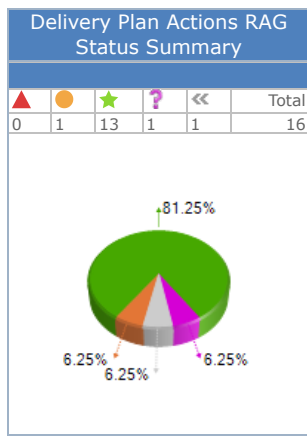


# Quality of Life

## Quality of Life Key Performance Indicator Update

		Jun 2023
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	★
	Comments	
	Actual (YTD)	143,575
	Target (YTD)	140,860
	Direction of change (YTD)	↕
	Benchmarking Comments	Benchmarking data is not available.

		Mar 2023
AP 001 Level of investment made in upgrading public conveniences (£)	Performance (YTD)	▲
	Comments	<ul style="list-style-type: none"> <li>A total of £781,840.88 on Public Convenience improvements at Fakenham/Sheringham/ Wells/ North Walsham to date for 2022/23. Some final accounts have not yet been received.</li> <li>A total of £9,985.00 on Weybourne (waterless loo purchase).</li> </ul>
	Actual (YTD)	791,825.88
	Target (YTD)	1,260,873.00
	Direction of change (YTD)	n/a
	Benchmarking Comments	Benchmarking data is not available.
AP 002 Number of changing places facilities provided	Performance (YTD)	●
	Comments	Facilities have been installed at the North Norfolk Visitor Centre in Cromer and at Stearmans Yard, Wells and The Reef at Sheringham. Work is currently in progress at Queen's Road, Fakenham due to be completed by May 2023.. Two further facilities are to be provided in Vicarage Street, North Walsham (open July 2023) and The Leas in Sheringham by August 2023.
	Actual (YTD)	2
	Target (YTD)	4
	Direction of change (YTD)	↕
	Benchmarking Comments	Benchmarking data is not available.
LE 015 Number of Blue Flag beaches	Performance (YTD)	●
	Comments	Three of the Council's Blue Flag beaches have been downgraded to Seaside Awards due to a reduction in bathing water quality from 'Excellent' to 'Good'. This is beyond the control of the District Council.
	Actual (YTD)	3
	Target (YTD)	6
	Direction of change (YTD)	↘
	Benchmarking Comments	Benchmarking data is not available.
LE 016 Number of Green Flag open spaces	Performance (YTD)	★
	Comments	
	Actual (YTD)	3
	Target (YTD)	3
	Direction of change (YTD)	→
	Benchmarking Comments	Benchmarking data is not available.



**Delivery Plan Actions Summary**  
**Actions stage**  
 In Progress:8, Completed:6, Cancelled:2

**Quality of Life actions completed this quarter**  
 No entries this quarter

**Quality of Life actions exceptions report**

Objective(s)/ Department	Action	Stage	30/06/2023	
<ul style="list-style-type: none"> <li>Key Priorities</li> <li>People Services</li> <li>Objective 5.11: Development of strong, sustainable and healthy local communities</li> </ul>	<input checked="" type="checkbox"/> 5.11.2 Develop policy & programmes in response to the Cost of Living pressures faced by residents	In Progress	Performance <span style="color: green;">★</span>	
			Comments	Cost of Living Group was time limited and is not currently meeting. Range of measures implemented to support residents with Cost Of Living. Has become Business as Usual. Group will reform if necessary.
			Owner	Sonia Shuter
			Start Date	16/11/2022
			Due Date	30/04/2023
	Estimated end date/ Completion date	30/04/2023		
<ul style="list-style-type: none"> <li>Leisure and Localities</li> <li>Key Priorities</li> <li>Objective 5.11: Development of strong, sustainable and healthy local communities</li> </ul>	<input checked="" type="checkbox"/> 5.11.3 Develop a new Play Strategy for the District	In Progress	Performance <span style="color: orange;">●</span>	
			Comments	Discussions are taking place between the Leisure Team, senior officers, the leader and portfolio holder as to the best approach for this strategy.
			Owner	Colin Brown
			Start Date	16/11/2022
			Due Date	30/04/2023
	Estimated end date/ Completion date	30/04/2024		
<ul style="list-style-type: none"> <li>Objective 5.6: Continued investment in Cromer Pier as an iconic heritage and cultural attraction</li> <li>Property Services</li> <li>Quality of Life Strategy 2022 - 2024 Action Plan</li> </ul>	<input checked="" type="checkbox"/> 5.6.1a Maintain and enhance the physical structure of Cromer Pier	In Progress	Performance <span style="color: green;">★</span>	

			Comments	<p>Essential sub-structure works on the iconic Cromer Pier commenced at the beginning of October 2022.</p> <p>The works, which will cost around £1.2m, are vital for the structural integrity of the much loved Cromer landmark and will help in future proofing it for years to come. They will be delivered in two simultaneous phases:</p> <p><b>Sub-structure works:</b></p> <p>Underneath the Pier, the programme of structural steel works has started, including the replacement or reinforcement of trusses, steel sections, deck bearers and tie-bars. Some of the works will involve the removal of areas of decking, and subsequent replacement where required with EKKI timbers from FSC forests in West Africa.</p> <p>A steel gantry will be installed beneath the decking, making future inspections and maintenance more efficient and cost-effective, allowing repairs to be made by the Council's Property Services teams and sub-contractors, rather than specialist contractors.</p> <p>The last programme of works saw repairs to the sacrificial concrete encasements protecting the pier legs from continual wave action. These works were completed by specialist diving teams, strengthening the steel support legs that are embedded into the seabed.</p> <p>Sub-structure works, undertaken by UK Industrial Services, began in October 2022. The works are managed by NNDC's Property Services team and the Hemsley Orrell Partnership, structural engineers and pier experts, based in Hove.</p> <p>While the works are undertaken, Cromer Pier, including the Pavilion Theatre &amp; Bar, Box Office, Tides Restaurant, the shop and toilets will remain fully operational and the public will still be able to access them.</p> <p>Works are on track as planned and are scheduled to be completed by October 2023. This is a few months later than intended due to issues with the availability of the steels required.</p>
			Owner	Russell Tanner
			Start Date	04/02/2020
			Due Date	30/06/2023
			Estimated end date/ Completion date	31/10/2023
<ul style="list-style-type: none"> <li>▪ Objective 5.10: Maximising the level of external funding to support community projects</li> <li>▪ Project Enabling (closed)</li> </ul>	<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>North Norfolk District Council has been successful in attracting funding to support the implementation of its Quality of Life Strategy including Covid Recovery Funding, Health and Wellbeing Partnership Funding, Better Care Funding (Social Prescribing in Secondary Care), ICB funding (Waiting Well), Primary Care Network funding (Social Prescribing Link Worker), Coastal Transition Accelerator Partnership Funding, Household Support Funding, Energy Rebate funding, UK Shared Prosperity Funding, Rural England Prosperity Fund and Shelter System Change support funded by DLUHC.</p>
			Owner	Karen Hill
			Start Date	04/02/2020
			Due Date	31/05/2022

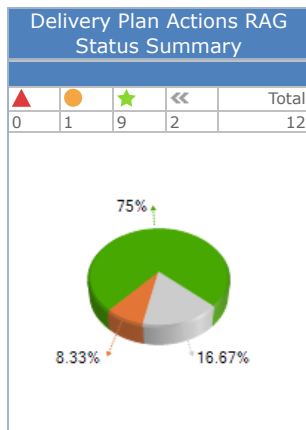
				30/06/2023
			Estimated end date/ Completion date	30/09/2023

**Quality of Life actions cancelled this quarter**

No entries this quarter

## Financial Sustainability and Growth

Financial Sustainability and Growth Key Performance Indicator Update		
		Mar 2023
AC 001 Council Tax Band D (NNDC element) (£)	Performance	n/a
	Comments	
	Actual	158.67
	Target	
	Direction of change	⬇️
	Benchmarking Comments	<p>Average Band D - paid to local services (excl. parishes). Annual dataset. Data last updated: 23/03/2023. <b>Actual data:</b> The Average Band D - paid to local services (excl. parishes) for North Norfolk was <b>164 GBP</b> in the latest recorded period of 2023/24, this was greater than the previous recorded period in 2022/23 with <b>159 GBP</b> and greater than the figure 5 periods ago in 2019/20 with <b>149 GBP</b>. <b>Area comparisons:</b> North Norfolk had less Council Tax than the mean for North Norfolk CIPFA nearest neighbours of 197 GBP in 2023/24, the districts in this comparison group had a minimum of 159 GBP, maximum of 230 GBP, a 25th percentile marker of 219 GBP and a 75th percentile marker of 184 GBP. North Norfolk had less Council Tax than the mean for East of England of 208 GBP in 2023/24, the districts in this comparison group had a minimum of 110 GBP, maximum of 396 GBP, a 25th percentile marker of 232 GBP and a 75th percentile marker of 169 GBP. North Norfolk had less Council Tax than the mean for England of 209 GBP in 2023/24, the districts in this comparison group had a minimum of 110 GBP, maximum of 396 GBP, a 25th percentile marker of 232 GBP and a 75th percentile marker of 179 GBP. <b>Ranks:</b> North Norfolk was ranked 32nd out of 39 districts in the East of England, and 141st out of 164 districts in England for the latest recorded period, rank 1 being the highest Average Band D - paid to local services (excl. parishes). Source name: Department for Levelling Up, Housing &amp; Communities, obtained via LG Inform Plus.</p>



Delivery Plan Actions Summary

Actions stage

In Progress:1, Completed:9, Cancelled:2

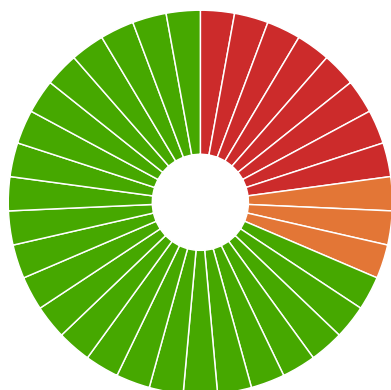
Financial Sustainability and Growth actions completed this quarter			
Objective(s)/ Department	Action		30/06/2023
		Performance	★
		Comments	Page 131
		Owner	Renata Garfoot
		Start Date	04/02/2020

		30/06/2023	
<ul style="list-style-type: none"> <li>Objective 6.2: Taking a more commercial approach to the delivery of discretionary services</li> <li>Estates and Assets</li> </ul>	<input checked="" type="checkbox"/> 6.2.3 Explore the opportunities to generate income from advertising and sponsorship	Due Date	30/11/2022
		Estimated end date/ Completion date	14/04/2023
<ul style="list-style-type: none"> <li>Objective 6.3: Forming a development company to take our property ambitions forward</li> <li>Estates and Assets</li> </ul>	<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	Performance	
		Comments	
		Owner	Renata Garfoot
		Start Date	04/02/2020
		Due Date	30/04/2023
		Estimated end date/ Completion date	30/04/2023

Financial Sustainability and Growth actions exceptions report				
Objective(s)/ Department	Action	Stage	30/06/2023	
<ul style="list-style-type: none"> <li>Objective 6.2: Taking a more commercial approach to the delivery of discretionary services</li> <li>Finance</li> <li>Resources</li> <li>Key Priorities</li> </ul>	<input checked="" type="checkbox"/> 6.2.1 Develop a Financial Sustainability Strategy	In Progress	Performance	
			Comments	This work has not been started due to resource issues. It will be started once those issues have been resolved and to ensure that it is consistent with the goals of the new Corporate Plan.
			Owner	Tina Stankley
			Start Date	04/02/2020
			Due Date	31/12/2022
			Estimated end date/ Completion date	30/06/2023





Financial Sustainability and Growth actions cancelled this quarter	
No entries this quarter	

## 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 2023
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	?
	Comments	Arrears data, 24.37%, has only just become available for July 2023. Arrears are being monitored on a case by case basis. These debts are being actively managed to recover the debt.
	Actual (Period) (YTD)	
	Target (YTD)	10.00
	Direction of change (YTD)	?
	Benchmarking Comments	Benchmarking data is not available.
AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time	Performance (YTD)	▲
	Comments	Three of the five urgent recommendations that were due to be implemented on or before 30 June 2023 were implemented on time. The other two recommendations have now been completed but this was after the due date.
	Actual (Period) (YTD)	60.00
	Target (YTD)	100.00
	Direction of change (YTD)	✖
	Benchmarking Comments	Benchmarking data is not available.
AU 002 Percentage of Priority 2 (Important) audit recommendations completed on time	Performance (YTD)	▲
	Comments	Two of the eleven important recommendations that were due to be implemented on or before 30 June 2023 were implemented on time. Five recommendations have now been completed but this was after the due date. One recommendation has been completed but not signed off by the Internal Auditors. Five recommendations are past their due date and are still outstanding. CLT will review these recommendations and ask for action to proceed to implementation promptly.
	Actual (Period) (YTD)	18.18
	Target (YTD)	70.00
	Direction of change (YTD)	✖
	Benchmarking Comments	Benchmarking data is not available.
AU 004 Percentage of audit days delivered	Performance (YTD)	▲
	Comments	Seventeen of the planned nineteen audit days were delivered. This will need to be monitored to ensure the programme progresses as planned.
	Actual (Period) (YTD)	89.47
	Target (YTD)	100.00
	Direction of change (YTD)	✔
	Benchmarking Comments	Benchmarking data is not available.
BC 001 Building Control income (£)	Performance (YTD)	▲
	Comments	A shortfall of income had been identified against increased budget costs. Building Control Fees and charges were uplifted commencing 1 July 2023 with an approx. 20% uplift.
	Actual (Period) (YTD)	94,404.00

		Jun 2023
	Target (YTD)	124,374.00
	Direction of change (YTD)	
	Benchmarking Comments	Total Income - Building control. Annual dataset. Data last updated: 23/03/2023. <b>Actual data:</b> The Total Income - Building control for North Norfolk was <b>359 GBP (000)</b> in the latest recorded period of 2020/21, this was less than the previous recorded period in 2019/20 with <b>420 GBP (000)</b> and less than the figure 5 years ago in 2016/17 with <b>416 GBP (000)</b> . <b>Area comparisons:</b> North Norfolk had a greater income than the mean for North Norfolk CIPFA nearest neighbours of 344 GBP (000) in 2020/21, the districts in this comparison group had a minimum of 0 GBP (000), maximum of 1,238 GBP (000), a 25th percentile marker of 395 GBP (000) and a 75th percentile marker of 21 GBP (000). <b>Ranks:</b> North Norfolk was ranked 15th out of 39 districts in the East of England, and 45th out of 181 districts in England for the latest recorded period, rank 1 being the highest income. Source name: Department for Levelling Up, Housing & Communities, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per year.
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	
	Comments	We have seen a slight improvement to our Housing Benefit Speed of Processing times for changes in circumstances as a result of a reduction in our outstanding workloads. We have also cleared some older outstanding enquiries from customers where we have been waiting for further evidence to be provided before the enquiry could be processed. Customers frequently report changes in circumstances over the phone, and we are reviewing options around the handling of telephone calls to ensure prompt recording and assessment of the change end to end. Using a vacant post, we have recruited a permanent Visiting Officer to support collection of evidence from vulnerable and/or elderly customers. We are also continuing to train new staff to increase the resource for processing customer enquiries, and we are recruiting further Business Support Apprentices who will undertake administrative duties for the team.
	Actual (Period) (YTD)	17.00
	Target (YTD)	14.00
	Direction of change (YTD)	
	Benchmarking Comments	Time taken to process housing benefit change events - Quarterly. Quarterly dataset. Data last updated: 01/08/2023. <b>Actual data:</b> The Time taken to process housing benefit change events - Quarterly for North Norfolk was <b>6 days</b> in the latest recorded period of 2022/23 Q4, this was less than the previous recorded period in 2022/23 Q3 with <b>16days</b> and greater than the figure 5 periods ago in 2021/22 Q4 with <b>5 days</b> . <b>Area comparisons:</b> North Norfolk took more time than the mean for North Norfolk CIPFA nearest neighbours of 3 days in 2022/23 Q4, the districts in this comparison group had a minimum of 1 days, maximum of 5 days, a 25th percentile marker of 2 days and a 75th percentile marker of 3 days. North Norfolk took more time than the mean for East of England of 3 days in 2022/23 Q4, the districts in this comparison group had a minimum of 1 days, maximum of 11 days, a 25th percentile marker of 2 days and a 75th percentile marker of 3 days. North Norfolk took more time than the mean for England of 3 days in 2022/23 Q4, the districts in this comparison group had a minimum of 1 days, maximum of 11 days, a 25th percentile marker of 2 days and a 75th percentile marker of 3 days. <b>Ranks:</b> North Norfolk was ranked 36th out of 39 districts in the East of England, and 152nd out of 164 districts in England for the latest recorded period, rank 1 being the quickest Time taken to process housing benefit change events - Quarterly. Source name: Department for Work and Pensions, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per quarter. Also, the benchmarking data including Council Tax Support Claims is not available, this dataset shows the housing benefit claims only.
CE 005 Percentage of long term empty homes as a proportion of the taxbase	Performance (YTD)	



	Comments	The number of long term empty properties as a percentage to the tax base has seen a reduction over the past few months to 30 June 2023. The reasons for this are due in part at least, to the market. 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 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)	1.09
	Target (YTD)	1.20
	Direction of change (YTD)	↓
	Benchmarking Comments	% vacant dwellings - the benchmarking data for long term empty properties is not available, this dataset shows the % vacant dwellings. Annual dataset. Data last updated: 14/04/2023. <b>Actual data:</b> The % vacant dwellings for North Norfolk was 2.8% in the latest recorded period of 2020/21, this was less than the previous recorded period in 2019/20 with 3.0% and less than the figure 5 periods ago in 2016/17 with 2.9%. <b>Area comparisons:</b> North Norfolk had a lower percentage than the mean for North Norfolk CIPFA nearest neighbours of 2.9% in 2020/21, the districts in this comparison group had a minimum of 1.6%, maximum of 4.2%, a 25th percentile marker of 2.3% and a 75th percentile marker of 3.5%. <b>Ranks:</b> North Norfolk was ranked 10th out of 39 districts in the East of England, and 68th out of 181 districts in England for the latest recorded period, rank 1 being the lowest % vacant dwellings. Source name: Department for Levelling Up, Housing & Communities, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per year.
EP 001a Percentage of responses to nuisance complaints within 2 working days	Performance (YTD)	?
	Comments	The Environmental Protection Team is currently experiencing resourcing pressures due to team absences and officers resigning. This currently means that the operational capability of the Team is down by 50%. In order to resolve the situation the team is currently advertising a number of posts and undertaking a recruitment drive. Other absences are being actively managed in accordance with Council policy.
	Actual (Period) (YTD)	
	Target (YTD)	80.00
	Direction of change (YTD)	?
	Benchmarking Comments	Benchmarking data is not available.
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance (YTD)	▲
	Comments	Currently fly tipping data is under review due to changes associated with the introduction of new software systems.
	Actual (Period) (YTD)	0.00
	Target (YTD)	80.00
	Direction of change (YTD)	→
	Benchmarking Comments	Benchmarking data is not available.
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance (YTD)	▲
	Comments	Currently fly tipping data is under review due to changes associated with the introduction of new software systems.
	Actual (Period) (YTD)	0.00
	Target (YTD)	80.00
	Direction of change (YTD)	→
	Benchmarking Comments	Benchmarking data is not available.
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance (YTD)	?!
	Comments	Data is not currently available for this measure. The measure is under review as a result of the implementation of the new finance system.
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Benchmarking Comments	Benchmarking data is not available.
HS 003 Energy Efficiency - grant spent (£)	Performance (YTD)	▲

Jun 2023		
	Comments	31/08/23 Spend in quarter 1 (and also for quarter 2) is carry forward from the funding available up to March 2023 and for which the government has allowed spending to September 2023. Norfolk Warm Homes our delivery partner has yet to start delivery against funding allocated for 2023/24 and 2024/25. Norfolk Warm Homes has to deliver improvements to 92 homes across Norfolk in 2023/24 and we will monitor progress against target as works commence from September 2023.
	Actual (Period) (YTD)	32,775.57
	Target (YTD)	200,000.00
	Direction of change (YTD)	n/a
	Benchmarking Comments	Benchmarking data is not available.
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance (YTD)	
	Comments	Events across all three Green Flag Sites were delivered over Easter and Whitsun and were well attended. Overall we were slightly under target but this is not of concern.
	Actual (Period) (YTD)	161
	Target (YTD)	170
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.
LE 012 Total number of Visitors to Parks and Countryside Events	Performance (YTD)	
	Comments	Events across all three Green Flag Sites were delivered over Easter and Whitsun and were well attended. Overall we were slightly under target but this is not of concern.
	Actual (Period) (YTD)	318
	Target (YTD)	320
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.
PL 001 Planning income (£)	Performance (YTD)	
	Comments	Fees for planning applications are set by Government and the Council has very little control or influence over the level and types of applications made – they are more a reflection of national and sub-regional economic conditions. Whilst it is too early to predict the year end position it is worth noting that the cumulative position after three months this year is markedly better than the position after three months last year – although worse than the position after three months of 2021/22.
	Actual (Period) (YTD)	168,462.00
	Target (YTD)	216,249.00
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.

<b>OVERVIEW &amp; SCRUTINY ANNUAL REPORT 2022-23</b>	
<b>Executive Summary</b>	This report aims to provide the Council with an outline of the role of the Overview & Scrutiny Committee, a summary of the work undertaken throughout 2022-23, and highlight any issues encountered by the Committee during this period.
<b>Options considered</b>	N/A
<b>Consultation(s)</b>	O&S Chairman
<b>Recommendations</b>	<p><b>It is recommended that Council notes the report, affirms the work of the Overview &amp; Scrutiny Committee, and considers the following concerns raised within the key issues section of the report:</b></p> <ul style="list-style-type: none"> <li>• <b>A high number of apologies and limited substitute availability needs to be addressed by Group Leaders.</b></li> <li>• <b>Requested information has not been provided in a timely or satisfactory manner and needs to be addressed by officers.</b></li> <li>• <b>Delayed finance reports have had an ongoing impact on the work programme that needs to be addressed by officers.</b></li> <li>• <b>Non-attendance of the PCC at short notice impacted the Committee's crime and disorder update, and substitutes will therefore be requested in future.</b></li> </ul>
<b>Reasons for recommendations</b>	To inform Council of the work of the Overview & Scrutiny Committee in 2022-23 and address concerns raised.
<b>Background papers</b>	Overview & Scrutiny work programme 2022-23

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	N/A
<b>Contact Officer</b>	Matt Stembrowicz - Democratic Services & Governance Officer (Scrutiny) Tel: 01263 516047 Email: <a href="mailto:Matthew-stembrowicz@north-norfolk.gov.uk">Matthew-stembrowicz@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	All
Medium Term Financial Strategy	N/A
Council Policies & Strategies	N/A

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	N/A

## **1. Introduction – Role of the Committee**

1.1 The Overview and Scrutiny Committee is the Council's primary oversight Committee that holds Cabinet to account and ensures that reliable services are provided, whilst best value for money is achieved. Introduced by the Local Government Act 2000, Scrutiny Committees are able to monitor internal Council affairs and also review the work of external bodies such as the Police, health providers, and utility companies.

1.2 As outlined in the Constitution, the Overview and Scrutiny Committee's terms of reference are as follows:

- To scrutinise and review decisions or other actions taken with respect to non-executive functions.
- To make reports or recommendations to Full Council or to Cabinet about one or more particular issue(s), service(s) or matter(s), which affects North Norfolk and its residents. Reports or recommendations may be carried out on whatever issue, service or matter the Committee thinks fit and may be carried out on any subject if the Full Council or the Cabinet requests it to do so.
- To carry out best value reviews.
- To act as the Council's Crime and Disorder Committee.
- To produce an annual report to Council on the work of the Committee over the year.
- To ensure effective scrutiny of the treasury management strategy and policies.

1.3 The remit of the Overview and Scrutiny Committee also includes undertaking policy review and development, monitoring performance management, promoting community well-being and improving the quality of life in the District. Scrutiny is Member-led and independent of party political arrangements. At North Norfolk District Council, the Overview and Scrutiny Committee is chaired by a member of the opposition. Scrutiny should always be viewed as a function which belongs to and benefits the whole Council.

2.2 Who participates in Scrutiny:

- The Chairman and Vice-Chairman of the Overview and Scrutiny Committee take a pro-active role throughout the process, attending pre-agenda meetings to steer and scope the direction of questioning and investigation.
- Overview and Scrutiny Committee Members – Scrutiny is different from other committees in that it calls for Members with investigative and creative minds who are prepared to “do their homework” out of the Council Chamber and think outside of the usual committee framework, tailoring the method of review to suit the topic.
- Cabinet Portfolio Holders are invited to attend meetings of the Committee to present and answer questions on reports relevant to their portfolio. The aim is that the Portfolio Member should have an opportunity to contribute to any issues relating to their portfolio.
- All non-Executive Members of the Council are routinely invited to attend Committee Meetings and offered the opportunity to ask questions on issues that matter to the residents they represent.

- Officers are involved in a number of ways – those directly involved in supporting the scrutiny process and those who are called to prepare reports for the Committee on a range of issues.
- Invitees and Witnesses can be called not just from within the Council, but from partners and public service providers.
- The public are welcome to attend meetings of the Committee with a provision to submit questions or statements 24 hours in advance, in order to raise issues of concern that they would like the Committee to consider.

### **3. Committee Role and Responsibilities**

- 3.1 Scrutiny of decisions made by Cabinet - The Overview and Scrutiny Committee routinely reviews decisions made by Cabinet to ensure that they are appropriate, justified and provide best value for money.
- 3.2 Pre-Scrutiny - This enables greater co-ordination between the Cabinet and Scrutiny work programmes, whereby the Committee can provide input into policy development and decisions prior to their approval. This process ensures that the Overview and Scrutiny Committee and wider Members can provide meaningful input into key issues, reducing the likelihood of call-ins. Some examples include:
- Commenting and providing input on corporate projects
  - Pre-scrutinising the annual budget.
  - Providing input during the policy development process.
  - Considering key strategies prior to approval.
- 3.3 Call-ins - All key decisions made by Cabinet that have not been pre-scrutinised are subject to a five day 'call-in' period, prior to implementation. This enables the Overview and Scrutiny Committee to consider whether any contentious decisions are appropriate, and provides the opportunity to recommend to Cabinet that the decision be reconsidered, if necessary.
- 3.4 Financial Scrutiny – This allows the Committee and wider Members the opportunity to review and comment on draft budget proposals, budget monitoring reports, the Medium Term Financial Strategy, and other financial strategies. Consideration of financial reports is a statutory requirement of the Committee's work programme.
- 3.5 Performance Monitoring - This is a quarterly item for the Committee that provides an opportunity to ensure that service areas are meeting performance targets, or to highlight issues where further investigation may be required. It is also important for holding the Cabinet to account, by considering whether the administration are meeting the objectives set within their Corporate Plan and subsequent Delivery Plans.
- 3.6 External Organisations - The Committee may request briefings on matters of concern from external organisations. These are usually followed by a Q&A session to gain further insight into the chosen subject. The Overview and Scrutiny Committee has a statutory obligation to oversee crime and disorder in the District, which is usually in the form of a briefing from the Police and Crime Commissioner, accompanied by senior Police Officers.
- 3.7 Focused/Rapid Reviews - The Committee may choose to look at a topic in depth over a specific period of time to consider whether the Council is achieving the necessary outcomes. This could be undertaken by the whole

Committee as a rapid review in a single day, or as a smaller review by a Task and Finish Group, usually lasting six months.

- 3.8 Petitions - The Committee has an obligation to consider petitions received from members of the public, which can be submitted electronically or by hard copy. There is a threshold of 750 signatures required from within the District in order for the petition to be subject to full debate by the Committee.

#### **4. Work of the Committee 2022-23**

4.1 2022/23 was a busy year for the Committee on the lead-up to the 2023 local elections with many large projects either nearing or reaching completion, whilst in-depth reviews took place simultaneously, requiring the establishment of an Environment and Quality of Life Scrutiny Panel. Ten formal Committee meetings were held throughout the year, with apologies given on twenty-nine occasions and substitutes only covering eight absences. This equates to an average of almost three apologies per meeting, which suggests that some Members routinely struggled to attend Committee meetings. The Environment and Quality of Life Scrutiny Panel met six times, and focused primarily on the review of public conveniences.

4.2 Highlights from the 2022/23 Work Programme are listed below:

- Waste Contract - Changes to Target Operating Model: One of the Committee's key focuses in 22/23, was the changes made to the joint waste contract. This included a fundamental change to the collection routes and days that household waste bins were collected, in order to generate efficiencies and increase collection capacity. Whilst the changes were delayed in order to avoid the peak tourism season, the changes still caused significant service disruption that left many residents with repeated missed collections. In order ensure that there issues were addressed, the Committee called in Serco representatives on multiple occasions over consecutive months to maintain pressure on the contractor. Over ten meetings the waste contract was discussed on four separate occasions, with additional verbal updates provided by the service director. The GAP analysis of contractual obligations was also reviewed on two occasions to review progress in implementing outstanding elements of the contract.
- Environment and Quality of Life Scrutiny Panel: Established for a six-month trial period beginning in January 2022 the Panel focused on reviewing the Council's public conveniences provision. This work was undertaken over six meetings with support from the Projects and Programme Manager, and resulted in a substantive report reviewed by Cabinet containing fifteen recommendations, of which eleven were accepted including recommendations to undertake professional surveys of existing equipment provision, adopting a standard template and seeking to install more energy and water saving equipment. Whilst there are plans to revisit the recommendations in 2023-24 to determine progress, it should be noted that the Scrutiny Panel took on a substantial task and succeeded in delivering an effective piece of scrutiny that went well beyond the capacity of the Committee.
- Anglian Water - Sewage Outflows: Following an increase in sewage outflow events across the District, the Committee were asked by Full Council to engage with Anglian Water and undertake annual monitoring

of SO events and the mitigation efforts taken to address them. Two Anglian Water representatives attended the May Committee meeting in order to provide a briefing which resulted in four recommendations. These included efforts to improve communication with the public on sewage outflow events, improve data sharing with NNDC, ensure greater attention is paid to mitigation measures, and to facilitate a waste water treatment works site visit for Committee Members. With these issues persisting and in many cases worsening throughout the District and across the Country, further engagement with Anglian Water is expected in the year ahead.

- **Ambulance Response Times Monitoring:** Monitoring of ambulance response times continued throughout 22/23, with the Committee taking a more focused approach, specifically reviewing postcodes NR23-NR27 where the District suffers from some of the worst performance in the Country. The Committee was joined by representatives of EEAST and the ICB at the July meeting where Members were informed that many issues with ambulance response times are caused by ambulance turnaround times at hospitals, which are impacted by the number of beds available, suggesting that there are systemic issues. Whilst NNDC does not have a responsibility to monitor health matters like NCC's NHOSC, the Committee have continued response times monitoring as NHOSC primarily review aggregate data for the County that overlooks postcode specific issues in North Norfolk. Response times remain a significant concern for residents in coastal communities, and the Committee is therefore committed to continued monitoring to maintain pressure for improvements.
- **Pre-scrutiny of the Performance Management Framework:** Performance monitoring is a key role of the Committee, and as such it is important that Members have a say in how performance is monitored. Throughout the year several suggestions were made that would culminate in the Committee requesting three different performance reports. The first being the base performance management report which sets out the Council's performance against its Corporate Plan objectives, with a request made to report performance by exception on red and amber RAG status indicators only, significantly reducing the reporting burden and focusing the Committee's attention. In addition to the base report, Benchmarking and Contextual performance reports were requested to compare the Council's performance with similar authorities on national metrics, and to review the contextual measures on which the Corporate Plan was based.
- **Pre-Scrutiny – Draft Budget 23-24:** Given the financial context of the 2022/23 year, setting the budget was a particularly difficult task for the Finance Team. Within the initial draft however, anticipated staff-cost inflation was set at just two percent, which taking into consideration alongside national economic context, led the Committee to recommend that the budget for staff cost inflation be raised to five percent. This would allow for the ongoing cost of inflation and subsequent higher pay settlements to be covered, without the need for potential use of reserves. The Committee were also conscious to exercise additional caution, given that the Council's accounts have not received external audit sign-off since 2020, meaning that the budget, outturn position, and budget monitoring reports could be based on unverified assumptions.

- Planning Service Improvement Plan – Action Plan: Work continued on the Planning Service Improvement Plan instigated by the Committee in 21-22. Whilst consultation was delayed by GDPR constraints, an action plan outlining all measures was reviewed by the Committee in February with over thirty actions covering people, process and performance. Further updates on the outcome of consultation and the implementation of the Plan are expected in 23-24.
- Councillor Call for Action – Impact of Second Homes and Holiday Lets: In December 2021 a CCfA was called to request that the Committee consider the impact that second homes and holiday lets have on the District. The data report was presented to the Committee in July 2022 with six recommendations that sought to support Government proposals to increase Council Tax on second homes, require registration of tourism accommodation, increase planning controls on second homes and tourism accommodation, and also support the retention of increased Council Tax revenue by the authority. The report also challenged some existing prejudices by highlighting the importance of second homes and holiday accommodation to the tourism economy, and the impact of high numbers of retirees relocating to the District. Overall, the report represents an important piece of research that was reported in both local and national media.
- North Walsham High Streets and Heritage Action Zone - Project Monitoring: Throughout 22-23 the Committee continued to closely monitor the implementation of the project with updates received on four occasions. The Committee were also asked to review a request for additional funding, and whilst this recommendation was supported, it was subject to a request for further detailed information on how these funds would be spent in order to fully justify the expenditure. Throughout the year questions were also raised on where the original project contingency had been spent, generating the need for additional funding. In either case, the information requested has not been provided to the Committee in a timely or satisfactory manner, therefore undermining the Committee’s ability to properly scrutinise spending on an important Council project.

4.3 In summary, the Committee undertook a substantial amount of business throughout the year, with fifty-four reports or briefings, though this includes a number of recurring items such as performance and budget monitoring. Six of these topics could be defined as ‘pre-scrutiny’, in that they were reviewed by the Committee or the Scrutiny Panel in advance of consideration or approval by Cabinet or Council. This is a slight drop from the previous year, though the Committee undertook more investigatory work and held one less meeting. In total, the Committee made over seventy recommendations to Cabinet, Council and GRAC, with further action requests made to CLT and other officers. This equates to approximately seven recommendations per meeting, with only three not accepted throughout the whole year. The formation of a Scrutiny Panel greatly increased the capacity of the Committee and allowed for an in-depth review to take place on matters relating to key priorities of the Corporate Plan. Overall, the Committee remained highly active throughout the year with a focus on undertaking investigations and reviewing Cabinet decisions, whilst also maintaining oversight of Council services and performance.

## 5. Key Issues



- 5.1 There were twenty-nine instances where apologies were given over 22-23, with substitutes only available on nine occasions. This equates to an average of just under three absences per meeting requiring substitutes, and whilst changes to Cabinet meant that previously reliable Committee Members and substitutes were no longer available, a greater commitment is required from Members to ensure attendance. It is hoped that following the election, newly appointed Committee Members will have the required time available to commit to their roles. However, Group Leaders must ensure that their Committee appointments can either commit to attending meetings, or make all efforts to arrange a substitute when this is not possible.
- 5.2 Access to information has been a key issue for the Committee in 2022-23 with significant delays in receiving requested information that go well beyond the ten working days outlined within the Constitution. For this reason, it is crucial to reiterate that any Member of the Overview & Scrutiny Committee is entitled to review any material relating to any business that has been transacted at a private meeting or a public meeting of a decision making body of the Executive (Cabinet) before or after a decision has been made, unless there is a specific reason this information cannot be shared, or the Member requesting the information cannot justify a 'need to know'. In order for the Committee to function effectively, it is critical that this is addressed as a matter of immediate concern.
- 5.3 Delays to financial reports remain a concern as they have impacted the work programmes of the Committee, GRAC and the Cabinet Work on several occasions. Whilst in some instances these delays are unavoidable, it is hoped that recruitment of additional Finance officers will help resolve delays and bring reports back on-track. Alongside limited external audit capacity, the lack of resource in the Finance Team has also impacted the accounts sign-off process with accounts not receiving external audit sign-off since 2020-21. This means that many financial reports or decisions reviewed by the Committee could be based on unverified assumptions, which presents a level of uncertainty and risk. The Committee therefore supports all efforts taken by GRAC and the Finance Team to bring the auditing of annual accounts back on track.
- 5.4 Whilst the PCC was invited to attend a Committee meeting in March to provide a briefing and update the Committee on the progress made with implementing his Police and Crime Plan, he unfortunately had to give his apologies at very short notice. In order to address similar issues from reoccurring again in the future, it is advised that a substitute should be arranged for future visits that can stand-in for the PCC, should he not be able to attend the meeting.

## **6. Corporate Priorities**

- 6.1 One of the Committee's key responsibilities is monitoring the performance of the Council against its corporate priorities. This is done on a quarterly basis to provide Members with an opportunity to ask questions or raise concerns, as a result the Committee helps to ensure that all corporate priorities of the Council are achieved.

## **7. Financial and Resource Implications**

- 7.1 There are no explicit proposals contained within the report that present financial or resource implications, however the Committee does in principle

support any operational actions taken by the S151 Officer to increase the available resource within the Finance Team, which will have an associated financial implication.

## **8. Legal Implications**

8.1 There are no legal implications presented within the content of the report.

## **9. Risks**

9.1 There are no immediate risks raised within the content of the report, however the key concerns outlined in section five may negatively impact the ability of the Committee to operate effectively, which could present a level of risk to the Council.

## **10. Net Zero Target**

10.1 There are no net zero implications presented within the content of the report.

## **11. Equality, Diversity & Inclusion**

11.1 There are no equality, diversity and inclusion implications presented by the content of the report.

## **12. Community Safety issues**

12.1 Whilst there are no direct community safety issues presented by the content of the report, the absence of the Police and Crime Commissioner's planned attendance for the crime and disorder update means that community safety issues may not have been given adequate attention in 2022-23. Efforts will be made to ensure that if the PCC cannot attend a Committee meeting in 2023-24, then a representative will be sent in his place.

## **13. Conclusions**

13.1 2022-23 was a challenging but productive year for the Committee, with several investigations and reviews that began in 21-22 that required significant time and resource to complete. The result of these investigations were positive recommendations that helped Cabinet and the Council to improve its services and adapt to rising challenges, most explicitly in the areas of public conveniences and the impact of second homes and holiday lets. The Committee also undertook important scrutiny work on external bodies, including Anglian Water and the Ambulance Service, both of which related to matters of significant concern for residents of the District. As a result, the Committee can also be seen to have worked in the public interest for the residents of North Norfolk, and will continue to do so in the year ahead.

13.2 The Committee made seventy-three recommendations to both Cabinet and Council, with further requests made for actions from officers. Only three recommendations were not accepted, which suggests that the work of the Committee was widely supported by all Members of the Council. Similarly, there were no decisions made by the Cabinet that warranted call-in by the Committee, which is a positive sign that Scrutiny and the Executive continue to work well together.

13.3 There are matters of concern for the Committee that have been highlighted under the key issues section of the report. These relate to the number of apologies given and substitutes arranged, access to information, delays to finance reports, and the absence of a briefing from the PCC. Members and officers are asked to reflect on these concerns and consider whether any actions for improvement can be made. Despite the challenges faced, the Committee was still able to provide valuable and effective oversight for the Council, whilst providing input into policy development, monitoring service performance, and undertake reviews or investigations. In summary, the Committee was clearly able to add value to the operation of the Council.

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<b>Delegated Decisions (March to August 2023)</b>	
<b>Executive Summary</b>	This report details the decisions taken under delegated powers from March to August 2023.
<b>Options considered</b>	Not applicable – the recording and reporting of delegated decisions is a statutory requirement.
<b>Consultation(s)</b>	Consultation is not required as this report and accompanying appendix is for information only. No decision is required and the outcome cannot be changed as it is historic, factual information.
<b>Recommendations</b>	<b>To receive and note the report and the register of decisions taken under delegated powers.</b>
<b>Reasons for recommendations</b>	<p>The Constitution: Chapter 6, Part 5, sections 5.1 and 5.2 details the exercise of any power or function of the Council where waiting until a meeting of Council or a committee would disadvantage the Council. The Constitution requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate)</p> <p>Section 2.1 sets out the requirements regarding the reporting of conditional delegated decisions.</p>
<b>Background papers</b>	Signed delegated decision forms.

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Leader, Cllr T Adams
<b>Contact Officer</b>	Emma Denny, Democratic Services Manager, <a href="mailto:emma.denny@north-norfolk.gov.uk">emma.denny@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	N/A
Medium Term Financial Strategy (MTFS)	N/A – information report only
Council Policies & Strategies	N/A

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	Yes – no exempt information is included.
Details of any previous decision(s) on this matter	Dates of any Cabinet decisions providing delegated authority are included in the attached appendix.

## **1. Purpose of the report**

- 1.1 This reports summarises any decisions taken under delegated powers since March 2023. Decisions are reported to cabinet and Overview & Scrutiny Committee on a quarterly basis.
- 1.2 Delegated decisions are available to the public through the website and are reported to Members via Cabinet and Overview & Scrutiny Committee. The process for reporting and consulting on these decisions is contained in the Constitution at Chapter 6, 2.1 (Conditional Delegation) and 5.1 and 5.2 (Full Delegation to Chief Officers) and the publication of these decisions is a legal requirement.
- 1.3 Historic lists are available on the Council's website.

## **2. Introduction & Background**

- 2.1 The Constitution requires that for the exercise of any power or function of the Council in routine matters falling within established policies and existing budgets, where waiting until a meeting of the Council, a committee or working party would disadvantage the Council, an elector or a visitor to the District, then the officer exercising the power must consult with the Leader, the relevant portfolio holder and if it relates to a particular part of the District, the local member.
- 2.2 For the exercise of any power or function of the Council, which in law is capable of delegation, in an emergency threatening life, limb or substantial damage to property within the District, the senior officer shall consult with the Leader or the Deputy Leader.
- 2.3 Overview and Scrutiny Committee will receive the delegated decisions list at their meetings so they can fully understand why they were taken and assess the impact on the Council.

## **3. Proposals and Options**

No alternative proposals and options are set out in this report as it is a factual report, for information only and provided to ensure compliance with statutory reporting requirements.

## **4. Financial and Resource Implications**

The majority of decisions recorded have been delegated by Cabinet at a formal meeting and the financial implications have been set out clearly as part of the committee report. For any other decisions, financial implications are set out on the delegated decision form and summarised in Appendix A (attached)

**Comments from the S151 Officer:**

*The S151 Officer (or member of the Finance team on their behalf) will complete this section.*

**5. Legal Implications**

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 require that all decisions, including those taken by officers, must state:

- The decision taken and the date it was made
- The reasons for the decision
- Details of options considered and rejected and the reasons why they were rejected
- Declarations of interest and any dispensations granted in respect of interests

Officers taking a decision under delegation are required to complete a delegated decision form.

**Comments from the Monitoring Officer**

*The Monitoring Officer (or member of the Legal team on behalf of the MO) will complete this section. They will outline any legal advice provided.*

**6. Risks**

There is a reputational risk if the Council does not comply with the statutory requirements (set out in section 5 above)

Any risks relating to individual delegated decisions were set out as part of the initial committee report and/or included in the delegated authority form.

**7. Net Zero Target**

Not applicable. No decision is being taken, this report is for information only.

**8. Equality, Diversity & Inclusion**

Not applicable. No decision is being taken, this report is for information only.

**9. Community Safety issues**

**10.** Not applicable. No decision is being taken, this report is for information only.

**11. Conclusion and Recommendations**

Each decision has been recorded and a summary is provided at Appendix A

**Recommendation:**

**Cabinet is asked to receive and note the register of decisions taken under delegation.**



## Record of Decisions taken under Delegated Authority (Appendix A)



Delegated Power being exercised; <i>*see footnote</i>	Key Decision y/n	Officer exercising Delegation	Details of decision made	Consultations undertaken	Date of decision	Date Reported to Cabinet
Section 5.1	No	Director of Place & Climate Change	Formal approval of Coastal Protection Project -Mundesley Coastal Management Scheme  (as agreed at the meeting of Cabinet on 28 Feb 2022)	S 5.1 Portfolio Holder	01 Feb 2023	04 Sep 2023
Section 5.1	No	Director of Place & Climate Change	To extend the secondment from UEA to support ongoing coastal work to now cover support for the Coastal Transition Accelerator Programme (CTAP)	s 5.1 Portfolio Holder	March 2023	04 Sep 2023
Section 5.1	No	Director of Place & Climate Change	Approving the submission of the North Norfolk Coastal Transition Accelerator Programme Outline Business Case to the Environment Agency Large Project Review Group for consideration for approval.  <i>Delegation for the above approved at the Cabinet meeting of 3<sup>rd</sup> January 2023.</i>	S 5.1 Portfolio Holder	29 March 2023	04 Sep 2023
Section 4.1(a&b) <i>(Full delegation to Officers)</i>	No	S151 Officer / Director of Finance	To incur expenditure of £23,500 to upgrade servers hosting eFinancials, where there is currently no budget for this. To fund the expenditure from the Delivery Plan Reserve – A Chief Finance Officer virement as allowed – see <i>the Constitution, Chapter 9 – Rules, Codes and Procedures, Part 1 – Financial Regulations, Paragraph 2.26</i>	S 5.1 Leader & Portfolio Holder	09 August 2023	04 Sep 2023
Section 5.1	No	Leader of the Council	- Holt Neighbourhood Plan to be brought into force following the referendum	S 5.1 Portfolio Holder	08 August 2023	04 Sep 2023

January 2023

\* Chapter 6; Conditional delegation Section 2.1, Full delegation to Chief Officers Section 5.1 - Routine matters, Section 5.2 Emergency powers

# Record of Decisions taken under Delegated Authority (Appendix A)

			<p>- Issuing of the Decision Statement under Reg 19</p> <p><i>Ratification required before statutory deadline of 25 August – so decision taken by the Leader, ahead of Cabinet indicating their support at the meeting on 4<sup>th</sup> September.</i></p>	<p><i>(See also Key Decisions – matters of urgency, Chapter 3, S7)</i></p>		
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Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
<b>October 2023</b>					
<b>Cabinet</b>	<b>02 Oct 2023</b>	<b>Managing Performance Q1</b>	<b>Cllr T Adams</b> <i>Steve Blatch</i> <i>Chief Executive</i>	<i>A Strong, responsible and Accountable Council</i>	
<b>Scrutiny</b>	<b>13 Sep 2023</b>				
<b>Cabinet</b>	<b>02 Oct 2023</b>	<b>LAHF Round 2</b>	<b>Cllr W Fredericks</b> <i>Nicky Debbage</i> <i>Housing Strategy &amp; Delivery Manager</i>	<i>Meeting our Housing Need</i>	
<b>Cabinet</b>	<b>02 Oct 2023</b>	<b>Age Friendly Communities</b>	<b>Cllr L Withington</b> <i>Sonia Shuter</i> <i>Early Help &amp; Prevention Manager</i>	<i>Developing our Communities</i>	
<b>Cabinet</b>	<b>02 Oct 2023</b>	<b>Proposals for S106 Grant Funding</b>	<b>Cllr W Fredericks</b> <i>Nicky Debbage</i> <i>Housing Strategy &amp; Delivery Manager</i>	<i>Meeting our Housing Need</i>	
<b>November 2023</b>					
<b>Cabinet</b>	<b>06 Nov 2023</b>	<b>Draft Delivery Plan</b>	<b>Cllr T Adams</b> <i>Steve Blatch</i> <i>Chief Executive</i>	<i>A Strong, responsible and Accountable Council</i>	<i>Pre-Scrutiny</i>
<b>Scrutiny</b>	<b>11 Oct 2023</b>				
<b>Cabinet</b>	<b>06 Nov 2023</b>	<b>Budget Monitoring P6</b>	<b>Cllr L Shires</b> <i>Tina Stankley</i> <i>Director of Resources</i>	<i>A Strong, responsible and Accountable Council</i>	
<b>Scrutiny</b>	<b>15 Nov 2023</b>				



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)

Cabinet	06 Nov 2023	Stalham Sports Centre	Cllr L Withington Colin Brown Leisure & Locality Services Manager	Developing our communities	 Possible Exempt information
Cabinet	04 Dec 2023	Marrams Bowls Club, Cromer	Cllr Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	A Strong, responsible and Accountable Council	 Possible Exempt information
Cabinet	04 Dec 2023	Cromer Tennis Club	Cllr Lucy Shires Cllr L Withington Renata Garfoot Estates & Asset Strategy Manager	Developing our Communities	 Possible Exempt information
<b>December 2023</b>					
Cabinet	04 Dec 2023	Medium Term Financial Strategy	Cllr L Shires Tina Stankley Director of Resources	A Strong, responsible and Accountable Council	
Scrutiny	15 Nov 2023				
Council	22 Nov 2023				
Cabinet	04 Dec 2023	Managing Performance Q2	Cllr T Adams Steve Blatch Chief Executive	A Strong, responsible and Accountable Council	
Scrutiny	13 Dec 2023				
Cabinet	04 Dec 2023	Treasury Management Half Yearly report	Cllr L Shires Tina Stankley Director of Resources	A Strong, responsible and Accountable Council	
Scrutiny	13 Dec 2023				
Council	20 Dec 2023				



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)

<b>Cabinet</b>	<b>04 Dec 2023</b>	<b>Fees &amp; Charges 2024/2025</b>	<b>Cllr L Shires</b> <i>Tina Stankley</i> <i>Director of Resources</i>	<i>A Strong, responsible and Accountable Council</i>	
<b>Scrutiny</b>	<b>13 Dec 2023</b>				
<b>Council</b>	<b>20 Dec 2023</b>				
<b>Cabinet</b>	<b>04 Dec 2023</b>	<b>Options appraisal for land adjacent to the Cedars, North Walsham</b>	<b>Cllr Lucy Shires</b> <i>Renata Garfoot</i> <i>Estates &amp; Asset Strategy Manager</i>	<i>A Strong, responsible and Accountable Council</i>	 Possible Exempt information
<b>Cabinet</b>	<b>04 Dec 2023</b>	<b>Rocket House, Cromer – appraisal and options</b>	<b>Cllr Lucy Shires</b> <i>Renata Garfoot</i> <i>Estates &amp; Asset Strategy Manager</i>	<i>A Strong, responsible and Accountable Council</i>	 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)

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## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2023/24

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
<b>May 2023</b>				
<b>NO MEETING DUE TO ELECTION</b>				
<b>June</b>				
Scrutiny	<b>Training Recap</b>	Cllr N Dixon Matt Stembrowicz		
Scrutiny	<b>O&amp;S Draft 2023/24 Work Programme</b>	Matt Stembrowicz Cllr N Dixon	To review and approve the Committee's draft 2022/23 Work Programme	Annual
Cabinet Scrutiny	<b>Performance Monitoring Q4</b>	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	<b>Contextual Performance Measures Report</b>	Lucy Wilshaw Cllr T Adams	To review contextual performance and consider how this may impact corporate priorities	Quarterly/six-monthly
Cabinet Scrutiny Council	<b>Purchase of additional refuse vehicles for garden &amp; commercial waste</b>	Scott Martin Cllr C Ringer	To review proposal to purchase additional waste collection vehicles in advance of approval by Council	
Scrutiny	<b>Appointment to NCC Norfolk Health Overview &amp; Scrutiny Committee</b>	Matt Stembrowicz	To appoint a Member of the Committee (and substitute) to sit on the NCC Norfolk Health O&S Committee	
<b>July</b>				
Cabinet Scrutiny Council	<b>Treasury Management Annual Report (Cabinet recommendation)</b>	Cllr L Shires Tina Stankley	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	<b>Out-turn report</b>	Cllr L Shires Tina Stankley	To make any recommendations to Council – To include an update on savings proposals	Annual
Scrutiny	<b>Performance Benchmarking</b>	Lucy Wilshaw Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Cabinet Scrutiny Council	<b>Draft Corporate Plan 2023 - 2027</b>	Cllr T Adams Steve Blatch	To review and comment on the Draft Corporate Plan and consider any necessary recommendations	

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2023/24

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
<b>August</b>				
<b>NO MEETING - AUGUST BREAK</b>				
<b>September</b>				
Cabinet Scrutiny Council	<b>Debt Management Annual Report (Cabinet recommendation)</b>	Sean Knight Cllr L Shires	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny	<b>Budget Monitoring P4</b>	Cllr L Shires Tina Stankley	To review the budget monitoring position	Periodical
Cabinet Scrutiny	<b>Performance Monitoring Q1</b>	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny Council	<b>Overview &amp; Scrutiny Committee Annual Report</b>	Matt Stembrowicz Cllr N Dixon	To approve annual summary of Committee work for 2022-23	Annual
Scrutiny	<b>Planning Service Improvement Plan – Statutory Consultee Update</b>	Martyn Fulcher Cllr A Brown	To receive an update on feedback received from statutory consultees in relation to the PSIP	
Scrutiny	<b>Enforcement Board Update</b>	Martyn Fulcher Cllr A Brown	To receive an update on the work of the Enforcement Board	Bi-annual
<b>October</b>				
Cabinet Scrutiny Council	<b>Council Tax Discount Determinations (Cabinet Recommendation)</b>	Cllr L Shires Tina Stankley	To determine the Council Tax discounts for 2023/24	Annual
Scrutiny	<b>Pre-Scrutiny: Delivery Plan</b>	Cllr T Adams Steve Blatch	To pre-scrutinise the Corporate Plan: Delivery Plan in advance of approval	Cabinet Request
Scrutiny	<b>Ambulance Response Times Data Monitoring</b>	Matt Stembrowicz Lucy Wilshaw	To monitor ambulance response times data across the District	Six-monthly
Scrutiny	<b>Access to NHS Dentistry Services in North Norfolk</b>	Matt Stembrowicz Cllr J Boyle	Seek outline of position from NHOSC and consider possible actions.	
Scrutiny	<b>NWHS haz Project Update</b>	Lou Robson Cllr P Heinrich	To receive an update on all wider elements of project	
Scrutiny	<b>Scrutiny Panel: Review TOR and Seek Appointments</b>	Matt Stembrowicz Cllr N Dixon	To review Scrutiny Panel's Terms of Reference and seek new appointments	



## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2023/24

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>November</b>				
Scrutiny	<b>Anglian Water – Sewage Outflows Briefing/Q&amp;A</b>		To receive a briefing on sewage outflow events and efforts/investment made to address these + Q&A	
Cabinet Scrutiny Council	<b>Prudential Indicators 2021-22 (Cabinet recommendation)</b>	Cllr L Shires Tina Stankley	To ensure the prudential indicators for 2021-22 are fully complied with.	Annual
Cabinet Scrutiny	<b>Budget Monitoring P6</b>	Cllr L Shires Tina Stankley	To review the budget monitoring position	Periodical
Scrutiny	<b>Waste Contract: Serco Update</b>	Steve Hems Cllr C Ringer	To receive a formal update on the performance and functioning of the waste contract	Annual
Scrutiny	<b>CTAP/Coastwise - Coastal Monitoring</b>	Rob Goodliffe Cllr H Blathwayt	To receive a progress update on the Coastwise/CTAP programme	Annual
<b>December</b>				
Cabinet Scrutiny Council	<b>Treasury Management Half-Yearly Report (Cabinet recommendation)</b>	Cllr L Shires Tina Stankley	Committee to consider recommendation to Council	Six Monthly
Cabinet Scrutiny Council	<b>Fees &amp; Charges</b>	Cllr L Shires Tina Stankley	To undertake an annual review of the Council's fees & charges to consider any changes	Annual
Scrutiny	<b>Beach Huts &amp; Chalets Monitoring</b>	Renata Garfoot Cllr L Shires	To monitor the occupancy, condition and revenue of NNDC owned beach huts and chalets.	Annual
Cabinet Scrutiny	<b>Performance Monitoring Q2</b>	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	<b>Contextual Performance Measures Report</b>	Lucy Wilshaw Cllr T Adams	To review contextual performance and consider how this may impact corporate priorities	Quarterly/six-monthly
Scrutiny	<b>Performance Benchmarking</b>	Lucy Wilshaw Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Scrutiny	<b>Planning Service Improvement Plan – Monitoring</b>	Martyn Fulcher Cllr A Brown	To monitor the progress of implementation of the PSIP	Committee Request

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2023/24

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>January 2024</b>				
Scrutiny Cabinet Council	<b>Pre-Scrutiny: Draft Budget 2024-25</b>	Cllr L Shires Tina Stankley	To review the proposed budget and projections	Annual
Scrutiny Cabinet Council	<b>Medium Term Financial Strategy 2023-26</b>	Cllr L Shires Tina Stankley	To review the MTFS for 2023-2026	Annual
Scrutiny Cabinet Council	<b>Treasury Strategy (Cabinet recommendation)</b>	Cllr L Shires Tina Stankley	Committee to consider recommendation to Council	Annual
Scrutiny Cabinet Council	<b>Capital Strategy (Cabinet recommendation)</b>	Cllr L Shires Tina Stankley	Committee to consider recommendation to Council	Annual
Scrutiny Cabinet Council	<b>Investment Strategy (Cabinet recommendation)</b>	Cllr L Shires Tina Stankley	Committee to consider recommendation to Council	Annual
<b>February</b>				
Scrutiny	<b>Crime &amp; Disorder Update TBC</b>	Matt Stembrowicz OPCC	To receive a briefing on Crime and Disorder in the District/County	Annual
Scrutiny	<b>Enforcement Board Update</b>	Martyn Fulcher Cllr A Brown	To receive an update on the work of the Enforcement Board	Bi-annual
Scrutiny	<b>Car Park Usage Monitoring</b>	Cllr L Shires Tina Stankley	To undertake an annual review of the usage and revenue of the Council's public car parks	Annual
Scrutiny	<b>Net Zero Commitment (NZAP) Monitoring</b>	Kate Rawlings Cllr A Varley	To monitor the implementation of the NZAP and progress made toward the net zero by 2030 pledge	

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2023/24

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>March</b>				
Cabinet Scrutiny	<b>Budget Monitoring P10</b>	Cllr L Shires Tina Stankley	To review the budget monitoring position	Periodic
Cabinet Scrutiny	<b>Performance Monitoring Q3</b>	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	<b>Contextual Performance Measures Report</b>	Lucy Wilshaw Cllr T Adams	To review contextual performance and consider how this may impact corporate priorities	Quarterly/six-monthly
<b>April</b>				
Scrutiny	<b>Ambulance Response Times Monitoring</b>	Matt Stembrowicz	To monitor ambulance response times data across the District	Six-monthly
Scrutiny	<b>Performance Benchmarking</b>	Lucy Wilshaw Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Scrutiny	<b>Planning Service Improvement Plan – Monitoring/Overview</b>	Martyn Fulcher Cllr A Brown	To review the implementation of the PSIP	Committee Request
Scrutiny	<b>Public Convenience Strategy Follow-up</b>	Cllr L Shires Renata Garfoot		

### ITEMS OF INTEREST TBC


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**OVERVIEW & SCRUTINY: OUTCOMES & ACTION LIST – JULY 2023**

REPORT, RECOMMENDATIONS & ACTIONS	ACTION BY	DATE
<p><u>10. 2022/23 OUTTURN REPORT</u></p> <p><b>RESOLVED</b></p> <p>To recommend the following to Full Council:</p> <p>a) The provisional outturn position for the General Fund revenue account for 2022/23;</p> <p>b) The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2023/24 budget;</p> <p>c) The deficit of £0.261m relating to service overspends be funded from the General Reserve;</p> <p>d) The deficit of £0.561m relating to retained business rates be funded from the Business Rates Reserve;</p> <p>e) The financing of the 2022/23 capital programme as detailed within the report and at Appendix D;</p> <p>f) The balance on the General Reserve of £2.649m;</p> <p>g) The updated capital programme for 2023/24 to 2025/26 and scheme financing as outlined within the report and detailed at Appendix E;</p> <p>h) The roll-forward requests as outline in Appendix F are approved.</p> <p>i) The transfer of £0.500m from the Delivery Plan Reserve to a new reserve ‘Net Zero Initiatives’ set up specifically to fund projects, initiatives and works to achieve net zero.</p> <p>j) The Provision of Temporary Accommodation capital budget for 2024/25 and 2025/26 of £0.250m per year be moved into 2023/24 giving a total budget of £0.750m in 2023/24 and that this be funded by temporary borrowing until it can be replaced by preserved right to buy capital receipts.</p>	<p align="center">Full Council</p>	<p align="center">July 2023</p>
<p><u>11. TREASURY OUTTURN REPORT 2022/23</u></p> <p><b>RESOLVED</b></p> <p>1. To recommend the report to Full Council for approval.</p>	<p align="center">Full Council</p>	<p align="center">July 2023</p>



Start Date	Action	Owner	Status	Comments
14.06.23	Meeting to discuss outstanding NWHSHAZ w/ Chair, VC, Cllr N Housden & CE All 3 performance reports to be reviewed	Chief Executive	Complete	CE met with Chairman in August
12.07.23	together	Scrutiny Officer		Confirmed for December

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