

# Overview & Scrutiny Committee



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Tuesday, 16 January 2024

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 24 January 2024** 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: [neil.white@north-norfolk.gov.uk](mailto:neil.white@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 this meeting is livestreamed and can be viewed here: [\(2\) NNDC eDemocracy - YouTube](#)

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 M Batey, Cllr J Boyle, Cllr G Bull, Cllr C Cushing, Cllr A Fletcher, Cllr M Hankins, Cllr V Holliday, Cllr N Housden, Cllr R Macdonald and Cllr L Vickers

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



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

**Chief Executive:** Steve Blatch  
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## A G E N D A

**1. TO RECEIVE APOLOGIES FOR ABSENCE**

**2. SUBSTITUTES**

**3. PUBLIC QUESTIONS & STATEMENTS**

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

**4. MINUTES**

1 - 14

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 13<sup>th</sup> December 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**

15 - 20

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

**7. PETITIONS FROM MEMBERS OF THE PUBLIC**

To consider any petitions received from members of the public.

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

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

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

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

**10. COMMUNITY CALL FOR ACTION - HOMELESSNESS**

21 - 24

To consider a Community Call for Action on Homelessness from Councillor Dr Victoria Holliday.

**Recommendation** – the Committee is invited to consider which of the options (a) to (f) set out in paragraph 3 of this report it wishes to take on this request.

11. **DRAFT REVENUE BUDGET FOR 2024/2025** 25 - 38
- To consider the draft budget for 2024/25, the MediumTerm Financial Strategy 2024/25 to 2027/28 and the proposed Capital Programme for 2024/25 to 2027/28.
- Recommendation** - that Cabinet consider any recommendations made by the Overview and Scrutiny Committee
12. **MANAGING PERFORMANCE 2019 - 2023** 39 - 68
- To consider the final managing performance report for the Council's Corporate Plan 2019 – 2023.
- It summarises delivery against the Corporate Plan agreed by the Council in November 2019 and the Delivery Plan agreed by Cabinet at its meeting of February 2020.
- Recommendation** - The Overview and Scrutiny Committee is invited to receive and comment upon this report - acknowledging that the majority of the Corporate Plan 2019-2023 priorities and objectives were achieved despite the unprecedented circumstances presented by the global COVID pandemic.
13. **MANAGING PERFORMANCE QUARTER 2 2023/24.** 69 - 108
- To consider the Quarter 2 Managing Performance Report which enables the Council to assess operational service performance for the second quarter of the 2023/24 civic year – i.e. 1st July – 30th September 2023.
- Recommendation** - The Overview and Scrutiny Committee is asked to note the report and, as appropriate, make comments to Cabinet and Corporate Leadership Team on areas where performance might be improved.
14. **PEER REVIEW - ACTION PLAN** 109 - 120
- To undertake some Pre-Scrutiny of a draft Action Plan that the District Council is required to develop in response to recommendations made through the recent Corporate Peer Challenge of the authority. The draft Action Plan seeks to meet this requirement.
- Recommendation** - the Overview and Scrutiny Committee is invited to comment on the draft Action Plan as a pre-scrutiny item of business before the Action Plan (as amended through any proposals made by the Overview and Scrutiny

**Committee) is presented to Cabinet for agreement and adoption.**

**15. TREASURY MANAGEMENT STRATEGY 121 - 160**

To consider the Council's Treasury Management Strategy for the year 2024/25. which details the Council's Treasury Management activities and presents a strategy for the prudent investment of the Council's resources. It also sets out the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives.

**Recommendation - To recommend to full Council that the Treasury Management Strategy 2024/25 is approved.**

**16. THE CABINET WORK PROGRAMME 161 - 164**

To note the upcoming Cabinet Work Programme.

**17. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 165 - 170**

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.

**18. EXCLUSION OF THE PRESS AND PUBLIC 171 - 176**

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 paragraphs 1,2 and 3 of Part I of Schedule 12A (as amended) to the Act."

The appendix to the report [Agenda item 11] is to be treated as exempt for the following reason:

Information in this appendix involves the likely disclosure of exempt information as defined in paragraphs 1,2 and 3, Part 1 of schedule 12A (as amended) to the Local Government Act 1972.

These paragraphs relate to:

Para 1. Information relating to any individual

Para 2. Information which is likely to reveal the identity of an individual

Para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:

Paragraphs 1 & 2: The documents contain information relating to individuals at the Council and it is considered that disclosure of this information may have a prejudicial or detrimental impact. The privacy rights of such individuals outweigh the public interest in disclosure.

Paragraph 3: The documents contain information as to ideas and proposals for costs savings and income. These proposals and comments relating to them were captured. Releasing this information which is the business information of the authority would be likely to prejudice the effective conduct of public affairs and limit free and frank discussion as to the points recorded. Other organisations are also identifiable and disclosure of this information may have a prejudicial impact upon their business.

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## OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 13 December 2023 in the Council Chamber - Council Offices at 9.30 am

<b>Committee</b>	Cllr N Dixon (Chairman)	Cllr S Penfold (Vice-Chairman)
<b>Members Present:</b>	Cllr V Holliday Cllr P Fisher Cllr M Batey Cllr R Macdonald	Cllr N Housden Cllr L Vickers Cllr J Boyle Cllr M Hankins
<b>Members also attending:</b>	Cllr A Brown Cllr L Shires Cllr J Toyne Cllr L Withington	
<b>Officers in Attendance:</b>	Chief Executive, Assistant Director for Finance, Assets, Legal & Monitoring Officer and Director for Resources / S151 Officer	
<b>Apologies:</b>	Cllr G Bull and Cllr C Cushing	

### 87 SUBSTITUTES

There were no substitutes.

### 88 PUBLIC QUESTIONS & STATEMENTS

None received.

### 89 MINUTES

Minutes – there was one amendment to the minutes. During the Waste and Related Services Update (Minute 78) Cllr N Housden had asked Serco about the pesticide used to kill weeds and they had confirmed that it was glyphosate. This had been omitted from the minutes and Cllr Housden requested that it was included.

Cllr J Toyne, Chairman of the Governance, Risk & Audit Committee (GRAC) referred to Minute 83, Coastwise – The North Norfolk Accelerator Programme and the following recommendation from Overview & Scrutiny Committee to GRAC:

*‘To request that Governance, Risk & Audit Committee reviews the risks presented by the Coastwise Project in respect of the likelihood and impact elements of the risk scores (pre and post the mitigation actions) so that there is clarity about how those actions will work and thus provide greater reassurance that they are being managed effectively and who owns them’.*

Cllr Toyne said that the Governance, Risk & Audit Committee reviewed the risks and having clarified several key points, was satisfied that the additional evidence presented to them demonstrated that the proposed mitigation actions will work and therefore provide assurance that they are being managed effectively, with clear evidence of ownership for each action. During the discussion, the Committee emphasised the importance of ensuring that specialist knowledge was available to all in the Coastwise team to guard against any potential loss of key individuals. It

was established that there were systems in place and members were satisfied that this was being carefully monitored.

The Committee made the following recommendations:

To help members understand and quantify the risks, the risk register for the Coastwise project should include the following:

- Additional information setting out the consequences of the risks.
- Additional information setting out the impact of the mitigation actions.

**90 ITEMS OF URGENT BUSINESS**

None received.

**91 DECLARATIONS OF INTEREST**

None received.

**92 PETITIONS FROM MEMBERS OF THE PUBLIC**

None.

**93 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER**

None received.

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

There were no responses from Cabinet to recommendations made by the Committee.

**95 DRAFT REVENUE BUDGET 2024-2025 (INCLUDING MEDIUM TERM FINANCIAL STRATEGY)**

The Portfolio Holder for Finance, Cllr L Shires, introduced this item. She began by explaining that it was going to the committee for pre-scrutiny and had not been seen elsewhere yet. Overview & Scrutiny Committee was being asked to recommend to Cabinet any areas where it felt savings could be achieved. Cllr Shires then drew members' attention to the following key areas of the report;

- Section 2.3 highlighted the rapid rise in temporary accommodation costs
- Section 3.3 referred to the delayed introduction of the second homes premium which meant it could not be implemented for 2024/2025
- Section 3.5 set out the impact of a proposed increase in council tax for 2024/2025.

Cllr Shires asked the Committee to consider how to balance the budget whilst minimising the impact on the residents of North Norfolk. Their needs must be considered as part of the challenging process to make savings.

The Chairman asked the Director for Resources (DFR) if she wished to speak. The DFR said that she would like to highlight section 3.4 of the report which outlined the

impact of pay inflation on the budget for the next few years. She reminded members that the budget for 2024/25 was not balanced and the Council needed to achieve this by the February meeting of Full Council. This meant that the Council would need to look at service delivery and managers had been asked to put forward proposals for savings. Cabinet and the Corporate Leadership Team (CLT) would then consider these and report back to Cabinet in February. Overview & Scrutiny Committee would be able to review the savings proposals prior to that meeting if they wished.

The Chairman referred to section 3.3 of the report and the forecast deficit of £1.810m. He said that the predicted £600k overspend for 2023/24 was not included in the overall deficit and he asked whether it should actually be £2.4m. Cllr L Shires replied that it was hoped that the forecast £600k overspend would be covered by the end of the year so it would not be carried over, however, temporary accommodation costs would continue to rise in the coming years unless government funding was provided.

Cllr S Penfold referred to the increase in homelessness and the rise in temporary accommodation costs. He suggested that there might be a role for the committee to look at some of the drivers for this problem and possibly invite the Police & Crime Commissioner to attend a meeting to respond to questions, particularly regarding the rise in domestic abuse cases.

Cllr V Holliday said that it wasn't clear why the £600k overspend for 2023/2024 was not included in the forecast deficit. She then referred to the General Fund summary (Appendix A) and said that there were significant projected increases in the budget for the Communities and Resources service areas and she wondered whether there may be a possibility for savings there. The DFR replied that the rises related to increases in inflation and contract costs.

The Chief Executive (CE) explained that the reason for the budget gap in 2024/2025 was partly due to the delayed implementation of the second homes council tax. This had left a £550k gap to close which had not been previously anticipated. He said that the cost for the Communities service area was in relation to homelessness. There were a number of key drivers that were impacting on local government finances at this time and for District councils one of the main ones was homelessness and the duty to provide temporary accommodation. He added that the committee may wish to have a future review of the reasons behind the rise in homelessness but reminded members that it was due to local issues not refugees. He explained that the ability to source suitable accommodation outside the district was restricted and costs for short-term accommodation in hotels was being driven up by pressure nationally on that sector. In conclusion, he said that the rise in costs for the Communities service area over the coming years reflected this.

Cllr L Vickers supported Cllr Penfold's proposal to have an in-depth look at the causes of homelessness in the local area.

Cllr V Holliday asked about the Medium Term Financial Strategy (MTFS). She said that it seemed very light and not a full strategy document. She asked if it would be coming back to the committee as a single document. The DFR confirmed that she could provide a separate MTFS if members requested one. The Chairman said that the MTFS and the Draft Budget had always previously been presented separately but now seemed to be conflated. Cllr Shires said that there was an intention to provide more detail in a separate MTFS ahead of setting the Budget. The DFR added that she could take an MTFS to the February meeting of Cabinet and then onto Overview & Scrutiny Committee.

Cllr N Housden queried the £0.5m allocated for the delivery of Net Zero Initiatives and asked if this was a one off. The DFR replied that £0.5m had been set aside from the Delivery Plan Reserve for Net Zero initiatives and this would be monitored carefully. If sufficient funds were available more money would be set aside.

Cllr Housden then asked about the projected figure for retained business rates in 2025/2026 which appeared to drop sharply by £2.2m. He asked for the reasoning behind this. The DFR replied this was an area that needed to be looked at more closely. It was possible that the income could increase but a cautious approach was being taken as it hadn't been assessed closely yet. She said that two models were used for business rates and this was the current figure that was predicted.

The Chief Executive said that the figures reflected a degree of caution as the Government had been promising a review of business rates for some time and this had not been progressed. He added that there was concern about the strength of high streets versus the online sector but it was still hoped that the figure would not be as low as indicated.

Cllr Housden replied that many businesses were closing due to high business rates and it was a serious concern for both the high street and the Council.

Cllr A Brown spoke about the delay in the election of a directly-elected Leader for Norfolk County Council, which was now likely to take place in May 2025. He said that this could impact on two potential revenue streams – the second homes council tax premium and the funding through the County Deal. He asked whether the County deal would have any impact on the negotiations that NNDC would have with Norfolk County Council (NCC) about the majority of second homes council tax income being spent on affordable housing in the district. The Chief Executive replied that there was a significant stock of second homes in the district and it was possible that owners may choose to switch to a business rates charge instead. He explained that only 8 pence of every pound generated by council tax income came to NNDC and 74 pence went to NCC. It had always been suggested that there would be discussions between the Leader of the Council and the Leader of NCC regarding an aspiration to see the bulk of the second homes council tax income being spent on affordable housing supply in the district. For now, conversations would continue with the NNDC Leader and the current Leader of NCC.

In terms of the wider county deal, there were some additional monies that would come to the wider county and NNDC could make bids to access some of these funds. He said that for now, members should focus on the figures in from of them as they could influence them, which may not be the case with funding via the county deal. The Chairman agreed, saying that funding for the County Deal was for the whole county of Norfolk not just NCC and there was a willingness to involve second tier authorities in the running of affairs in relation to the County Deal. He said that he supported the CE's view that it was unlikely to be a problem solver for NNDC. There were a lot of unknowns and it wouldn't be confirmed that there would be a directly elected leader until July 2024.

Cllr V Holliday asked whether the second homes premium would be earmarked for affordable housing and not applied against the deficit. The CE replied that it was a political decision. There would be approximately £550k in income and there would have to be a choice about how to allocate it. He added that the Council provided a wide range of discretionary services and hard choices would have to be made about some of these.

Cllr S Penfold said that Cllr Housden had raised an important point about the allocated funding for Net Zero initiatives. He asked if there was a risk regarding delivery of the project if it was not sufficiently funded. The DFR replied that in 2023/2024 a reserve of £0.5m was established to support the delivery of Net Zero initiatives. It was a decision for members if they wanted to set more aside. Cllr Penfold said that he was concerned that the Administration had made the commitment to achieve Net Zero by 2030 and that there may not be sufficient funding in place to deliver it.

The Chief Executive explained that the previous administration had agreed to set aside the funding so that Net Zero could be delivered at pace. Some other capital budgets also included allocations for Net Zero in addition to the £0.5m. He added that there would be a requirement to offset carbon emissions after 2030 and the Council was trying to minimise the cost impact of this. In addition, the LGA Peer Review had recommended that the Council established a strategic route for decarbonisation so this would be progressed in the coming months. Cllr Shires reiterated that several service areas had budgets for decarbonisation as well as ongoing day to day activities that were working towards achieving Net Zero by 2030. Cllr N Housden asked about the figures for the building control service and why they varied so much. He also asked for more information on the coast protection budget. The DFR replied that the figures in this table related to the planned use of reserves, not the cost of the service. Cllr Housden said that it would be helpful for members to have more information regarding the earmarked reserves so they could understand what they were for. He asked whether the coastal protection budget was being spent on NNDC coastal assets or more widely. He also queried why there was nothing allocated from 2025/2026 onwards. The DFR replied that there was more detail regarding earmarked reserves in the Annual Statement of Accounts. She said that this could be included in the Budget papers if members required it. In response to the query on coastal protection, she said she understood that the budget was relating to NNDC coastal assets. Cllr Housden said that if this was the case, it would be prudent to include figures for future years. The DFR replied that the coast protection budget was in addition to the Coastwise scheme which would be the main focus for coastal work going forward.

Cllr L Withington commented that planning revenue was forecast to decrease in future years and she asked if this was due to Land Registry charge changes. The DFR replied that the Land Registry changes were reflected in the 'net cost of services' category in the table. Any transitional funding from the Government would also be included here, once it was confirmed.

Cllr Penfold referred to his earlier proposal for the Committee to undertake a 'deep dive' into the drivers for homelessness in the district. The Chairman replied that the focus of the current discussion should be on making recommendations to Cabinet on the draft revenue budget. As he saw it, the options were limited to reducing costs, raising income or taking money from reserves, which would come with caveats. He said that reducing costs would have to focus on creating efficiencies and service redesign and a possible review of the Corporate Plan delivery budget. Looking at raising income, this could include increasing charges for some existing services as well as suggesting new income streams. Finally, there was the possibility of using reserves on an 'invest to save' basis. This could also be an opportunity to look at the homelessness issue and whether more could be done. The Chairman added that there was limited time now to make suggestions for the 2024/2025 budget but the Medium Term Financial Strategy (MTFS) was included within it and in previous years members had taken an optimistic view as to whether forecast deficits were

real or apparent and it was clearer now that it was becoming a real issue. A longer lead-in time would be needed to look at the gaps that were highlighted in the MTFs. He suggested that the Committee would want to look at work done along these lines and this could be undertaken on a broad front, involving all councillors possibly via workshops. This would be an inclusive approach and help all councillors understand the financial challenges that the Council faced. He suggested that recommendations to Cabinet could be based on these options.

Cllr Penfold said that a high-level, inclusive approach made sense, if the Portfolio Holder, Cllr Shires, was supportive. Cllr Shires said that it might be more beneficial to run workshops once Cabinet had agreed on the savings and income proposals that had been put forward by managers. This may work better rather than just inviting suggestions as this approach had not worked very well at the corporate planning workshops. Overview & Scrutiny Committee could then review the outcomes of the workshops. The Chairman replied that it was a matter for Cabinet to decide which proposals it would like to focus on and how they were delivered. It was not the role of Overview & Scrutiny Committee to be prescriptive on how the process was done.

Cllr Shires said that Cabinet wanted everyone to feel included in the process, including officers and this would require conversations with the Corporate Directors on the best way to move forward. She said that Cabinet wanted to be as open and inclusive as possible.

The CE said that he appreciated that the figures were stark and that the Council was entering into a financial position that it had not been in before. He outlined the process for setting the budget, which would take place over the next 8 weeks. Assistant Directors had asked their managers to identify savings of at least 10% in their service areas. Cabinet had a workshop planned within the next few days to consider the proposals. He said that he was supportive of the principle of all-member workshops but given the timescales, members needed to be realistic about how much could be achieved during January so that a balanced budget could be set in February. The CE went on to say that quite a high number of NNDC employees were on fixed term contracts – with almost 25% of the People Services team on such contracts. Hard choices would need to be made about some of the discretionary services that the Council currently provided and it was therefore important that officers were given a clear steer as to where the focus should be.

The Chairman said that the difference between the Corporate Plan workshops which Cllr Shires had referred to was that they were on broad themes and there were no restraints on what could be discussed. The budget discussion were much more focussed on closing the financial gap and members' focus should stay on that. He concluded by saying that the MTFs was always focussed on savings and the lead time was now very short. In previous years this report had been presented to the committee in the Autumn. If this had happened then members could have intervened earlier.

Cllr M Hankins said that there was always more that could be done. He felt that a workshop or 'brainstorming' session would be very helpful.

Cllr N Housden commented that there was an unstable political situation nationally for at least the next 12 months and although he accepted the point made by the CE regarding timing, he felt that members just needed a synthesis of the key internal elements where savings could be made. The synthesis of external elements, including the impact of central government, would also be necessary, ideally looking

ahead to the next 12 – 24 months.

Cllr V Holliday suggested a two phase approach. Firstly, Cabinet should consider the savings proposals and then Overview & Scrutiny Committee could review Cabinet's recommendations at their next meeting. Secondly, starting in January, there should be some brainstorming sessions to look at the following years' budget. This would allow sufficient time for members to focus on what was required to make significant savings for 2025/2026 onwards.

Cllr L Withington commented that it was unfair to imply the financial situation had suddenly happened, members and officers had been preparing for the approaching deficit for some time. Every council faced similar challenges and a short lead in time to take decisions around where savings should be made was not unusual.

Cllr J Toye said that the financial reports were not presented very clearly. If the information stated which services the Council had a statutory duty to provide and which services were discretionary, then it would enable members to make decisions regarding savings. He felt that this was a key issue that should be addressed as soon as possible. Cllr Vickers agreed and said that it was important that members understood financial issues fully.

The CE reminded members that that they did not need to wait until the next meeting to make suggestions regarding savings. There were choices to be made around the services and facilities that the Council provided and this should be driven by members. The Chairman agreed, saying that members and officers needed to converse to ensure the best outcomes were achieved. He concluded by saying that members should focus on how savings could be achieved, how income could be increased and in the longer term, invest to save projects.

Cllr Penfold said that he was supportive of Cllr Holliday's two stage approach. It was proposed by Cllr V Holliday, seconded by Cllr S Penfold and

**RESOLVED to recommend to Cabinet**

The following two stage process for scrutiny of the draft Budget and MTFS:

1. Cabinet to identify areas for cost reductions from: efficiencies, service redesign, CP delivery plan budget, etc; and, income generation from: raising discretionary charges, new income streams, Council Tax, etc. This should include opportunities for invest to save schemes. The Overview & Scrutiny Committee to review Cabinet proposals at their next meeting in January.
2. Preparations for the 2025-2026 Budget and MTFS gap closure proposals to commence in early 2024 to ensure early engagement and input from Members and more implementation lead time.

**96 TREASURY MANAGEMENT STRATEGY REPORT 2023/24**

The Chairman began by seeking clarification from the statutory officers about the requirements needed to scrutinise this document, in terms of skills, knowledge and competence. He referred to section 1.4 of the strategy document which set out the expectation that scrutiny committee members would be adequately trained in treasury management.

The Monitoring Officer (MO) advised that the Chartered Institute of Public Finance & Accountancy (CIPFA) Treasury Management Code required members undertaking

scrutiny of the strategy to have an adequate understanding of treasury management. In her view, this meant that specific treasury management training should be provided to members of Overview & Scrutiny Committee and Governance, Audit & Risk Committee (GRAC). She said that she understood that this training was being arranged through the Council's treasury management advisers in the new year.

The DFR said that the committee was required to review the treasury management outturn report and members would receive the required training prior to that. Training could be provided for all members on treasury management in the new year.

The Chairman sought clarification regarding whether a formal record of members who had attended training was required. The DFR said she didn't think it needed to be a formal record as such but attendance could be logged. The Chairman referred to page 45 of the agenda and the reference to a formal record of the treasury management / finance training received by members. The DFR said that the level of training required related to the complexity of the treasury management strategy and in her view, NNDC's strategy was relatively straightforward with the majority of investments being held in either the money market funds or externally as managed investments, with no borrowing at the current time.

The Chairman asked members of the committee whether they felt knowledgeable enough to continue with scrutiny of this item. He said that it was linked closely to the Budget and MTFs and it may be necessary to make changes to the treasury management strategy to accommodate the future financing needs of the Council.

Cllr Housden said that he felt training was essential. It was likely that treasury management was a matter that would come up time and time again, given the severity of the Council's financial situation that had been highlighted in the draft budget report.

Cllr Holliday said that she would like training. It was a complex subject and the terminology was difficult to understand.

Cllr L Vickers referred to paragraph 1.4 on page 8 of the report and said it clearly stated that members must be trained in treasury management, especially members responsible for scrutiny.

Cllr J Toye asked how much influence members could have on the strategy and the impact on the 'bottom line'. The CE replied that the Council had a simple risk around financial exposure. It was debt free with reserves at approximately £22m and there were externally appointed advisers which managed the portfolio on the Council's behalf. There were no investments in commercial retail or any property where there might be significant risks. He acknowledged that the committee had a statutory duty to scrutinise the Council's investments but said that any training needed to be proportionate.

The Chairman asked about the options for the future, particularly invest to save opportunities. He gave the example of the current homelessness issue and asked whether some of the money currently in reserves could be used to invest in housing. The DFR replied that this was not an option as to finance any capital expenditure it had to be funded from capital receipts usually through the sale of assets or via grant funding. The Council could not use the cash that was currently invested. In response to a further question regarding the possibilities of investing in property, the DFR replied that this would have to be funded through borrowing as the Council did not have a high level of capital receipts. She added that it was not a good time to borrow

as interest rates were very high.

The Chairman said that it was a lengthy report with a lot of detail included and he assumed it was there because the DFR felt members needed to know it. The DFR said that the report layout was in line with the CIPFA standard template and although it may look complex, she was confident that the current treasury management strategy was straightforward and sustainable. The Chairman sought clarification regarding the timing of the training and whether it was possible to defer this item to the next meeting and have the training in advance of that. The DFR confirmed that this could occur and it may be helpful to push the next meeting back by a week to allow additional time to arrange training.

Cllr Penfold said that he did not feel that it was good practice to have a report on the agenda with clear recommendations and then for members to potentially defer it because they decided they wanted more training. He felt this should have been requested earlier. He said that he was happy to proceed with scrutiny of the report. The Chairman said that Cllr Penfold raised a good point. At the Overview & Scrutiny pre-agenda meeting there were no reports available. If they had been provided in good time then this issue could have been identified at that point.

The Democratic Services Manager (DSM) confirmed that treasury management training was last provided to members in early 2020 just prior to the start of the pandemic. It had not taken place since then.

The Chairman asked members to indicate if they were happy to proceed with consideration of the report. One member voted in favour. The Chairman said that as members had expressed concern that they hadn't received the necessary training to competently scrutinise the strategy and explore options to closing the future widening budget gaps, he proposed that it was deferred. This was seconded by Cllr Housden.

## **RESOLVED**

To defer this item until the next meeting to allow the required training to be given.

## **97 FEES & CHARGES 2024/2025**

Cllr L Shires, Portfolio Holder for Finance & Assets, introduced this item. She explained that the fees and charges were broken down by service area and the tables set out whether charges were statutory or discretionary and if they were set by Government or NNDC. She asked members to suggest services where additional income could be generated.

The Chairman invited members to speak:

Cllr R Macdonald referred to page 93 and the section on commercial services. He asked why the fee for officers' time per hour was projected to be £4 less an hour in 2024/2025. The DFR said that she would look into this and provide a written response.

Cllr N Housden referred to page 83 and the fees for filming on Cromer Pier. He said that as someone with experience of working in the film industry, the Council could charge considerably more, adding that local wildlife parks charged three times the amount. The Chief Executive provided a brief history of the use of the pier for television programmes and filming. He said on those occasions the publicity and

interest in Cromer and the wider district outweighed any income that would have been received from charging a fee. That said, he agreed it was a good example of where there was a competitive market and he would ask the Communications team to check that the charges were high enough. Cllr Housden asked about copyrighting images so that the Council could retain the rights to screen anything that was shot within the district. The CE confirmed that there were some licences in place for this. He added that there were several locations for filming and television production in the district and any demand had to be weighed against the loss of car park income and the impact on access for residents and tourists. The Chairman asked how advertising revenue came back to the Council and whether any 'latent' value from a production could be quantified in any way. The CE replied that it depended on whether it was a long-term series which was repeated over a period of time then it could have an impact in encouraging people to visit the district. Everything had to be weighed up and balanced. He added that there had been consideration at county level around operating a film office as it was felt that Norfolk locations could be a source of income stream. However, that was not what the current market indicated as many film companies were actually seeking payments to film in certain locations as they realised it had considerable benefits for the area.

Cllr Housden suggested that hosting a stage of the Tour de France could be a very lucrative way to bring money into the district. Any opportunity to host a race should be taken as the economic benefits, television revenue and spin offs could be huge. Cllr Penfold said that the charges for filming on the pier did seem low and he asked whether the Council was proactive in promoting the pier as a location or whether it waited to be approached. He also asked whether any benchmarking had been undertaken. The CE replied that the district was the largest recipient of film and television enquiries in the county but the idea of having a shared film office was to promote Norfolk more widely as a filming destination and pool resources to actively engage and promote locations.

Cllr A Brown referred to page 77, paragraph 3.9 of the agenda and the reference to planning fees. He said that he could inform members that the Levelling Up & Regeneration Act had allowed the Planning Service to increase fees for major applications by 35% and for domestic applications by 25% from 6<sup>th</sup> December 2023. From 1 April 2025 they would be index-linked subject to a 10% cap and reviewed every 3 years. He concluded by saying that no increase in fees would cover the cost of service provision.

Cllr J Boyle referred to car parking charges at Holt Country Park (page 87) were low, compared to the nearby National Trust properties, Sheringham Park and Felbrigg Hall. She felt that there was scope to increase this. The DFR informed members that car parking fees and charges had not been fully reviewed yet and this was a larger piece of work that would be done separately in the coming months.

Cllr L Withington commented on the 8% increase in charges to cover the additional costs in staffing inflation and she was satisfied that additional resourcing costs were being taken into account. She then referred to page 101, which set out statutory charges set by Government for licensing fees and said that although the Council was increasing charges to cover costs where possible, this was not an option for these statutory charges and she asked if there was any indication of these being likely to increase in other sectors of the Council or was there anything NNDC could do to try and push for this. The DFR replied that where fees and charges were set by the Government they either prescribed how much should be charged for a service or provided guidance as to how the Council should calculate that amount. For certain services the Council could only charge an amount that covered the cost of the

service or a set amount. Cllr Withington asked for those services where it was a prescribed amount whether the Council was covering its costs. The DFR replied that in the cases where the Council was able to cover its costs it always ensured that it never undercharged by setting the fee at the maximum level it could.

Cllr V Holliday sought clarification that members were agreeing to the fees and charges for 2024/2025 minus the car parking charges. Cllr L Shires replied that members could make any recommendations now regarding the fees and charges as they had not been agreed by Cabinet and Full Council yet. Cllr Holliday then asked about planning fees and said where they were being increased in line with inflation whether there was scope to increase by more than this. She referred to page 108, which covered additional meetings and plans and said that there was no proposed increase in future years and suggested that this could be considered. The DFR replied that for some discretionary charges, they were rounded up to the nearest pound and had in fact been gradually increasing over the years, although this was not always apparent. She added that officers also considered the market that they were operating in and whether it was a competitive arena or if the Council was the only service provider and who it was provided to and whether an increase would be affordable to the end user. She concluded by saying that officers would review the fees and charges again at the end of the budget process to ensure that the Council was maximising income through the level of fees that were being charged.

Cllr N Housden referred to page 97 and the fees for betting premises. He asked whether the annual fees were based on the industry standard or whether there was any room for manoeuvre. The DFR replied that these fees and charges could be set by the district but there may be some restrictions linked to size of premises and location. She said that she would look into this and seek clarification from the Licensing team.

The Chairman thanked members for their input. In summary, he said that members had discussed a commercial approach, benchmarking and market forces. He said that the committee would like assurance that all of the above were being applied where the Council had the discretion to set fees and charges.

It was proposed by Cllr P Fisher, seconded by Cllr M Hankins and

## **RESOLVED**

To recommend that Cabinet supports the following recommendations to Full Council

1. The Fees & Charges from 1<sup>st</sup> April 2024 as included in Appendix A
2. That delegated authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Directors/Assistant Director to agree the fees and charges not included within Appendix A as required (outlined within the report).

In addition, the Committee **resolved** to recommend that for those charges where the Council has the discretion to vary fees, Cabinet ensures they are reviewed with the following three key issues in mind -

- a commercial approach
- benchmarking
- market forces

## **98 THE CABINET WORK PROGRAMME**

The DSM provided an update on the Cabinet Work Programme. She explained that as the Cabinet meeting scheduled for 4<sup>th</sup> December had been cancelled, the programme for January was relatively full. The Housing Allocation Policy review would be coming to the March meeting of Cabinet and the two property transactions listed for the January meeting of Cabinet would now be coming to the February meeting instead.

## **99 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE**

The DSM outlined the upcoming Overview & Scrutiny Committee work programme, reminding members that the Treasury Management Strategy would be coming back for consideration once the requested training had been provided.

The Chairman informed members that himself and the Vice-Chairman, Cllr Penfold, had discussed the LGA Peer Review recommendations relating to Scrutiny and how they could be addressed. They had agreed that it could be beneficial to engage an external facilitator, possibly from the Centre for Governance & Scrutiny (CfGS) to lead members through a constructive workshop-based process to consider the key observations highlighted by the Peer Review report. He asked members to indicate if they were supportive of such an approach. It was agreed that arrangements would be put in place to proceed on this basis, once the new Scrutiny Officer had started in post in early January. In response to a question from the CE regarding the scope of any work, the Chairman clarified that the intention was to focus on the Peer Review recommendations relating to scrutiny specifically, rather than the report as a whole.

Cllr J Toye, Chairman of the Governance, Risk & Audit Committee (GRAC) commented on the Peer Review and the references in the final report on the need for clarification on the division of the roles and responsibilities between Overview & Scrutiny Committee, GRAC and Cabinet. The Chairman replied that this was one of the wider aspects of the Peer Review that would be picked up as work progressed. The DSM advised that the ongoing review of the Council's constitution would include a review of the terms of reference for each of the main committees, ensuring that the functions were set out clearly and that there was no duplication.

Cllr J Boyle said that as the Council's appointed representative to the Norfolk Health Overview & Scrutiny Committee (NHOSC), she felt it would be beneficial for regular updates on the work of NHOSC to be provided to Overview & Scrutiny Committee. The DSM advised that minutes from the NHOSC meetings had been circulated to Overview & Scrutiny Committee members in the past and this was one option. The Chairman said that he didn't feel it would always be appropriate for the committee to receive an update. A lot of the work undertaken by NHOSC was at county level and not always relevant to NNDC. He suggested that information should be circulated to members on relevant topics, as they arose. He proposed that Cllr Boyle sent any NHOSC information to the DSM who would then assess it and share it with members, as appropriate.

The Committee then considered a request from the DFR to move the next meeting back by a week to allow more time for the finance reports to be prepared. An additional week would also allow time for treasury management training to be arranged. Members supported this request and it was agreed to cancel the January meeting of the Overview & Scrutiny scheduled for 17<sup>th</sup> January and reschedule it for Wednesday 24<sup>th</sup> January.

Cllr M Hankins asked about adding an item to the Overview & Scrutiny Committee work programme. He had noticed in the budget papers that the Council made a significant financial contribution to the Internal Drainage Boards (IDBs) and given the recent issues with flooding in various parts of the District, he felt that it would be beneficial for a representative from the IDBs to attend a meeting of the committee and provide an update to members on the work that they were doing and future plans. The Chairman said that the IDBs were on the Council's list of outside bodies and there were several NNDC representatives appointed to each IDB. One of the responsibilities of being appointed as a representative to an outside body was providing updates to members. He suggested that Full Council was the appropriate forum for this. Cllr N Housden said that he was an appointed representative to the Rivers Internal Drainage Board and it was challenging to scrutinise the flooding issues. Although the rivers operated under the wider auspices of the farming community, the main drainage responsibilities sat with the Environment Agency and Anglian Water. He offered to provide members with the minutes from the last meeting of the IDB but said that it was a very complex issue and it would be difficult for any committee to effectively question the IDB as they were dependent on the work and subsequent reporting of the EA and AW. In conclusion, he said it was not a straightforward situation. The Chairman reiterated his earlier comment that it may be more appropriate for appointed representatives to both IDBs to provide an update to Full Council or circulate information via email to all members.

## **100 EXCLUSION OF THE PRESS AND PUBLIC**

The meeting ended at 12.31pm

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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>

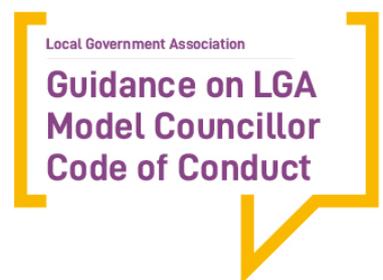
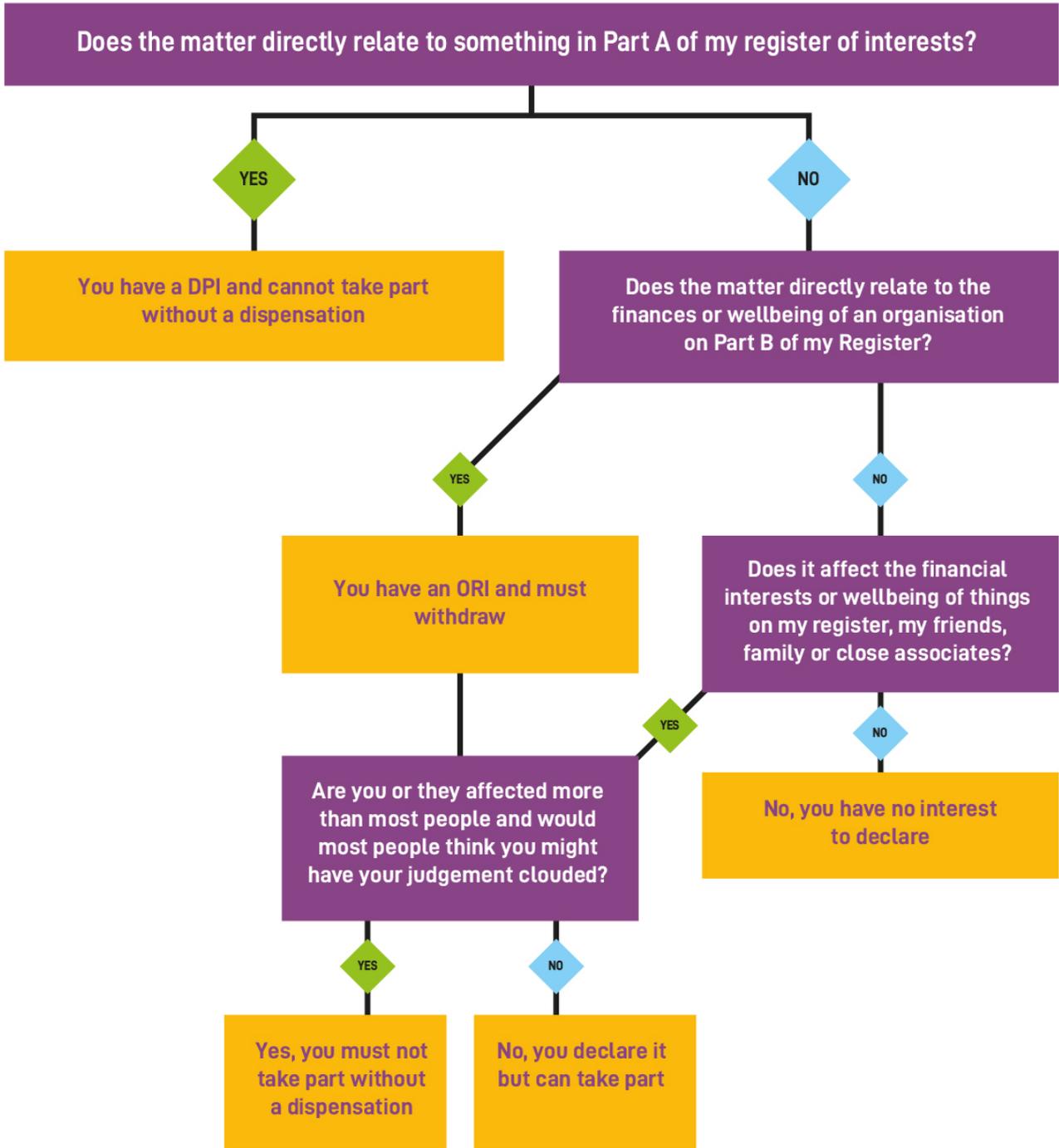
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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\* 'director' includes a member of the committee of management of an industrial and provident society.

\* '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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## Councillor Call for Action - Homelessness

**Recommendation** – the Committee is invited to consider which of the options (a) to (f) set out in paragraph 3 of this report it wishes to take on this request.

### 1. Purpose of the report

*Councillor Dr Victoria Holliday has submitted a Councillor Call for Action on Homelessness which is detailed in the Appendix to this report.*

*The Council's Monitoring Officer has advised that the Call for Action is valid under the terms of the council's constitution.*

### 2. Options

The Council's constitution states that in respect of a Councillor Call for Action that: -

Any Member who submits a Call for Action will have the right to attend the meeting at which the item is to be considered, to explain the reasons for the Call for Action and to have the item discussed. The committee will decide either:

- (a) if the matter is a simple one, to resolve it forthwith
- (b) to request the Officers to prepare a report for the next meeting
- (c) to request the Member submitting the Call for Action to provide further evidence or information to a future meeting
- (d) to set up a task and finish group to investigate and report back to the committee
- (e) to make recommendations to the Cabinet or Council, as appropriate
- (f) to decide to take no further action upon the request, for stated reasons.

**Contact officer:** *Neil White, Democratic Services and Governance Officer*

*Neil.white@north.norfolk.gov.uk*

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## **Councillor Call for Action into Homelessness**

Tragically, homelessness is a national crisis and North Norfolk is not immune. Far too many of our residents are affected. There are certain unique factors to homelessness in North Norfolk and we request that NNDC take a deep dive into the causes and relief of homelessness in our district.

We have prepared this Councillor call for action into homelessness so that the drivers of rising demand, causes of diminishing existing stock and the pace of delivery of new stock is fully understood and so that these can inform the development of a range of remedies wholly, or partly, within the gift and influence of NNDC.

The statistics of homelessness in North Norfolk are heartbreaking. As of 30th November 2023, there were 2495 households on the council waiting list, with 562 having the most urgent housing needs. Houses let from 1st April to 31st October 2023 were 155. As of 30th November, there were 141 households either homeless or at threat of homelessness, and 66 households in temporary accommodation. Of these latter group, 45% had dependent children. The majority of households are in temporary accommodation for 3 months or more, at maximum up to 2 years. The emotional, mental and physical toll this takes on households is beyond comprehension.

The forecast cost to NNDC for homelessness accommodation for 23/24 is £1.2mill, net of subsidy £910,000.

The principal reasons for homelessness in North Norfolk are the end of a private rental tenancy, friends and family no longer able to support the household, and domestic violence. However, other reasons include the end of social rented tenancy, eviction from supported housing, fire, flood or other emergency, and relationship breakdown (non-violent).

To better help our residents, we need to understand the drivers of rising demand, causes of diminishing existing stock and the pace of delivery of new stock. We need to explore initiatives to find our own local remedies.

We propose that a detailed examination of the causes of homelessness in North Norfolk be undertaken. This would be evidence- and best practice-based and include a review of possible Interventions by NNDC to reduce and prevent homelessness, and to develop practical solutions for implementation by NNDC to relieve homelessness.

We suggest this could be achieved by setting up a task and finish group of councillors, working together with officers, to investigate and develop remedies for consideration by O&S, and thence make recommendations to Cabinet in the shortest possible timescale. Such a group would allow for best use of capacity limited officers' time.

This report will give us the tools we need to provide better outcomes for our households at risk of homelessness or who have become homeless.

We urge you to support this Councillors' Call for Action.

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# Agenda Item 11

<b>Draft Revenue Budget for 2024-25</b>	
<b>Executive Summary</b>	This report presents the draft budget for 2024/25, the Medium-Term Financial Strategy 2024/25 to 2027/28 and the proposed Capital Programme for 2024/25 to 2027/28. It is intended to present the position as we currently know it and it will need to be updated as more information becomes available e.g. the impact of the Local Government Finance Settlement for 2024/25.
<b>Options considered.</b>	No other options have been considered as it is a requirement to calculate “the expenditure which the authority estimates it will incur in the forthcoming year in performing its functions” and then subtract “the sums which it estimates will be payable for the year into its general fund”. This is required to set a balanced budget before 11 March 2024.
<b>Consultation(s)</b>	The Overview and Scrutiny Committee were presented with the first draft budget at its meeting on 13 December 2023 for pre-scrutiny. Further consultation will take place with external stakeholders e.g. Council Taxpayers and Business Rates payers during January and February so that the outcome of all consultations can be considered by full Council on 21 February when it meets to approve the Budget for 2024/25 and set the level of Council Tax for the year.
<b>Recommendations</b>	That Cabinet consider any recommendations made by the Overview and Scrutiny Committee.
<b>Reasons for recommendations</b>	To enable the Council to set a balanced budget.
<b>Background papers</b>	2023/24 Budget report presented to full Council on 22 February 2023.

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Lucy Shires
<b>Contact Officer</b>	Tina Stankley Director of Resources and s151 Officer <a href="mailto:tina.stankley@north-norfolk.gov.uk">tina.stankley@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
<b>Corporate Plan:</b>	Strong Responsible & Accountable Council.
<b>Medium Term Financial Strategy (MTFS)</b>	The setting of a balanced budget for 2024/25 provides the base position for reviewing the following years of the Medium-Term Finance Plan.

Council Policies & Strategies	<b>Budget Setting &amp; Medium-Term Finance Strategy.</b>
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<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	

## 1. Purpose of the report

This report is being presented to this Committee to enable it to review the draft budget for 2024/25, along with the proposed savings and use of Reserves used to set a balanced budget for 2024/25. The final budget report will be discussed by Cabinet at its meeting on 5 February 2024 along with any recommendations made by this Committee, so that it can make its recommendations to full Council on 21 February 2024.

## 2. Introduction & Background

- 2.1 Officers have spent some time in reviewing their budgets. These have now been consolidated to give a draft Summary General Fund Budget for 2024/25.
- 2.2 The context in which the Council is operating is that local authorities throughout the UK are finding themselves affected financially by many external factors that are beyond their control. There is the ongoing impact of the ongoing war in Ukraine, high but reducing inflation levels which are currently at 4.2%, but over half of what it was this time last year (9.2% in December 2022), higher interest rates (although several economists have recently said that they think these have now peaked), labour shortages, the residual impact of COVID as we are learning to live with it, the war in Ukraine, a continuing cost-of-living crisis and an uncertain economic outlook.
- 2.3 The Council is seeing the high utility and contract costs persisting, which has fed through to higher pay rises for a second year running. The continuing cost-of-living crisis is also leading to an increase in the demand for the Council's services. This is creating a particular pressure on the Temporary Accommodation budgets, as the number of people presenting themselves as homeless is increasing. Whilst government subsidy can be claimed for this expenditure it does not fully cover this and it is anticipated that the shortfall will amount to a budget pressure of over £600k by the end of 2023/24 and will be at least the same again in 2024/25. This is a nationwide issue with councils across the country also experiencing pressures on their Temporary Accommodation budgets. Lobbying by Councils is taking place to try and gain some central government financial support for this.

### 3. Current Proposed Budget for 2024-25

3.1 The draft budget for 2024/25 presented below is a balanced budget (Line 29 Column 3 in the table below). The summary position is shown in the table below. The full General Fund Summary can be found at Appendix A.

Line no.	General Fund Summary 2024/25 Base Budget	Column 1	Column 2	Column 3
	<b>Service Area</b>	<b>2023/24 Original Base Budget</b>	<b>2023/24 Updated Budget</b>	<b>2024/25 Base Budget</b>
		£	£	£
1	Corporate Leadership/Executive Support	484,700	517,720	456,030
2	Communities	10,566,200	10,056,260	10,972,090
3	Place and Climate Change	6,509,000	6,500,860	7,189,180
4	Resources	5,108,900	5,518,100	4,414,680
5	<b>Net Cost of Services</b>	<b>22,668,800</b>	<b>22,592,940</b>	<b>23,031,980</b>
6	Parish Precepts	2,875,200	2,875,210	2,875,210
7	Capital Charges	(2,457,000)	(2,456,950)	(2,962,370)
8	Interest Receivable	(1,533,400)	(1,533,440)	(1,865,170)
9	External Interest Paid	0	0	23,880
10	Revenue Financing for Capital:	710,000	3,757,580	170,000
11	Minimum Revenue Provision	330,000	330,000	487,860
12	IAS 19 Pension Adjustment	265,500	265,490	268,000
13	<b>Net Operating Expenditure</b>	<b>22,859,100</b>	<b>25,830,830</b>	<b>22,029,390</b>
	<b>Income from Government Grant &amp; Taxpayers</b>	<b>2023/24 Original Base Budget</b>	<b>2023/24 Updated Budget</b>	<b>2024/25 Base Budget</b>
14	Parish Precepts	(2,875,200)	(2,875,210)	(2,875,200)
15	Council Tax	(6,738,800)	(6,738,800)	(7,045,460)
16	Retained Business Rates	(6,315,000)	(6,315,000)	(7,683,000)
17	New Homes bonus	(31,000)	(31,080)	(5,600)
18	Revenue Support Grant	(102,500)	(102,460)	(309,040)
19	3% Funding Guarantee	(974,400)	(974,410)	(928,920)
20	Rural Services Delivery Grant	(567,400)	(567,390)	(567,380)
21	LCTS Admin Grant	(136,700)	(136,750)	0
22	Council Tax Discount Grant	(50,100)	(50,070)	(51,580)
24	Services Grant	(130,400)	(130,440)	(108,850)
25	Business rates Levy Surplus	(27,100)	(27,050)	0
26	<b>Income from Government Grant &amp; Taxpayers</b>	<b>(17,948,600)</b>	<b>(17,948,660)</b>	<b>(19,575,030)</b>
27	<b>(Surplus)/Deficit</b>	<b>4,910,500</b>	<b>7,882,170</b>	<b>2,454,360</b>
28	<b>Contribution To/(From) Reserves</b>	<b>(4,910,500)</b>	<b>(7,882,170)</b>	<b>(2,454,360)</b>
29	<b>Net Position</b>	<b>0</b>	<b>0</b>	<b>0</b>

3.2 The table above shows:

- In **Column 1** the Original Base Budget for 2023/24 which was approved by full Council on 22 February 2023. It shows a balanced budget position.
- In **Column 2** the latest updated balanced budget position as reported to full Council on 20 September 2023. However, it should be noted that the latest budget monitoring report (i.e. as at 30 September 2023) identifies a forecast overspend for this current year against this budget of at least £600k. Action is currently being taken by officers to reduce expenditure wherever possible.
- In **Column 3** the draft budget for 2024/25 which is a balanced budget as shown at **Line 29**.
- **Line 5** shows the net cost of running the Council's services. It is the total of Lines 1 to 4. This figure comprises the costs less the fees and charges income earned by the services.
- **Line 13** is the total net cost of operating as a Council and includes items that are not attributable to any particular service e.g. investment income. It is the total of Lines 5 to 12.
- **Line 26** is the total of Lines 14 to 25, and it is the amount that is funded by Government Grant and Local Taxpayers.
  - Line 14 is the income that NNDC will collect from taxpayers for the parish precepts and this equals the parish precept that NNDC will pay over to the parishes as shown at Line 6.
  - Line 15 is NNDC's Council Tax Income to be collected from Council Taxpayers.
  - Line 16 is NNDC's Business Rates Income to be collected from businesses within the district.
  - Lines 17 to 25 are the grants that NNDC will receive from Central Government.
- **Line 27, Column 3** is the deficit that needs to be met from the reserves held by the Council.
- **Line 28, Column 3** shows the net amount of the reserves that are being used to balance the budget for 2024/25. A summary of the reserves that are being used to fund expenditure is given below in paragraph 3.3.

3.3 The Council holds a General Fund Reserve which it keeps for unexpected expenditure or for emergencies. The Council's s151 Officer assesses what the minimum level for this reserve should be each year to ensure that the Council has sufficient funds to meet any unexpected expenditure. The Council also holds some Earmarked Reserves, all of which have been set to fund specific expenditure. These Earmarked Reserves are being used to fund some of the costs of services. There are also instances of contributions being made to the reserves and this is where it is known that costs will be incurred in the future and so the contributions are set aside e.g. district council elections are held every 4 years at a cost of about £200k and so each year £50k is put into the Elections Reserve so that there is a balance of £200k to take from the Elections Reserve in the fourth year to cover the cost. A full breakdown of the use of Reserves can be found at Appendix B.

Contributions to/(from) Earmarked Reserves:	Purpose and Use of Reserve	2023/24 Base Budget	2023/24 Updated Base Budget	2024/25 Base Budget
<b>Capital Projects Reserve</b>	To provide funding for capital developments and purchase of major assets.	(400,000)	(400,000)	0
<b>Asset Management</b>	To support improvements to our existing assets as identified through the Asset Management Plan.	0	(405,564)	(120,000)
<b>Benefits</b>	To cover any claw back by the Department of Works and Pensions following the audit of the final subsidy claim each year. The reserve also holds as yet unused service specific grants for service improvements that have not yet been used to fund expenditure	(111,305)	(111,305)	(46,622)
<b>Building Control</b>	Building Control surplus which is ring-fenced to cover any future deficits in the service.	(81,866)	(89,690)	(122,542)
<b>Business Rates Reserve</b>	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.	(1,278,267)	(1,278,268)	(18,000)
<b>Coast Protection</b>	To support the ongoing coast protection maintenance programme and it holds any carry forward funding between financial years.	0	(134,003)	(265,738)
<b>Communities</b>	Earmarked reserve to fund the grants that are awarded to communities through the Sustainable Communities Fund.	(275,000)	(275,000)	(131,550)
<b>Delivery Plan</b>	To help achieve the outputs from the Corporate Plan and Delivery Plan.	(1,289,412)	(2,464,360)	(472,403)
<b>Economic Development &amp; Tourism</b>	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	(44,800)	(44,800)	(157,621)
<b>Elections</b>	Established to meet costs associated with district council elections, to smooth the impact between financial years.	(100,000)	(133,015)	60,000
<b>Environmental Health</b>	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	(16,000)	(34,372)	0
<b>Grants</b>	Revenue Grants received and due to timing issues not used in the year.	0	(304,784)	(646,093)
<b>Housing</b>	Originally for stock condition surveys and housing needs assessments. Also contains the balance of the Housing Community Grant funding received in 2016/17.	(555,898)	(1,257,875)	(128,318)
<b>Land Charges</b>	To mitigate the impact of potential income reductions.	0	0	(89,100)
<b>Legal</b>	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	(31,745)	(31,745)	(36,000)
<b>Major Repairs Reserve</b>	To provide provision for the repair and maintenance of the councils asset portfolio.	0	(341,223)	(50,000)
<b>New Homes Bonus Reserve</b>	Established for supporting communities with future growth and development and Plan review*	(178,000)	(48,000)	(150,000)
<b>Organisational Development</b>	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	(42,742)	(42,742)	(26,123)
<b>Planning Revenue</b>	Additional Planning income earmarked for Planning initiatives including Plan Review.	(148,965)	(128,965)	(37,300)
<b>General Fund Reserve</b>	A working balance and contingency, current recommended balance is £2.1 million.	(356,461)	(356,460)	(9,844)
<b>Contribution to/(from) the Reserves (Line 28 of the table in paragraph 3.1)</b>		<b>(4,910,461)</b>	<b>(7,882,171)</b>	<b>(2,447,254)</b>

3.4 The initial draft budget for 2024-25 presented to Cabinet on 8 January 2024 has a net deficit of £1.459m. Additional savings and additional income have since been identified and by including these in the budget along with the additional use of reserves (Economic Development Reserve £148k and Grants Reserve £570k) a balanced budget can be presented by officers for Cabinet to agree at its meeting on 5 February 2024. The list of proposed savings and additional income can be found at Appendix C. The table below shows a summary of the movements to arrive at a balanced budget.

<b>Explanation of movement</b>	<b>£m</b>
Budget Deficit for 2024/25 when presented to Cabinet on 8 January 2024.	£1.459
Additional growth in service budgets identified since the initial draft budget was prepared:	£0.136
Local Council Tax Support Grant included twice in error taken out	£0.140
Additional savings in service budgets identified	(£0.042)
Savings and additional income that has been included in the General Fund Summary that was identified by officers in December 2023/January 2024 to balance the budget.	(£0.975)
Additional use of reserves to balance the budget for 2024/25 (Economic Development Reserve £148k and Grants Reserve £570k)	(£0.718)
<b>Budget Deficit for 2024/25</b>	<b>£0.000</b>

- 3.5 Currently pay inflation is included at 5% for 2024/25 and then at 3.5% for the remaining years of the Medium-Term Financial Plan. The table below shows what the impact on the budget would be if different levels of pay inflation are assumed. A higher level of pay inflation would result in an in-year overspend which would have to be met through achieving additional in-year savings or be met from reserves and conversely if a lower level of pay inflation is agreed then the saving could be added to reserves.

<b>Inflation % Applied</b>	<b>Total Salary, NI &amp; Super Inflation £</b>	<b>Movement £</b>	<b>Narrative</b>
3.5%	543,123	(233,256)	Budget saving
5.0%	776,379	-	Budgeted figure
7%	1,086,246	309,867	Additional budget pressure

- 3.6 On the funding side one of the assumptions that has been made are to increase the Council Tax by the maximum allowed of £4.95 for a Band D property. The tables below show:
- Lines 1-5 of the first table - how the Council Tax income has been calculated.
  - Line 6 of the first table – the amount that is generated from 2025/26 onwards by starting to charge the 100% premium that can be charged on second homes. It is anticipated that this will generate an additional £550k in the first year and this will then increase annually in line with Council Tax increases.
  - Line 7 of the first table - the additional Council Tax income that will be generated by being able to charge a 100% premium on long term empty properties that have been empty for a consecutive period of longer than 12 months instead of 24 months. This has been calculated to generate an additional £68k in 2024/25 and this will then increase annually in line with Council Tax increases.
  - the amount of Council Tax income that the annual increase of £4.95 would generate is £0.205m for 2024/25. This is calculated by multiplying the taxbase at Line 1 by the increase in Council Tax at Line 3. This, along with the increases in the following 3 years, are shown in the second table below.

Line no.		Council tax			
		24/25	25/26	26/27	27/28
1	Council Tax Base for 24/25 based on central government's assumed increase	41,392.1	41,700.7	42,012.7	42,327.6
2	Band D Council Tax before increase	£163.62	£168.57	£173.61	£178.80
3	Maximum increase allowed	£4.95	£5.04	£5.19	£5.35
4	Band D Council Tax after increase (Add Lines 2 and 3)	£168.57	£173.61	£178.80	£184.15
5	<b>Income assuming CT increase (line 1 multiplied by Line 4)</b>	<b>£6,977,466</b>	<b>£7,239,659</b>	<b>£7,511,871</b>	<b>£7,794,628</b>
6	Second homes premium	-	£550,000	£566,445	£583,382
7	Empty homes income	£68,000	£70,033	£72,127	£74,284
8	<b>Total Council Tax (Add Lines 5, 6 and 7)</b>	<b>£7,045,466</b>	<b>£7,309,692</b>	<b>£7,583,998</b>	<b>£7,868,911</b>
Additional Council Tax generated by the annual increase - Council Tax base (Line1) multiplied by Maximum increase allowed (Line 3)		£204,891	£210,172	£218,046	£226,453

- 3.7 For the Retained Business Rates financial modelling has been undertaken that uses information available for 2023/24 and then this has been updated with any known changes. The resulting income is based on what is known now but will be finalised in January 2024 when a more accurate figure will become available upon completion of a government return.
- 3.8 The remaining income comprises grants from central government. The provisional Local Government Finance Settlement was announced on 18 December 2023 and the General Fund Summary has been updated to reflect the funding announced. The final Local Government Finance Settlement will be announced in late January or early February, although the amounts are not expected to vary from the provisional amounts.
- 3.9 The Government have made available through the provisional local government finance settlement an increase in core spending power of 6.5% from 2023-24 level. This does however assume that District Councils apply the maximum increase of 2.99% or £5 (before requiring a referendum) in Council Tax.
- 3.10 The Funding Guarantee introduced last year has been maintained for 2024/25 to ensure every council in England sees at least a 3% increase in Core Spending Power before any local decisions are made around council tax. The increase in Core Spending Power for NNDC equates to an increase of 4.6% for 2024/25 when compared to 2023/24.
- 3.11 This draft budget for 2024/25 and the following years of the Medium-Term Financial Plan show that there are deficits in each year. The years 2025/26 to 2027/28 show a significant deficit. Plans are being put in place to achieve the level of savings required to set a balanced budget for future years. This will involve a rolling programme of service delivery reviews and it is planned to start these in March or April 2024.

3.12 Cabinet Members now have a balanced budget to discuss, and the recommendations made by this Committee will be considered as part of the discussion and in agreeing on the balanced budget to recommend to full Council at its meeting on 21 February 2024.

#### **4. The Medium-Term Financial Plan**

4.1 The Medium-Term Financial Plan (MTFP) has prepared alongside the budget for 2024/25. The detailed MTFP can be found as Appendix A. Assumptions have been made for the years 2025/26 to 2027/28 which are listed below. It should be noted that the further into the future we look the greater the increase in uncertainty is particularly around the funding streams.

4.2 Assumptions included are:

- The pay award is assumed to be at 3.5% for years 2025/26 as the rate of inflation has started to fall significantly.
- Increases in costs have been included for all years where we are contracted to increase costs on an annual basis.
- Increases in fees and charges (included in the Net Cost of Services) have been increased based on prudent assumptions that are in line with the increases that have been assumed for expenditure.
- For the calculation of Council Tax income, a modest increase of around 1% in the tax base has been assumed year on year and then the maximum increase has been applied to the Band D Council Tax each year at 2.99%.
- For the central government funding the assumptions made have been to generally increase funding by 3% as the last two Local Government Finance Settlements (23/24 and 24/25) have been based on a guaranteed increase in core spending power of at least 3%.

4.3 There is a huge level of uncertainty in the funding levels for local authorities as there are two major reviews where the outcomes of the which have yet to be implemented. The current funding system is recognised by all as being no longer fit for purpose and no longer an appropriate model. A Fair Funding Review has been postponed for several years, but it is expected that this will take place and the outcomes implemented at some point over the term of this Medium-Term Financial Plan. However, it is expected that the outcome will favour authorities with Social Care responsibilities and that district authorities will suffer.

4.4 There is also a reform of the Business Rates due and again which has been postponed for some time. The Council retains the services of Pixel Financial Management Services which provide expert advice and support on government funding. They provide a forecast of central government for the Council and their prediction is that the Business Rates reform may take place in 2026/27 and that this will have a negative impact on the level of Business Rates income for the Council.

4.5 To mitigate the impact of a reduction officers of the Council will be tasked with reviewing the way in which services are delivered during 2024/25 so that

any changes or cessation in service delivery can be implemented over the period of the Medium-Term Financial Plan.

## **5. Corporate Plan Objectives**

- 5.1 Financial Sustainability and Growth – a balanced budget based on savings that are achievable will ensure the Council’s financial sustainability over the medium term.

## **6. Financial and Resource Implications**

- 6.1 The Council must set a balanced budget for 2024/25 before 11 March 2024. This report presents the first draft budget for 2024/25 which shows that there is currently a budget deficit and the extent of the deficit. This early consideration of the position allows action to be taken to reduce the deficit and set a balanced budget before 11 March 2024. The Medium-Term Finance Strategy is also presented in this report.

### **Comments from the S151 Officer:**

The Council must set a balanced budget before the start of the forthcoming financial year. This first draft of the budget is the first stage in this process.

## **7. Legal Implications**

- 5.1 This report does not raise any new legal implications.

### **Comments from the Monitoring Officer**

## **8. Risks**

- 8.1 This report does raise the risk that a balanced budget may not be set, but the financial sustainability of the Council is already included in the risk register.

## **9. Net Zero Target**

- 9.1 This report does not raise any issues relating to Climate change.

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

- 10.1 This report does not raise any new issues relating to equality and diversity.

## **11. Community Safety issues**

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

## **12. Conclusion and Recommendations**

- 12.1 This report presents the first draft of the General Fund budget for 2024/25. The assumptions in arriving at the position are laid out in the report.
- 12.2 It is recommended that Cabinet consider any recommendations made by Overview and Scrutiny Committee.

- 12.3 It is recommended that Cabinet consider the options for achieving the required level savings so that a balanced budget can be recommended to full Council on 21 February 2024.

## General Fund Summary 2024/25 Base Budget

2022/23 Actuals £	Service Area	2023/24 Base Budget £	2023/24 Updated Base Budget £	2024/25 Base Budget £	2025/26 Projection £	2026/27 Projection £	2027/28 Projection £
325,310	Corporate Leadership/ Executive Support	484,705	517,720	456,034	447,000	458,678	471,079
9,764,789	Communities	11,834,134	11,733,424	11,733,733	12,042,844	12,443,223	12,893,640
5,326,359	Place and Climate Change	6,509,032	6,500,859	7,189,175	6,624,775	6,599,584	6,744,431
4,574,958	Resources	5,518,103	5,518,103	4,414,680	4,486,665	4,623,126	4,784,428
<b>19,991,416</b>	<b>Net Cost of Services</b>	<b>24,345,974</b>	<b>24,270,106</b>	<b>23,793,622</b>	<b>23,601,283</b>	<b>24,124,610</b>	<b>24,893,579</b>
2,724,972	Parish Precepts	2,875,207	2,875,207	2,875,207	2,875,207	2,875,207	2,875,207
(2,456,964)	Capital Charges	(2,456,953)	(2,456,953)	(2,962,374)	(2,962,374)	(2,962,374)	(2,962,374)
0	Refcus	(1,677,167)	(1,677,167)	(761,647)	(761,647)	(761,647)	(761,647)
(1,448,107)	Interest Receivable	(1,533,436)	(1,533,436)	(1,865,172)	(1,865,172)	(1,865,172)	(1,865,172)
165,758	External Interest Paid	0	0	23,880	23,880	23,880	23,880
810,274	Revenue Financing for Capital:	710,000	3,757,578	170,000	0	0	0
661,723	Minimum Revenue Provision	330,000	330,000	487,860	501,300	515,247	529,725
	MRP - Waste Contract	0	0	0	0	0	0
(1,892,404)	IAS 19 Pension Adjustment	265,496	265,496	268,000	268,000	268,000	268,000
<b>18,556,668</b>	<b>Net Operating Expenditure</b>	<b>22,859,121</b>	<b>25,830,831</b>	<b>22,029,376</b>	<b>21,680,477</b>	<b>22,217,751</b>	<b>23,001,198</b>

2019/20 Actuals	Contributions to/(from) Earmarked Reserves:	2023/24 Base Budget	2023/24 Updated Base Budget	2024/25 Base Budget	2025/26 Projection	2026/27 Projection	2027/28 Projection
0	Capital Projects Reserve	(400,000)	(400,000)	0	0	0	0
(35,923)	Asset Management	0	(405,564)	(120,000)	0	0	0
(23,426)	Benefits	(111,305)	(111,305)	(46,622)	0	0	0
0	Broadband	0	0	0	0	0	0
0	Building Control	(81,866)	(89,690)	(122,542)	(11,883)	0	0
(594,997)	Business Rates Reserve	(1,278,267)	(1,278,268)	(18,000)	(18,000)	(18,000)	(18,000)
166,400	Coast Protection	0	(134,003)	(265,738)	0	0	0
(163,226)	Communities	(275,000)	(275,000)	(131,550)	0	0	0
(702,392)	Delivery Plan	(1,289,412)	(2,464,360)	(472,403)	(159,764)	(10,000)	(10,000)
34,800	Economic Development & Tourism	(44,800)	(44,800)	(157,621)	(10,000)	(10,000)	(10,000)
83,015	Elections	(100,000)	(133,015)	60,000	60,000	60,000	60,000
(29,635)	Enforcement Board	0	0	0	0	0	0
183,283	Environmental Health	(16,000)	(34,372)	0	0	0	0
262,700	Grants	0	(304,784)	(646,093)	(44,410)	(19,780)	(9,020)
166,678	Housing	(555,898)	(1,257,875)	(128,318)	(55,273)	(55,273)	(55,273)
0	Land Charges	0	0	(89,100)	0	0	0
(30,871)	Legal	(31,745)	(31,745)	(36,000)	0	0	0
258,772	Major Repairs Reserve	0	(341,223)	(50,000)	0	0	0
0	New Homes Bonus Reserve	(178,000)	(48,000)	(150,000)	0	0	0
(17,873)	Organisational Development	(42,742)	(42,742)	(26,123)	0	0	0
0	Pathfinder	0	0	0	0	0	0
198,965	Planning Revenue	(148,965)	(128,965)	(37,300)	50,000	50,000	50,000
(234,987)	Restructuring/Invest to save	0	0	0	0	0	0
0	Treasury Reserve	0	0	0	0	0	0
0	Net Zero Initiatives	0	0	0	0	0	0
(296,445)	Contribution to/(from) the General Reserve	(356,461)	(356,460)	(9,844)	0	0	0
<b>17,781,505</b>	<b>Amount to be met from Government Grant and Local Taxpayers</b>	<b>17,948,660</b>	<b>17,948,660</b>	<b>19,582,122</b>	<b>21,491,147</b>	<b>22,214,698</b>	<b>23,008,905</b>

2022/23 Actuals	Service Area	2023/24 Base Budget	2023/24 Updated Budget	224/25 Base Budget	2025/26 Projection	2026/27 Projection	2027/28 Projection
(2,724,973)	Collection Fund – Parishes	(2,875,207)	(2,875,207)	(2,875,207)	(2,875,207)	(2,875,207)	(2,875,207)
(6,423,641)	Collection Fund – District	(6,738,797)	(6,738,797)	(7,052,536)	(7,309,692)	(7,583,998)	(7,868,911)
(6,725,157)	Retained Business Rates	(6,315,000)	(6,315,000)	(7,683,000)	(7,683,000)	(7,683,000)	(7,863,000)
(886,575)	New Homes bonus	(31,080)	(31,080)	(5,600)	0	0	0
(93,540)	Revenue Support Grant	(102,462)	(102,462)	(309,046)	(325,048)	(325,048)	(325,048)
0	3% Funding Guarantee	(974,416)	(974,416)	(928,923)	(700,273)	0	0
(507,661)	Rural Services Delivery Grant	(567,386)	(567,386)	(567,386)	(567,386)	(567,386)	(567,386)
0	LCTS Admin Grant	(136,747)	(136,747)	0	0	0	0
(50,074)	Ctax Discount Grant	(50,074)	(50,074)	(51,576)	(52,608)	(53,660)	(53,660)
(147,545)	Lower Tier Services Grant	0	0	0	0	0	0
(222,339)	Services Grant	(130,442)	(130,442)	(108,848)	(131,623)	(134,256)	(134,256)
0	Business rates Levy Surplus	(27,049)	(27,049)	0	0	0	0
<b>(17,781,505)</b>	<b>Income from Government Grant and Taxpayers</b>	<b>(17,948,660)</b>	<b>(17,948,660)</b>	<b>(19,582,122)</b>	<b>(19,644,837)</b>	<b>(19,222,555)</b>	<b>(19,687,468)</b>
<b>0</b>	<b>(Surplus)/Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,846,310</b>	<b>2,992,143</b>	<b>3,321,437</b>

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Reserve	Purpose and Use of Reserve	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	Budgeted Movement 2027/28	Balance 01/04/28
		£	£	£	£	£	£	£	£	£	£	£
<b>General Fund - General Reserve</b>	A working balance and contingency, current recommended balance is £2.1 million.	<b>2,980,242</b>	(356,461)	<b>2,623,781</b>	(9,844)	<b>2,613,937</b>	0	<b>2,613,937</b>	0	<b>2,613,937</b>	0	<b>2,613,937</b>
<b>Earmarked Reserves:</b>												
Capital Projects	To provide funding for capital developments and purchase of major assets.	<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>	0	<b>155,618</b>
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	<b>846,107</b>	(405,564)	<b>440,543</b>	(120,000)	<b>320,543</b>	0	<b>320,543</b>	0	<b>320,543</b>	0	<b>320,543</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>725,822</b>	(111,305)	<b>614,517</b>	(46,622)	<b>567,895</b>	0	<b>567,895</b>	0	<b>567,895</b>	0	<b>567,895</b>
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	<b>224,115</b>	(89,690)	<b>134,425</b>	(122,542)	<b>11,883</b>	(11,883)	<b>0</b>	0	<b>0</b>	0	<b>0</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>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>	(18,000)	<b>2,311,029</b>
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	<b>466,288</b>	(134,003)	<b>332,285</b>	(265,738)	<b>66,547</b>	0	<b>66,547</b>	0	<b>66,547</b>	0	<b>66,547</b>
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	<b>406,550</b>	(275,000)	<b>131,550</b>	(131,550)	<b>0</b>	0	<b>0</b>	0	<b>0</b>	0	<b>0</b>
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	<b>3,124,029</b>	(2,464,360)	<b>659,669</b>	(472,403)	<b>187,266</b>	(159,764)	<b>27,502</b>	(10,000)	<b>17,502</b>	(10,000)	<b>7,502</b>
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	<b>232,421</b>	(44,800)	<b>187,621</b>	(157,621)	<b>30,000</b>	(10,000)	<b>20,000</b>	(10,000)	<b>10,000</b>	(10,000)	<b>0</b>
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	<b>186,015</b>	(133,015)	<b>53,000</b>	60,000	<b>113,000</b>	60,000	<b>173,000</b>	60,000	<b>233,000</b>	60,000	<b>293,000</b>
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	<b>60,490</b>	0	<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>494,476</b>	(34,372)	<b>460,104</b>	0	<b>460,104</b>	0	<b>460,104</b>	0	<b>460,104</b>	0	<b>460,104</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>

Reserve	Purpose and Use of Reserve	Balance	Updated	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance
		01/04/23	Budget Movement 2023/24	01/04/24	Movement 2024/25	01/04/25	Movement 2025/26	01/04/26	Movement 2026/27	01/04/27	Movement 2027/28	01/04/28
		£	£	£	£	£	£	£	£	£	£	£
Grants	Revenue Grants received and due to timing issues not used in the year.	2,620,356	(304,784)	2,315,572	(646,093)	1,669,479	(44,410)	1,625,069	(19,780)	1,605,289	(9,020)	1,596,269
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.	2,274,036	(1,257,875)	1,016,161	(128,318)	887,843	(55,273)	832,570	(55,273)	777,297	(55,273)	722,024
Land Charges	To mitigate the impact of potential income reductions.	339,152	0	339,152	(89,100)	250,052	0	250,052	0	250,052	0	250,052
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	93,452	(31,745)	61,707	(36,000)	25,707	0	25,707	0	25,707	0	25,707
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	587,979	(341,223)	246,756	(50,000)	196,756	0	196,756	0	196,756	0	196,756
Net Zero Initiatives	to support the Councils Net Zero programme	500,000	0	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	(48,000)	174,543	(100,000)	74,543	0	74,543	0	74,543	0	74,543
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	155,224	(42,742)	112,482	(26,123)	86,359	0	86,359	0	86,359	0	86,359
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.	416,891	(128,965)	287,926	(87,300)	200,626	50,000	250,626	50,000	300,626	50,000	350,626
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.	664,008	0	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>22,576,677</b>	<b>(7,882,172)</b>	<b>14,694,505</b>	<b>(2,447,254)</b>	<b>12,247,251</b>	<b>(189,330)</b>	<b>12,057,921</b>	<b>(3,053)</b>	<b>12,054,868</b>	<b>7,707</b>	<b>8,404,583</b>

<b>MANAGING PERFORMANCE 2019-2023</b>	
<b>Executive Summary</b>	<p>This report is the final managing performance report for the Corporate Plan 2019 – 2023.</p> <p>It summarises delivery against the Corporate Plan agreed by the Council in November 2019 and the Delivery Plan agreed by Cabinet at its meeting of February 2020.</p>
<b>Options considered</b>	There are no options to be considered in the discussion or presentation of this report – it is a report which closes down reporting on objectives agreed in the 2019 – 2023 Corporate Plan.
<b>Consultation(s)</b>	This is a report which looks backwards to report on the Council's progress and achievements over the past four years; as such it doesn't require any process of consultation beyond review by the Section 151 Officer and the Monitoring Officer.
<b>Recommendations</b>	<b>The Overview and Scrutiny Committee is invited to receive and comment upon this report - acknowledging that the majority of the Corporate Plan 2019-2023 priorities and objectives were achieved despite the unprecedented circumstances presented by the global COVID pandemic.</b>
<b>Reasons for recommendations</b>	To ensure the objectives of the Council are achieved and service performance monitored, and, as appropriate, improved so as to ensure the provision of good quality, value for money services to the District's residents, businesses and visitors and inform future corporate learning and improvement.
<b>Background papers</b>	The 2019 – 2023 Corporate Plan and In-Phase performance management system

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Tim Adams
<b>Contact Officer</b>	Steve Blatch, Chief Executive Email:- <a href="mailto:steve.blatch@north-norfolk.gov.uk">steve.blatch@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	This report details the Council's performance in delivering the objectives of the Corporate Plan 2019 - 2023.
Medium Term Financial Strategy (MTFS)	Achieving the objectives in the Corporate Plan 2019 - 2023 and delivering services effectively and efficiently is a part of ensuring the MTFS is achieved.
Council Policies & Strategies	Corporate Plan 2019 - 2023

Is this a key decision	No
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Has the public interest test been applied	Not applicable. Item not exempt.
Details of any previous decision(s) on this matter	Not applicable. Final report of the implementation of Corporate Plan 2019 - 2023.

## 1. Purpose of the report

- 1.1 This report details the progress made by the Council in delivering the priorities and objectives agreed in the Corporate Plan and Delivery Plan 2019-2023.

## 2. Introduction & Background

- 2.1 The incoming Council administration of May 2019 developed a new Corporate Plan for the authority for the four years May 2019 – April 2023. This was approved by the Full Council meeting of 20 November 2019 (minute 11 refers) and the Council's Cabinet subsequently agreed an ambitious Delivery Plan detailing how the Corporate Plan objectives would be delivered at its meeting of the 3 February 2020 (as per minute 46.1).
- 2.2 Very shortly after agreement of the Delivery Plan, in March 2020, the world faced the unprecedented situation of the global COVID-19 pandemic which required the Council to direct and deploy its resources for an extended period of time initially in responding to the pandemic and keeping our communities safe through periods of national lockdown and subsequently supporting businesses and local communities to “open up” during the recovery phases of the crisis. The significant demands on staff and elected members at this time over a sustained period, including 7-day working, and the capacity this removed from the authority in being able to deliver business as usual services and against the Corporate Plan objectives, should not be under-estimated.
- 2.3 Given the prolonged response to the pandemic (which existed for almost two years from March 2020 through until early 2022) reports were presented to Cabinet in November 2020 and 2021 re-profiling some of the timescales proposed for some project and outcome delivery as detailed within the Delivery Plan agreed at the February 2020 Cabinet meeting. This re-profiling sought to align organisational capacity issues (both staff and financial) presented by the pandemic with what might realistically be achieved in terms of progress against the Corporate Plan in an open and transparent way.
- 2.4 Progress in delivering the Corporate Plan objectives and service performance management information has been recorded through the Council's Performance Management system – InPhase and reported to Cabinet and Overview and Scrutiny on a quarterly basis.
- 2.5 It is intended that this report provides an “end of Plan” report for the Corporate Plan 2019 – 2023 and details the outcomes achieved against the original objectives and Delivery Plan proposals and captures corporate learning which can be carried forward by the authority in delivering the new Corporate Plan recently agreed for the period 2023 – 2027.

## 3. Overview

- 3.1 **2019 – 2023 Delivery Plan**

- 3.1.1 The original 2019 – 2023 Delivery Plan proposed 91 actions. The majority of those actions (49) have been completed, 18 are still in progress, 10 cancelled outright and 14 cancelled and replaced by a different action.

#### Original Delivery Plan outcomes

	Completed	In Progress	Cancelled	Cancelled and replaced	Total
Local Homes for Local Need	5	1	1	4	11
Boosting Business Growth	6	4	0	0	10
Customer Focus	11	0	1	0	12
Climate, Coast and Environment	12	6	6	8	32
Quality of Life	6	6	1	0	13
Financial Sustainability and Growth	9	1	1	2	13
<b>Total</b>	<b>49</b>	<b>18</b>	<b>10</b>	<b>14</b>	<b>91</b>

- 3.1.2 The majority of the cancelled and replaced actions were as a result of the development and implementation of a new Housing Strategy Action Plan and the Net Zero Strategy and Climate Action Plan. These new Strategy documents, together with the COVID-19 pandemic, resulted in significant additions to the Delivery Plan over the period of the Corporate Plan. The table below shows the current position for all the Delivery Plan actions. Outstanding actions (40) will now be monitored and managed to completion by the relevant service managers as a part of their Team Plans.

#### Total Delivery Plan outcomes

	Completed	In Progress	Cancelled	Total
Local Homes for Local Need	47	7	7	61
Boosting Business Growth	8	6	0	14
Customer Focus	13	1	1	15
Climate, Coast and Environment	23	18	15	56
Quality of Life	7	7	2	16
Financial Sustainability and Growth	9	1	3	13
<b>Total</b>	<b>107</b>	<b>40</b>	<b>28</b>	<b>175</b>

- 3.1.3 All the Delivery Plan actions and their current stage and status are listed in Appendix A.1. This can also be viewed on the InPhase system at [All Delivery Plan Actions Table \(north-norfolk.gov.uk\)](http://north-norfolk.gov.uk)

## 3.2 Performance Measures

### 3.2.1 Key Performance Indicators (KPI) for the 2019 – 2023 Corporate Plan were developed after the publication of the Corporate Plan in November 2019.

Long-term measures proposed as part of that process which have been achieved or are being achieved are:-

- Proposal to plant 110,000 trees – one for each resident of North Norfolk was achieved by March 2023 when a total of 115,820 trees had been planted.
- The Council's carbon footprint has reduced from 6,633 tCOe in 2018/19 to 2,825 tCOe in 2021/22 as a result of actions taken to reduce our corporate footprint and improvements in measurement.

Measures which were proposed but which have not been or have not yet been achieved are:-

- The number of Blue Flag beaches has not been retained as six; but has reduced to three. This has not been due to any service reduction or budget savings made by the Council, rather issues of water quality where the quality at three beaches as a result of testing in the summer of 2022 has seen Blue Flags lost at East Runton, Mundesley and Sea Palling beaches. The Council is working with the Environment Agency, Anglian Water and the Keep Britain Tidy organisation to secure Blue Flag status for these beach locations in the future.
- The Council proposed either directly providing or supporting the provision of a Changing Place toilet facility in each of the district's seven principal towns. To date four changing places facilities have been provided, with a further three scheduled to be completed by summer 2024 implemented.

### 3.2.2 Performance against all of the key performance indicators agreed for the 2019 – 2023 Corporate Plan can be viewed Appendix A.2 of this report. This can also be viewed on the InPhase system at [Corporate Leadership Team Dashboard - Key Performance Measures \(north-norfolk.gov.uk\)](https://www.norfolk.gov.uk/corporate-leadership-team-dashboard-key-performance-measures).

## 4 Managing Service Performance over the period 2019-23

### 4.1 In terms of measuring the Council's performance relative to similar authorities, comparative data is also measured using the LG Inform tool and the overall position is attached at Appendix B.

### 4.2 This data shows that North Norfolk District Council performs:-

- better than comparable authorities in the collection of Council Tax and business rates, % of vacant dwellings, across all performance indicators for Planning, and expenditure per head on Regulatory Services;
- about average for the number of households on the Housing Waiting List, number of households (per 1000) in Temporary Accommodation, number of new affordable homes completed; and
- worse than comparable authorities for the time taken to process new benefit claims and change events, rate of new business births (per 10,000 population), amounts of household waste per household and % of household waste recycled, and the % of adults who are (physically) active.

## 5. Financial and Resource Implications

5.1 This report looks back at Council performance against the 2019 – 2023 Corporate Plan and so does not raise any financial or resource implications in itself.

## **6. Legal Implications**

6.1 This report looks back at Council performance against the 2019 – 2023 Corporate Plan and so does not raise any legal implications in itself.

## **7. Risks**

7.1 This report looks back at Council performance against the 2019 – 2023 Corporate Plan and so does not raise any risks to the authority itself. As appropriate, timely action has been taken to manage any risks to the authority which have occurred over the past four years.

## **8. Net Zero Target**

8.1 The Corporate Plan 2019-23 Delivery Plan proposed development of a Net Zero Strategy and Climate Action Plan which proposed Net Zero targets for the authority. As detailed at paragraph 3.2.1 above, the Council has made a good start in seeking to reduce its carbon footprint over the past three years, but recognises that it still has some way to go in meeting its stated objective of achieving Net Zero status by 2030.

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

9.1 There are no negative equality and diversity implications of this report. A number of the actions proposed in the 2019 – 2023 Corporate Plan sought to improve inclusion and accessibility to the Council's services and this remains a priority moving forward.

## **10. Community Safety issues**

10.1 There are no negative community safety implications of this report.

**11. Recommendations:-**

**The Overview and Scrutiny Committee is invited to receive and comment upon this report - acknowledging that the majority of the Corporate Plan 2019-2023 priorities and objectives were achieved despite the unprecedented circumstances presented by the global COVID pandemic.**

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All Delivery Plan actions

Action	Objective/ Department		30/09/2023
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	<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>	Performance	★
		Stage	In Progress
<input checked="" type="checkbox"/> 1.1.2 Action regarding brownfield sites	<ul style="list-style-type: none"> <li>▪ Objective 1.1: Developing and adopting a new Local Plan</li> <li>▪ Planning</li> </ul>	Performance	✗
		Stage	Completed
<input checked="" type="checkbox"/> 1.2.1.1 Clarify aims of a Housing Company	<ul style="list-style-type: none"> <li>▪ Objective 1.2.1: Increase the Supply of Housing - Direct Delivery</li> <li>▪ Strategic Housing</li> </ul>	Performance	✗
		Stage	Completed
<input checked="" type="checkbox"/> 1.2.1.2 Produce an updated business case	<ul style="list-style-type: none"> <li>▪ Objective 1.2.1: Increase the Supply of Housing - Direct Delivery</li> <li>▪ Strategic Housing</li> </ul>	Performance	✗
		Stage	Completed
<input checked="" type="checkbox"/> 1.2.2a.1 Investigate option of allocating sites for affordable housing	<ul style="list-style-type: none"> <li>▪ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing</li> <li>▪ Planning Policy</li> <li>▪ Strategic Housing</li> </ul>	Performance	✗
		Stage	Completed
<input checked="" type="checkbox"/> 1.2.2a.2 Make the planning process easier for affordable housing providers	<ul style="list-style-type: none"> <li>▪ Major Planning Projects</li> <li>▪ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing</li> <li>▪ Strategic Housing</li> </ul>	Performance	★
		Stage	In Progress
<input checked="" type="checkbox"/> 1.2.2a.3 Secure support from local communities	<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> </ul>	Performance	✗
		Stage	Completed
<input checked="" type="checkbox"/> 1.2.2a.4 Provide loan funding to help Registered Providers deliver affordable housing	<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> </ul>	Performance	✗
		Stage	Completed
<input checked="" type="checkbox"/> 1.2.2a.5 Improve Homes England's Grant offer	<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> </ul>	Performance	✗
		Stage	Completed
<input checked="" type="checkbox"/> 1.2.2a.6 Use s106 grant funding	<ul style="list-style-type: none"> <li>▪ Key Priorities</li> <li>▪ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing</li> <li>▪ Strategic Housing</li> </ul>	Performance	✗
		Stage	Completed
<input checked="" type="checkbox"/> 1.2.2b.1 Consider sites for Coastal roll-back	<ul style="list-style-type: none"> <li>▪ Coastal Partnership East</li> <li>▪ Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development</li> <li>▪ Strategic Housing</li> </ul>	Performance	?
		Stage	In Progress

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<input checked="" type="checkbox"/> 1.2.2b.2 Investigate de-risking options	<ul style="list-style-type: none"> <li>▪ Major Planning Projects</li> <li>▪ Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development</li> <li>▪ Strategic Housing</li> </ul>	Performance	★
		Stage	In Progress
<input checked="" type="checkbox"/> 1.2.2b.3 Encourage small and medium-sized builders and developers	<ul style="list-style-type: none"> <li>▪ Economic Growth</li> <li>▪ Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development</li> <li>▪ Strategic Housing</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 1.2.2b.4 Fakenham Roundabout	<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>	Performance	●
		Stage	In Progress
<input checked="" type="checkbox"/> 1.2.3a.1 Investigate Council support the development of good quality market rented housing	<ul style="list-style-type: none"> <li>▪ Objective 1.2.3a: Increase the Supply of Housing - Supporting new types - Market rent</li> <li>▪ Strategic Housing</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 1.2.3b.1 Encourage and support the use of MMC	<ul style="list-style-type: none"> <li>▪ Objective 1.2.3b: Increase the Supply of Housing - Supporting new types - Modern Construction</li> <li>▪ Strategic Housing</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 1.2.3c.1 Help grow existing community-led organisations	<ul style="list-style-type: none"> <li>▪ Objective 1.2.3c: Increase the Supply of Housing - Supporting new types - Community-led</li> <li>▪ Strategic Housing</li> </ul>	Performance	●
		Stage	Completed
<input checked="" type="checkbox"/> 1.2.3c.2 Establish new community-led groups	<ul style="list-style-type: none"> <li>▪ Objective 1.2.3c: Increase the Supply of Housing - Supporting new types - Community-led</li> <li>▪ Strategic Housing</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 1.3.1a.1 Report on housing stock condition in the district	<ul style="list-style-type: none"> <li>▪ Objective 1.3.1a: Improving Housing Stock Condition - Private - energy &amp; fuel poverty - Analyse cond</li> <li>▪ Strategic Housing</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 1.3.1b.1 Employ a dedicated Energy Officer	<ul style="list-style-type: none"> <li>▪ Objective 1.3.1b: Improving Housing Stock Condition - Private - energy &amp; fuel poverty - Improve ener</li> <li>▪ Strategic Housing</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 1.3.1b.2 Lobby government to secure long-term grant funding for energy efficiency works	<ul style="list-style-type: none"> <li>▪ Key Priorities</li> <li>▪ Objective 1.3.1b: Improving Housing Stock Condition - Private - energy &amp; fuel poverty - Improve ener</li> <li>▪ Strategic Housing</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 1.3.1b.3 Produce a clear energy efficiency support offer for low income households	<ul style="list-style-type: none"> <li>▪ Objective 1.3.1b: Improving Housing Stock Condition - Private - energy &amp; fuel poverty - Improve ener</li> <li>▪ Strategic Housing</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 1.3.1b.4 Promote energy efficiency measures	<ul style="list-style-type: none"> <li>▪ Objective 1.3.1b: Improving Housing Stock Condition - Private - energy &amp; fuel poverty - Improve ener</li> <li>▪ Strategic Housing</li> </ul>	Performance	✔
		Stage	Completed
	<ul style="list-style-type: none"> <li>▪ Strategic Housing</li> </ul>		
<input checked="" type="checkbox"/> 1.3.1b.5 Consider an accreditation scheme for energy	<ul style="list-style-type: none"> <li>▪ Objective 1.3.1b: Improving Housing Stock Condition -</li> </ul>	Performance	✔

contractors	Private - energy & fuel poverty - Improve ener		
	▪ Strategic Housing	Stage	Completed
<input checked="" type="checkbox"/> 1.3.1b.6 Consider direct provision or guaranteeing work for energy contractors	▪ Key Priorities ▪ Objective 1.3.1b: Improving Housing Stock Condition - Private - energy & fuel poverty - Improve ener ▪ Strategic Housing	Performance	
		Stage	Completed
<input checked="" type="checkbox"/> 1.3.1b.7 Identify good practice for making energy efficiency improvements to older/listed buildings	▪ Key Priorities ▪ Objective 1.3.1b: Improving Housing Stock Condition - Private - energy & fuel poverty - Improve ener ▪ Strategic Housing	Performance	
		Stage	Completed
<input checked="" type="checkbox"/> 1.3.1c.1 Encourage landlord take up of energy efficiency improvement works	▪ Objective 1.3.1c: Improving Housing Stock Condition - Private - energy & fuel poverty - Target ▪ Strategic Housing	Performance	
		Stage	Completed
<input checked="" type="checkbox"/> 1.3.1c.2 Target properties for energy efficiency improvement works	▪ Objective 1.3.1c: Improving Housing Stock Condition - Private - energy & fuel poverty - Target ▪ Strategic Housing	Performance	
		Stage	Completed
<input checked="" type="checkbox"/> 1.3.2.1 Report on good practice. to tackle disrepair	▪ Objective 1.3.2: Improving Housing Stock Condition in the Private Sector - Tackling disrepair ▪ Strategic Housing	Performance	
		Stage	Completed
<input checked="" type="checkbox"/> 1.3.3.1 Report on good practice to tackle long-term empty homes	▪ Objective 1.3.3: Improving Housing Stock Condition in the Private Sector - Tackling empty homes ▪ Strategic Housing	Performance	
		Stage	Completed
<input checked="" type="checkbox"/> 1.4.1.1 Work with Flagship to review all proposed disposals	▪ Objective 1.4.1: Making Best Use of Existing Homes - Managing the loss of affordable homes ▪ Strategic Housing	Performance	
		Stage	Completed
<input checked="" type="checkbox"/> 1.4.1.2 Consider purchase of Flagship properties as part of the business case for a housing company	▪ Objective 1.4.1: Making Best Use of Existing Homes - Managing the loss of affordable homes ▪ Strategic Housing	Performance	
		Stage	Completed
<input checked="" type="checkbox"/> 1.4.2.1 The council will work with partners to raise awareness and understanding of shared ownership		Performance	
	▪ Objective 1.4.2: Making Best Use of Existing Homes - Supporting access to home ownership ▪ Strategic Housing	Stage	Completed
<input checked="" type="checkbox"/> 1.4.2.2 Consider whether the council should provide low cost home ownership mortgages	▪ Objective 1.4.2: Making Best Use of Existing Homes - Supporting access to home ownership	Performance	
	▪ Strategic Housing	Stage	Completed
<input checked="" type="checkbox"/> 1.4.2.3 Put in place policies & processes to implement First Homes	▪ Legal ▪ Objective 1.4.2: Making Best Use of Existing Homes -	Performance	

	Supporting access to home ownership	Stage	Completed
	<ul style="list-style-type: none"> <li>▪ Strategic Housing</li> </ul>		
<input checked="" type="checkbox"/> 1.4.3.1 Review effectiveness of current allocations agreement	<ul style="list-style-type: none"> <li>▪ Housing Options</li> <li>▪ Objective 1.4.3: Making Best Use of Existing Homes - Allocating affordable homes fairly</li> <li>▪ Strategic Housing</li> </ul>	Performance	
		Stage	Completed
<input checked="" type="checkbox"/> 1.4.4a.1 Work with partner Registered Providers to consider building new shared housing	<ul style="list-style-type: none"> <li>▪ Objective 1.4.4a: Making Best Use of Existing Homes - Alternative housing options - House sharing</li> <li>▪ Strategic Housing</li> </ul>	Performance	
		Stage	Completed
<input checked="" type="checkbox"/> 1.4.4a.2 The council will investigate promotion of a scheme to facilitate multigenerational living	<ul style="list-style-type: none"> <li>▪ Housing Options</li> <li>▪ Objective 1.4.4a: Making Best Use of Existing Homes - Alternative housing options - House sharing</li> <li>▪ Strategic Housing</li> </ul>	Performance	
		Stage	Completed
<input checked="" type="checkbox"/> 1.4.4b.1 Consider the establishment of a private sector leasing scheme	<ul style="list-style-type: none"> <li>▪ Housing Options</li> <li>▪ Objective 1.4.4b: Making Best Use of Existing Homes - Alternative housing options - Market rent</li> <li>▪ Strategic Housing</li> </ul>	Performance	
		Stage	Completed
<input checked="" type="checkbox"/> 1.4.4b.2 Provide better support and information to existing and prospective landlords	<ul style="list-style-type: none"> <li>▪ Housing Options</li> <li>▪ Objective 1.4.4b: Making Best Use of Existing Homes - Alternative housing options - Market rent</li> <li>▪ Strategic Housing</li> </ul>	Performance	
		Stage	Completed
<input checked="" type="checkbox"/> 1.5.1a.1 Identify people 'at risk of crisis' and develop action to help prevent crisis	<ul style="list-style-type: none"> <li>▪ Objective 1.5.1a: Supporting Vulnerable Residents - Prevent Homelessness - Prevent crisis</li> <li>▪ People Services</li> <li>▪ Strategic Housing</li> </ul>	Performance	
		Stage	Completed
<input checked="" type="checkbox"/> 1.5.1b.1 Continue to deliver actions in the new Homelessness and Rough Sleeper Strategy	<ul style="list-style-type: none"> <li>▪ Housing Options</li> <li>▪ Key Priorities</li> <li>▪ Objective 1.5.1b: Vulnerable Residents - Prevent Homelessness &amp; Help for those Homeless - Strategy</li> <li>▪ Strategic Housing</li> </ul>	Performance	
		Stage	In Progress
<input checked="" type="checkbox"/> 1.5.1b.2 The Council will deliver units of move on / temporary accommodation	<ul style="list-style-type: none"> <li>▪ Estates and Assets</li> <li>▪ Housing Options</li> </ul>	Performance	

			30/09/2023
	<ul style="list-style-type: none"> <li>Objective 1.5.1b: Vulnerable Residents - Prevent Homelessness &amp; Help for those Homeless - Strategy</li> <li>Strategic Housing</li> </ul>	Stage	Completed
<input checked="" type="checkbox"/> 1.5.1b.3 Contribute to Norfolk Strategic Housing Partnership project to end homelessness in Norfolk	<ul style="list-style-type: none"> <li>Housing Options</li> <li>Key Priorities</li> <li>Objective 1.5.1b: Vulnerable Residents - Prevent Homelessness &amp; Help for those Homeless - Strategy</li> <li>Strategic Housing</li> </ul>	Performance	★
		Stage	Completed
<input checked="" type="checkbox"/> 1.5.2a.1 Work with NCC to provide safe accommodation & support to those fleeing domestic abuse	<ul style="list-style-type: none"> <li>Housing Options</li> <li>Objective 1.5.2a: Supporting Vulnerable Residents - Provision of Specialist Housing - Domestic Abuse</li> <li>People Services</li> <li>Quality of Life Strategy 2022 - 2024 Action Plan</li> <li>Strategic Housing</li> </ul>	Performance	★
		Stage	Completed
<input checked="" type="checkbox"/> 1.5.2b.1 Working with partners to deliver 500 units of Housing with Care / Extra Care	<ul style="list-style-type: none"> <li>Key Priorities</li> <li>Objective 1.5.2b: Supporting Vulnerable Residents - Provision of Specialist Housing - Care/ Extra Ca</li> <li>Strategic Housing</li> </ul>	Performance	●
		Stage	In Progress
<input checked="" type="checkbox"/> 1.5.2c.1 Policies in local plan provide sufficient new suitable homes for older & disabled residents	<ul style="list-style-type: none"> <li>Objective 1.5.2c: Supporting Vulnerable Residents - Provision of Specialist Housing - Older/Disabled</li> <li>Planning Policy</li> <li>Quality of Life Strategy 2022 - 2024 Action Plan</li> <li>Strategic Housing</li> </ul>	Performance	★
		Stage	Completed
<input checked="" type="checkbox"/> 1.5.2c.2 Work with partners to ensure affordable homes meet the needs of older & disabled residents	<ul style="list-style-type: none"> <li>Objective 1.5.2c: Supporting Vulnerable Residents - Provision of Specialist Housing - Older/Disabled</li> <li>Strategic Housing</li> </ul>	Performance	★
		Stage	Completed
<input checked="" type="checkbox"/> 1.5.2c.3 Support the delivery of specialist housing schemes	<ul style="list-style-type: none"> <li>Objective 1.5.2c: Supporting Vulnerable Residents - Provision of Specialist Housing - Older/Disabled</li> <li>Strategic Housing</li> </ul>	Performance	★
		Stage	Completed
<input checked="" type="checkbox"/> 1.5.2c.4 Review of the use of Disabled Facilities Grants	<ul style="list-style-type: none"> <li>Objective 1.5.2c: Supporting Vulnerable Residents - Provision of Specialist Housing - Older/Disabled</li> <li>People Services</li> <li>Strategic Housing</li> </ul>	Performance	★
		Stage	Completed
<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	<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>	Performance	★
		Stage	In Progress
<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy 2020 - 2023	<ul style="list-style-type: none"> <li>Economic Growth</li> <li>Key Priorities</li> <li>Objective 2.2: Developing and implementing new Economic</li> </ul>	Performance	★
		Stage	In Progress

	<ul style="list-style-type: none"> <li>Objective 2.2: Developing and implementing new Economic Growth Strategy</li> </ul>	Stage	In Progress
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	<ul style="list-style-type: none"> <li>Economic Growth</li> <li>Objective 2.3: Taking a proactive approach to unlocking development sites</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 2.3.2 New investment opportunities	<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>	Performance	★
		Stage	Completed
<input checked="" type="checkbox"/> 2.4.1 Analyse evidence of local business needs and opportunities and engage local businesses	<ul style="list-style-type: none"> <li>Economic Growth</li> <li>Objective 2.4: Analyse local business needs</li> </ul>	Performance	★
		Stage	Completed
<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	<ul style="list-style-type: none"> <li>Economic Growth</li> <li>Objective 2.4: Analyse local business needs</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	<ul style="list-style-type: none"> <li>Economic Growth</li> <li>Objective 2.5: Providing support and advice for new business start-ups and growing businesses</li> </ul>	Performance	?
		Stage	In Progress
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	<ul style="list-style-type: none"> <li>Economic Growth</li> <li>Objective 2.5: Providing support and advice for new business start-ups and growing businesses</li> <li>Quality of Life Strategy 2022 - 2024 Action Plan</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 2.6.1 Work with partners to identify skills deficiencies & monitor apprenticeships	<ul style="list-style-type: none"> <li>Economic Growth</li> <li>Objective 2.6: Encouraging links between local education providers, apprentices and businesses</li> </ul>	Performance	?
		Stage	In Progress
<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	<ul style="list-style-type: none"> <li>Economic Growth</li> <li>Objective 2.6: Encouraging links between local education providers, apprentices and businesses</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 2.6.3 Workforce development, skills and apprenticeship plan	<ul style="list-style-type: none"> <li>Economic Growth</li> <li>Objective 2.6: Encouraging links between local education providers, apprentices and businesses</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 2.7.1 Market towns initiative	<ul style="list-style-type: none"> <li>Legal</li> <li>Objective 2.7: Facilitating the transition of our town centres</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 2.7.2 - Support the work of the High Street Task Force - community engagement work in Stalham	<ul style="list-style-type: none"> <li>Economic Growth</li> <li>Key Priorities</li> <li>Objective 2.7: Facilitating the transition of our town centres</li> </ul>	Performance	★
		Stage	In Progress
<input checked="" type="checkbox"/> 2.7.3 UK Shared Prosperity Fund and England Rural Prosperity Fund programme delivery	<ul style="list-style-type: none"> <li>Key Priorities</li> <li>Objective 2.7: Facilitating the transition of our town centres</li> <li>Sustainable Growth</li> </ul>	Performance	★
		Stage	In Progress

3.1.1 Undertake a Customer Contact Survey	<ul style="list-style-type: none"> <li>Customer Services Management</li> <li>Objective 3.1: Developing a new Customer Charter with published service standards</li> </ul>	Performance	
		Stage	Completed
3.1.2 Review and refine our Customer Strategy	<ul style="list-style-type: none"> <li>Customer Services Management</li> <li>Objective 3.1: Developing a new Customer Charter with published service standards</li> </ul>	Performance	
		Stage	Completed
3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	<ul style="list-style-type: none"> <li>Customer Services Management</li> <li>Objective 3.1: Developing a new Customer Charter with published service standards</li> </ul>	Performance	
		Stage	Completed
3.1.4 Customer focussed services staff training programme	<ul style="list-style-type: none"> <li>Customer Services Management</li> <li>Key Priorities</li> <li>Objective 3.1: Developing a new Customer Charter with published service standards</li> </ul>	Performance	
		Stage	Completed
3.1.5 Monitor the implementation of the Customer Charter	<ul style="list-style-type: none"> <li>Customer Services Management</li> <li>Objective 3.1: Developing a new Customer Charter with published service standards</li> </ul>	Performance	
		Stage	Completed
3.1.6 Digital Customer Service Improvement	<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>	Performance	
		Stage	In Progress
3.2.1 Undertake an annual Residents Survey	<ul style="list-style-type: none"> <li>Communications and Public Relations</li> <li>Objective 3.2: Undertaking an annual residents survey and responding to results</li> </ul>	Performance	
		Stage	Cancelled
3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere	<ul style="list-style-type: none"> <li>Corporate Delivery Unit</li> <li>Objective 3.3: Benchmarking of the Council's services to learn from best practice elsewhere</li> </ul>	Performance	
		Stage	Completed
3.4.1 Develop an Engagement Strategy	<ul style="list-style-type: none"> <li>Communities</li> <li>Objective 3.4: Developing an Engagement Strategy</li> <li>Quality of Life Strategy 2022 - 2024 Action Plan</li> </ul>	Performance	
		Stage	Completed
3.4.2 Establish Town & Parish Council Forum	<ul style="list-style-type: none"> <li>Democratic Services</li> <li>Objective 3.4: Developing an Engagement Strategy</li> </ul>	Performance	
		Stage	Completed
3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions	<ul style="list-style-type: none"> <li>Democratic Services</li> <li>Objective 3.4: Developing an Engagement Strategy</li> </ul>	Performance	
		Stage	Completed
3.4.4 Establish Environment Panels	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 3.4: Developing an Engagement Strategy</li> </ul>	Performance	
		Stage	Completed
3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	<ul style="list-style-type: none"> <li>IT Web</li> <li>Objective 3.4: Developing an Engagement Strategy</li> </ul>	Performance	
		Stage	Completed

3.4.6 Develop and Implement a Communications Strategy	<ul style="list-style-type: none"> <li>▪ Communications and Public Relations</li> <li>▪ Objective 3.4: Developing an Engagement Strategy</li> </ul>	Performance	✔
		Stage	Completed
3.4.7 Further develop and embed the new Youth Council	<ul style="list-style-type: none"> <li>▪ 3 - Customer Focus</li> <li>▪ Democratic Services</li> <li>▪ Key Priorities</li> <li>▪ Objective 3.4: Developing an Engagement Strategy</li> </ul>	Performance	✔
		Stage	Completed
4.1.1 Climate Champions	<ul style="list-style-type: none"> <li>▪ Climate &amp; Environment</li> <li>▪ Objective 4.01: Developing and implementing an Environmental Charter and Action Plan</li> </ul>	Performance	✔
		Stage	Completed
4.1.2 Develop an action plan, draft, adopt and publish Environment Charter	<ul style="list-style-type: none"> <li>▪ Climate &amp; Environment</li> <li>▪ Objective 4.01: Developing and implementing an Environmental Charter and Action Plan</li> <li>▪ Quality of Life Strategy 2022 - 2024 Action Plan</li> </ul>	Performance	✔
		Stage	Completed
4.1.3 Promote energy efficiency and behavioural change towards greater sustainability	<ul style="list-style-type: none"> <li>▪ Climate &amp; Environment</li> <li>▪ Objective 4.01: Developing and implementing an Environmental Charter and Action Plan</li> </ul>	Performance	
		Stage	Cancelled
4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	<ul style="list-style-type: none"> <li>▪ Climate &amp; Environment</li> <li>▪ Objective 4.01: Developing and implementing an Environmental Charter and Action Plan</li> <li>▪ Quality of Life Strategy 2022 - 2024 Action Plan</li> </ul>	Performance	
		Stage	Cancelled
4.1.5 Monitor and review the implementation of the Environmental Charter and Action Plan	<ul style="list-style-type: none"> <li>▪ Climate &amp; Environment</li> <li>▪ Objective 4.01: Developing and implementing an Environmental Charter and Action Plan</li> <li>▪ Quality of Life Strategy 2022 - 2024 Action Plan</li> </ul>	Performance	
		Stage	Cancelled
4.2.1 Formulate a local plan that supports the transition to a low-carbon future	<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>	Performance	★
		Stage	In Progress
4.2.2 Protect and enhance the natural and built environment	<ul style="list-style-type: none"> <li>▪ Objective 4.02: Developing and implementing a new Local Plan</li> <li>▪ Planning Policy</li> </ul>	Performance	✔
		Stage	Completed
4.2.3 Conclude consultation on the review of the Glaven Valley Conservation Area	<ul style="list-style-type: none"> <li>▪ Conservation, Design and Landscape</li> <li>▪ Key Priorities</li> <li>▪ Objective 4.02: Developing and implementing a new Local</li> </ul>	Performance	✔
		Stage	Completed

	Plan		
☑ 4.3.1 Baseline carbon audit and carbon reduction action plan	<ul style="list-style-type: none"> <li>■ Climate &amp; Environment</li> <li>■ Objective 4.03: Measure the Council's baseline carbon footprint &amp; deliver a carbon neutral position</li> <li>■ Sustainable Growth</li> </ul>	Performance	?
		Stage	Completed
☑ 4.3.2 Carbon impact evidenced in processes for decision making and report writing	<ul style="list-style-type: none"> <li>■ Democratic Services</li> <li>■ Objective 4.03: Measure the Council's baseline carbon footprint &amp; deliver a carbon neutral position</li> </ul>	Performance	
		Stage	Cancelled
☑ 4.3.3 Measure, monitor and report on the change in the Council's emissions and review action plan	<ul style="list-style-type: none"> <li>■ Climate &amp; Environment</li> <li>■ Objective 4.03: Measure the Council's baseline carbon footprint &amp; deliver a carbon neutral position</li> </ul>	Performance	
		Stage	Cancelled
☑ 4.3.4 'Green energy' initiatives	<ul style="list-style-type: none"> <li>■ Climate &amp; Environment</li> <li>■ Objective 4.03: Measure the Council's baseline carbon footprint &amp; deliver a carbon neutral position</li> </ul>	Performance	
		Stage	Cancelled
☑ 4.4.1 Agree the vision and business plan for Coastal Partnership East	<ul style="list-style-type: none"> <li>■ Coastal Partnership East</li> <li>■ Objective 4.04: Continuing to Take a Lead Role Nationally in Coastal Management Initiatives</li> </ul>	Performance	✓
		Stage	Completed
☑ 4.4.2 Establish evidence of coastal change impacts, interpret and communicate this to policymakers	<ul style="list-style-type: none"> <li>■ Coastal Partnership East</li> <li>■ Objective 4.04: Continuing to Take a Lead Role Nationally in Coastal Management Initiatives</li> </ul>	Performance	★
		Stage	In Progress
☑ 4.4.3 Local coastal communities - adaptive responses to coastal change and resilience	<ul style="list-style-type: none"> <li>■ CTAP</li> <li>■ Objective 4.04: Continuing to Take a Lead Role Nationally in Coastal Management Initiatives</li> </ul>	Performance	★
		Stage	In Progress
☑ 4.4.4 Develop innovative coastal management approaches	<ul style="list-style-type: none"> <li>■ Coastal Partnership East</li> <li>■ Objective 4.04: Continuing to Take a Lead Role Nationally in Coastal Management Initiatives</li> </ul>	Performance	★
		Stage	In Progress
☑ 4.4.5 Continue to implement local actions to manage the coast	<ul style="list-style-type: none"> <li>■ Coastal Partnership East</li> <li>■ Objective 4.04: Continuing to Take a Lead Role Nationally in Coastal Management Initiatives</li> </ul>	Performance	★
		Stage	In Progress
☑ 4.4.6 Share best practice and seek to influence national policy regarding coastal management	<ul style="list-style-type: none"> <li>■ Coastal Partnership East</li> <li>■ Objective 4.04: Continuing to Take a Lead Role Nationally in Coastal Management Initiatives</li> </ul>	Performance	★
		Stage	In Progress
☑ 4.4.7 Coastal Transition Accelerator Programme	<ul style="list-style-type: none"> <li>■ CTAP</li> <li>■ Key Priorities</li> <li>■ Objective 4.04: Continuing to Take a Lead Role Nationally in Coastal Management Initiatives</li> </ul>	Performance	★
		Stage	In Progress
☑ 4.20.Of04 Plant remaining 38,000 trees by March 2023 including 5 Miyawaki Jubilee Woodlands	<ul style="list-style-type: none"> <li>■ 4 - Climate, Coast and the Environment</li> <li>■ Climate &amp; Environment</li> <li>■ Key Priorities</li> <li>■ Objective 4.05: Planting 110,000 trees, one for each resident to help offset our carbon emissions</li> </ul>	Performance	✓
		Stage	Completed

Council to help offset our carbon emissions			
<input checked="" type="checkbox"/> 4.5.1 Collect and analyse data relevant to the tree planting project	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.05: Planting 110,000 trees, one for each resident to help offset our carbon emissions</li> </ul>	Performance	
		Stage	Cancelled
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.05: Planting 110,000 trees, one for each resident to help offset our carbon emissions</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.05: Planting 110,000 trees, one for each resident to help offset our carbon emissions</li> </ul>	Performance	
		Stage	Cancelled
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.05: Planting 110,000 trees, one for each resident to help offset our carbon emissions</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 4.5.5 Tree Planting Strategy	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.05: Planting 110,000 trees, one for each resident to help offset our carbon emissions</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	<ul style="list-style-type: none"> <li>Objective 4.06: Introducing Electric vehicle charging facilities</li> <li>Property Services</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 4.6.2 Assess demand/ growth in the use of electric vehicles and roll-out of further charging points	<ul style="list-style-type: none"> <li>Objective 4.06: Introducing Electric vehicle charging facilities</li> <li>Property Services</li> </ul>	Performance	
		Stage	Cancelled
<input checked="" type="checkbox"/> 4.6.3 Include policies on EV and EV infrastructure in the Local Plan and in asset management plans	<ul style="list-style-type: none"> <li>Objective 4.06: Introducing Electric vehicle charging facilities</li> <li>Planning Policy</li> <li>Quality of Life Strategy 2022 - 2024 Action Plan</li> </ul>	Performance	
		Stage	Cancelled
<input checked="" type="checkbox"/> 4.6.4 Review staff/member travel policies and future options that will reduce emissions	<ul style="list-style-type: none"> <li>Human Resources</li> <li>Objective 4.06: Introducing Electric vehicle charging facilities</li> </ul>	Performance	
		Stage	Cancelled
<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	<ul style="list-style-type: none"> <li>Objective 4.06: Introducing Electric vehicle charging facilities</li> <li>Sustainable Growth</li> </ul>	Performance	
		Stage	Cancelled
<input checked="" type="checkbox"/> 4.7.1 Implement the waste contract	<ul style="list-style-type: none"> <li>Environment and Leisure</li> <li>Objective 4.07: Waste Collection</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 4.7.2 Waste & cleansing contract - investigate going beyond the minimum necessary	<ul style="list-style-type: none"> <li>Environmental &amp; Safety Services</li> <li>Objective 4.07: Waste Collection</li> </ul>	Performance	
		Stage	Cancelled
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	<ul style="list-style-type: none"> <li>Environmental &amp; Safety Services</li> <li>Objective 4.07: Waste Collection</li> </ul>	Performance	
		Stage	Cancelled

4.7.4 Establish waste data collection systems analyses	Environmental & Safety Services	Performance	✔
	Objective 4.07: Waste Collection	Stage	Completed
4.7.5 Implement local community waste reduction measures	Environmental & Safety Services	Performance	✔
	Objective 4.07: Waste Collection	Stage	Completed
4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Communities	Performance	
	Objective 4.07: Waste Collection	Stage	Cancelled
5.1.1 Undertake a Quality of Life Survey	Communities	Performance	
	Objective 5. 1: Undertaking a Quality of Life Survey	Stage	Cancelled
5.2.1 Develop a Quality of Life Strategy	Communities	Performance	✔
	Objective 5. 2: Developing and implementing a Quality of Life Strategy	Stage	Completed
5.2.2 Implement the Quality of Life Strategy	Communities	Performance	?
	Objective 5. 2: Developing and implementing a Quality of Life Strategy People Services	Stage	In Progress
5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Economic Growth	Performance	★
	Key Priorities Objective 5. 3: Delivery of the North Walsham Heritage Action Zone programme Quality of Life Strategy 2022 - 2024 Action Plan	Stage	In Progress
5.4.1 Formulate and publish an accessibility guide	Digital Mailroom & North Norfolk Visitor Centre	Performance	✔
	Objective 5. 4: Developing and implementing an Accessibility Guide for the District	Stage	Completed
5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Corporate Delivery Unit	Performance	✔
	Objective 5. 5: Delivery of new leisure centre at Sheringham	Stage	Completed
5.6.1a Maintain and enhance the physical structure of Cromer Pier	Objective 5. 6: Continued investment in Cromer Pier as an iconic heritage and cultural attraction	Performance	★
	Property Services Quality of Life Strategy 2022 - 2024 Action Plan	Stage	In Progress
5.6.1b Work with partners to develop a programme of events on Cromer Pier		Performance	★
	Leisure and Localities Objective 5. 6: Continued investment in Cromer Pier as an iconic heritage and cultural attraction Quality of Life Strategy 2022 - 2024 Action Plan	Stage	In Progress
5.7.1 Maintain the quality and accessibility of public	Key Priorities	Performance	

<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	<ul style="list-style-type: none"> <li>Key Priorities</li> <li>Objective 5. 7: Public convenience investment programme to include Changing Places facilities</li> <li>Property Services</li> </ul>	Performance	●
		Stage	In Progress
<input checked="" type="checkbox"/> 5.8.1a Commit to NNDC Blue Flag and Green Flag status (2021)	<ul style="list-style-type: none"> <li>Leisure and Localities</li> <li>Objective 5. 8: Blue Flag and Green Flag status for the Council's beaches and open spaces</li> <li>Quality of Life Strategy 2022 - 2024 Action Plan</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 5.9.1 Deliver the first Mammoth Marathon	<ul style="list-style-type: none"> <li>Leisure and Localities</li> <li>Objective 5. 9: Delivery of the Mammoth Marathon</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 5.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	<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>	Performance	?
		Stage	In Progress
<input checked="" type="checkbox"/> 5.10.3 Fakenham Levelling Up project	<ul style="list-style-type: none"> <li>Key Priorities</li> <li>Leisure and Localities</li> <li>Objective 5.10: Maximising the level of external funding to support community projects</li> </ul>	Performance	?
		Stage	Cancelled
<input checked="" type="checkbox"/> 5.11.1 Community support initiatives review	<ul style="list-style-type: none"> <li>Early Help and Prevention</li> <li>Objective 5.11: Development of strong, sustainable and healthy local communities</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 5.11.2 Develop policy & programmes in response to the Cost of Living pressures faced by residents	<ul style="list-style-type: none"> <li>Key Priorities</li> <li>Objective 5.11: Development of strong, sustainable and healthy local communities</li> <li>People Services</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 5.11.3 Develop a new Play Strategy for the District	<ul style="list-style-type: none"> <li>Key Priorities</li> <li>Leisure and Localities</li> <li>Objective 5.11: Development of strong, sustainable and healthy local communities</li> </ul>	Performance	●
		Stage	In Progress
<input checked="" type="checkbox"/> 6.1.1 Establish a baseline against which to review and control fees and charges	<ul style="list-style-type: none"> <li>Finance</li> <li>Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 6.1.2 Develop a public convenience strategy	<ul style="list-style-type: none"> <li>Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges</li> <li>Organisational Resources</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	<ul style="list-style-type: none"> <li>Finance</li> <li>Objective 6.1: Continuously reviewing our service delivery</li> </ul>	Performance	✔

	Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges	Stage	Completed
<input checked="" type="checkbox"/> 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	<ul style="list-style-type: none"> <li>■ Finance</li> <li>■ Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges</li> <li>■ Resources</li> <li>■ Revenues</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 6.1.5 Undertake service reviews to improve efficiency and reduce costs	<ul style="list-style-type: none"> <li>■ Finance</li> <li>■ Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 6.2.1 Develop a Financial Sustainability Strategy	<ul style="list-style-type: none"> <li>■ Finance</li> <li>■ Key Priorities</li> <li>■ Objective 6.2: Taking a more commercial approach to the delivery of discretionary services</li> <li>■ Resources</li> </ul>	Performance	?
		Stage	In Progress
<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	<ul style="list-style-type: none"> <li>■ Leisure and Localities</li> <li>■ Objective 6.2: Taking a more commercial approach to the delivery of discretionary services</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 6.2.3 Explore the opportunities to generate income from advertising and sponsorship	<ul style="list-style-type: none"> <li>■ Estates and Assets</li> <li>■ Objective 6.2: Taking a more commercial approach to the delivery of discretionary services</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 6.3.2 Explore options for investing in medical centre development/health care facilities	<ul style="list-style-type: none"> <li>■ Estates and Assets</li> <li>■ Objective 6.3: Forming a development company to take our property ambitions forward</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	<ul style="list-style-type: none"> <li>■ Estates and Assets</li> <li>■ Objective 6.3: Forming a development company to take our property ambitions forward</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 6.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	<ul style="list-style-type: none"> <li>■ Objective 6.4: Investing in environmental and economic initiatives</li> <li>■ Property Services</li> </ul>	Performance	
		Stage	Cancelled
<input checked="" type="checkbox"/> 6.4.2 Explore the potential for the installation of photo voltaics (PV) on the Council's assets	<ul style="list-style-type: none"> <li>■ Climate &amp; Environment</li> <li>■ Objective 6.4: Investing in environmental and economic initiatives</li> </ul>	Performance	
		Stage	Cancelled
<input checked="" type="checkbox"/> 4.08.G01 Implement new carbon reporting process	<ul style="list-style-type: none"> <li>■ Climate &amp; Environment</li> <li>■ Objective 4.08: Governance</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 4.08.G02 Complete 2021/22 footprint	<ul style="list-style-type: none"> <li>■ Climate &amp; Environment</li> <li>■ Objective 4.08: Governance</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 4.08.G03 Appoint Carbon Data analyst	<ul style="list-style-type: none"> <li>■ Climate &amp; Environment</li> </ul>	Performance	★

	<ul style="list-style-type: none"> <li>Objective 4.08: Governance</li> </ul>	Stage	In Progress
<input checked="" type="checkbox"/> 4.08.G04 Establish new governance rules on compliance	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.08: Governance</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 4.08.G05 Revise and publish Climate Action Plan for Year 2	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.08: Governance</li> </ul>	Performance	★
		Stage	In Progress
<input checked="" type="checkbox"/> 4.08.G06 Complete 2022/23 footprint	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.08: Governance</li> </ul>	Performance	★
		Stage	In Progress
<input checked="" type="checkbox"/> 4.08.G07 Adopt emissions reduction targets for Year 24/25 and 25/26	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.08: Governance</li> </ul>	Performance	
		Stage	Not Started
<input checked="" type="checkbox"/> 4.08.G08 Develop a biodiversity policy	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.08: Governance</li> </ul>	Performance	
		Stage	Not Started
<input checked="" type="checkbox"/> 4.08.G09 Review sustainable procurement policy	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.08: Governance</li> </ul>	Performance	
		Stage	Not Started
<input checked="" type="checkbox"/> 4.08.G10 Revise and publish plan for Year 3	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.08: Governance</li> </ul>	Performance	
		Stage	Not Started
<input checked="" type="checkbox"/> 4.09.BE01 Move urgently to the purchase of 100% renewable energy	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.09: Buildings and energy</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 4.09.BE02a Undertake energy audits of all our buildings	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Key Priorities</li> <li>Objective 4.09: Buildings and energy</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 4.09.BE02b Prepare a priority carbon reduction and energy efficiency plan for our buildings	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Key Priorities</li> <li>Objective 4.09: Buildings and energy</li> </ul>	Performance	★
		Stage	In Progress
<input checked="" type="checkbox"/> 4.09.BE03 Prioritise efforts to switch away from oil and carbon-intensive fuels by 2030	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.09: Buildings and energy</li> </ul>	Performance	●
		Stage	In Progress
<input checked="" type="checkbox"/> 4.09.BE04 Review change-over to LED systems and smart controls in council-owned buildings	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.09: Buildings and energy</li> </ul>	Performance	?
		Stage	In Progress
<input checked="" type="checkbox"/> 4.09.BE05 Implement new LED and control system in the Cromer office	<ul style="list-style-type: none"> <li>Key Priorities</li> <li>Objective 4.09: Buildings and energy</li> </ul>	Performance	?
		Stage	In Progress
<ul style="list-style-type: none"> <li>Organisational Resources</li> </ul>			
<input checked="" type="checkbox"/> 4.09.BE06 23/24 Implement new LED and control system in the Fakenham office	<ul style="list-style-type: none"> <li>Key Priorities</li> <li>Objective 4.09: Buildings and energy</li> <li>Organisational Resources</li> </ul>	Performance	?
		Stage	Not Started
<input checked="" type="checkbox"/> 4.09.BE07 New council-controlled buildings/ refurbishments to be Net Zero by 2030	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Key Priorities</li> </ul>	Performance	●
		Stage	Not Started

	Objective 4.09: Buildings and energy	Stage	Not Started
☑ 4.09.BE08 Assessment of heating requirements/loss to prioritise heating system conversion	Climate & Environment Objective 4.09: Buildings and energy	Performance	★
		Stage	In Progress
☑ 4.09.BE09 Develop "invest to save" energy efficiency projects across our estate	Climate & Environment Objective 4.09: Buildings and energy	Performance	★
		Stage	In Progress
☑ 4.09.BE10 Submit business case for installation of solar car port development at The Reef to Cabinet	Climate & Environment Estates and Assets Key Priorities Objective 4.09: Buildings and energy	Performance	✔
		Stage	Completed
☑ 4.10.RE01 Assess renewable energy generation options across estate	Climate & Environment Objective 4.10: Renewable generation	Performance	★
		Stage	In Progress
☑ 4.10.RE02 Develop plan for supporting renewable energy for the district	Climate & Environment Objective 4.10: Renewable generation	Performance	
		Stage	Not Started
☑ 4.10.RE03 Develop plan for supporting community energy for the district	Climate & Environment Objective 4.10: Renewable generation	Performance	
		Stage	Not Started
☑ 4.10.RE04 Collaborate with offshore developers to maximise benefits to North Norfolk	Climate & Environment Objective 4.10: Renewable generation	Performance	★
		Stage	In Progress
☑ 4.11.G01 Develop heating decarbonisation plan for Council estate using gas	Climate & Environment Objective 4.11: Gas	Performance	★
		Stage	In Progress
☑ 4.11.G03 Assess options for green gas	Climate & Environment Objective 4.11: Gas	Performance	
		Stage	Not Started
☑ 4.12.T01 Develop a plan to increase EV charge points at council-owned assets	Climate & Environment Objective 4.12: Transport	Performance	★
		Stage	In Progress
☑ 4.12.T02 Adopt a target for EV charge-points at Council owned carparks	Climate & Environment Objective 4.12: Transport	Performance	★
		Stage	In Progress
☑ 4.12.T03 Shift to hydrotreated vegetable oils for all Council refuse collection vehicles	Climate & Environment Objective 4.12: Transport	Performance	●
		Stage	Not Started
☑ 4.12.T04 Assess options for decarbonisation of all other Council-owned vehicles	Climate & Environment Objective 4.12: Transport	Performance	
		Stage	Not Started
☑ 4.12.T05 Agree replacement programme for Council-owned vehicles to low-carbon by 2030	Climate & Environment Objective 4.12: Transport	Performance	
		Stage	Not Started
☑ 4.12.T06 Establish Active Transport plans	Climate & Environment Objective 4.12: Transport	Performance	
		Stage	Not Started
☑ 4.12.T07 Develop a strategy to work alongside local	Climate & Environment	Performance	

<input checked="" type="checkbox"/> 4.12.P01 Develop a strategy to work alongside local rail operators to decarbonise	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.12: Transport</li> </ul>	Performance	
		Stage	Not Started
<input checked="" type="checkbox"/> 4.13.Bt01 Review New Ways of Working policy	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.13: Business travel</li> </ul>	Performance	?
		Stage	In Progress
<input checked="" type="checkbox"/> 4.13.Bt02 Adopt a staff active travel policy	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.13: Business travel</li> </ul>	Performance	
		Stage	Not Started
<input checked="" type="checkbox"/> 4.15.Cc01 Develop contracts carbon remediation plan	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.15: Council contracts</li> </ul>	Performance	
		Stage	Not Started
<input checked="" type="checkbox"/> 4.14.Lb01 Carry out lease review and establish handover schedule	<ul style="list-style-type: none"> <li>Estates and Assets</li> <li>Objective 4.14: Leased buildings</li> </ul>	Performance	★
		Stage	In Progress
<input checked="" type="checkbox"/> 4.14.Lb02 Carry out energy efficiency review of leased buildings	<ul style="list-style-type: none"> <li>Estates and Assets</li> <li>Objective 4.14: Leased buildings</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 4.16.H2O01 Appoint a cabinet member to be responsible for cross-party work for water management	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.16: Water</li> </ul>	Performance	★
		Stage	In Progress
<input checked="" type="checkbox"/> 4.16.H2O02 Identify priority actions for saving water at Council-owned and occupied properties	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.16: Water</li> </ul>	Performance	★
		Stage	Not Started
<input checked="" type="checkbox"/> 4.16.H2O03 Identify priority actions for improving water management across the district	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.16: Water</li> </ul>	Performance	●
		Stage	In Progress
<input checked="" type="checkbox"/> 4.17.W01 Identify opportunities to reduce waste across the Council's own operations	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.17: Waste</li> </ul>	Performance	
		Stage	Not Started
<input checked="" type="checkbox"/> 4.17.W02 Reduce plastic pollution from Council operations	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.17: Waste</li> </ul>	Performance	
		Stage	Not Started
<input checked="" type="checkbox"/> 4.17.W03 Identify circular economy options	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.17: Waste</li> </ul>	Performance	
		Stage	Not Started
<input checked="" type="checkbox"/> 4.18.P01 Review procurement policies and develop green procurement strategy	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.18: Procurement</li> </ul>	Performance	
		Stage	Not Started
<input checked="" type="checkbox"/> 4.18.P02 Commence pensions review	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.18: Procurement</li> </ul>	Performance	
		Stage	Not Started
<input checked="" type="checkbox"/> 4.19.Ssc01 Brief staff and councillors on the Net Zero Strategy and Action plan	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.19: Supporting staff and councillors</li> </ul>	Performance	✔
		Stage	Completed
<input checked="" type="checkbox"/> 4.20.C01 Adopt Council staff sustainability	<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> </ul>	Performance	

<input checked="" type="checkbox"/> 4.20.Of01 Adopt Council offsetting policy	<ul style="list-style-type: none"> <li>■ Climate &amp; Environment</li> <li>■ Objective 4.20: Offsetting</li> </ul>	Performance	
		Stage	Not Started
<input checked="" type="checkbox"/> 4.20.Of02 Explore carbon offsetting opportunities	<ul style="list-style-type: none"> <li>■ Climate &amp; Environment</li> <li>■ Objective 4.20: Offsetting</li> </ul>	Performance	★
		Stage	Not Started
<input checked="" type="checkbox"/> 4.20.Of03 Carry out geo-spatial mapping assessment of natural capital and biodiversity	<ul style="list-style-type: none"> <li>■ Climate &amp; Environment</li> <li>■ Objective 4.20: Offsetting</li> </ul>	Performance	
		Stage	Not Started

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Key Performance Measures

All Key Performance Indicators

		31/03/2023	30/04/2023	31/05/2023	30/06/2023	31/07/2023	31/08/2023	30/09/2023
EC 001 Council carbon footprint (tCO2e)	Actual		n/r	n/r	n/r	n/r	n/r	n/r
	Target		n/r	n/r	n/r	n/r	n/r	n/r
	Performance	?!	n/r	n/r	n/r	n/r	n/r	n/r
	Direction of Change	?	n/r	n/r	n/r	n/r	n/r	n/r
> EC 002 Number of trees planted	Actual	43,961	n/r	n/r	n/r	n/r	n/r	n/r
	Target	20,000	n/r	n/r	n/r	n/r	n/r	n/r
	Performance	★	n/r	n/r	n/r	n/r	n/r	n/r
	Direction of Change	✖	n/r	n/r	n/r	n/r	n/r	n/r
CE 001 Number of very long term empty homes (2 years or more)	Actual	142	142	142	148	150	149	154
	Target							
	Performance	n/a						
	Direction of Change	✔	➡	➡	✖	✖	✔	✖
CE 002 Number of long term empty homes (6 months or more as at October each year)	Actual	483	n/r	n/r	n/r	n/r	n/r	n/r
	Target		n/r	n/r	n/r	n/r	n/r	n/r
	Performance	n/a	n/r	n/r	n/r	n/r	n/r	n/r
	Direction of Change	✖	n/r	n/r	n/r	n/r	n/r	n/r
CE 003 Number of long term empty homes (6 months or more)	Actual	628	613	642	608	592	554	528
	Target							
	Performance	n/a						
	Direction of Change	✖	✔	✖	✔	✔	✔	✔
CS 001 Number of complaints	Actual	4	9	15	5	5		
	Target	30	30	30	30	30	30	30
	Performance	★	★	★	★	★	?	?
	Direction of Change	✔	✖	✖	✔	➡	?	?
CS 002 Number of compliments	Actual	2	4	4	3	4	4	3
	Target	3	3	3	3	3	3	3
	Performance	▲	★	★	★	★	★	★
	Direction of Change	✖	✔	➡	✖	✔	➡	✖

		31/03/2023	30/04/2023	31/05/2023	30/06/2023	31/07/2023	31/08/2023	30/09/2023
EG 011 Number of businesses supported	Actual	66	n/r	n/r	48	n/r	n/r	39
	Target	30	n/r	n/r	30	n/r	n/r	30
	Performance	★	n/r	n/r	★	n/r	n/r	★
	Direction of Change	✖	n/r	n/r	✖	n/r	n/r	✖
AC 001 Council Tax Band D (NNDC element) (£)	Actual	158.67	n/r	n/r	n/r	n/r	n/r	n/r
	Target		n/r	n/r	n/r	n/r	n/r	n/r
	Performance	n/a	n/r	n/r	n/r	n/r	n/r	n/r
	Direction of Change	✖	n/r	n/r	n/r	n/r	n/r	n/r
HO 007 Numbers on the Housing Register	Actual	557	580	588	574	590	577	600
	Target							
	Performance	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Direction of Change	✖	✖	✖	✔	✖	✔	✖
LE 004 Participation at Council Sporting Facilities	Actual	48,955	49,467	48,081	46,027	50,396	46,330	44,102
	Target	48,955	46,797	47,448	46,615	46,739	48,636	41,972
	Performance	★	★	★	●	★	●	★
	Direction of Change	✔	✔	✖	✖	✔	✖	✖
LE 015 Number of Blue Flag beaches	Actual	3	n/r	n/r	n/r	n/r	n/r	n/r
	Target	6	n/r	n/r	n/r	n/r	n/r	n/r
	Performance	●	n/r	n/r	n/r	n/r	n/r	n/r
	Direction of Change	✖	n/r	n/r	n/r	n/r	n/r	n/r
LE 016 Number of Green Flag open spaces	Actual	3	n/r	n/r	n/r	n/r	n/r	n/r
	Target	3	n/r	n/r	n/r	n/r	n/r	n/r
	Performance	★	n/r	n/r	n/r	n/r	n/r	n/r
	Direction of Change	➡	n/r	n/r	n/r	n/r	n/r	n/r
PP 001 Number of additional homes built of all tenures (without losses)	Actual	315	n/r	n/r	n/r	n/r	n/r	n/r
	Target	520	n/r	n/r	n/r	n/r	n/r	n/r
	Performance	▲	n/r	n/r	n/r	n/r	n/r	n/r
	Direction of Change	✖	n/r	n/r	n/r	n/r	n/r	n/r
AP 001 Level of investment made in upgrading public conveniences (£)	Actual	791,825.88	n/r	n/r	n/r	n/r	n/r	n/r
	Target	1,260,873.00	n/r	n/r	n/r	n/r	n/r	n/r
	Performance	▲	n/r	n/r	n/r	n/r	n/r	n/r
	Direction of Change	n/a	n/r	n/r	n/r	n/r	n/r	n/r
	Actual	2	n/r	n/r	n/r	n/r	n/r	n/r

		31/03/2023	30/04/2023	31/05/2023	30/06/2023	31/07/2023	31/08/2023	30/09/2023
AP 002 Number of changing places facilities provided	Target	4	n/r	n/r	n/r	n/r	n/r	n/r
	Performance		n/r	n/r	n/r	n/r	n/r	n/r
	Direction of Change		n/r	n/r	n/r	n/r	n/r	n/r
> HS 001 Number of affordable homes built	Actual	0	0	0	0	0	0	0
	Target	25	0	0	25	0	0	25
	Performance							
	Direction of Change							
NN 001 Affordability indicator - ratio of median house price to median gross annual earnings	Actual	10.43	n/r	n/r	n/r	n/r	n/r	n/r
	Target		n/r	n/r	n/r	n/r	n/r	n/r
	Performance	n/a	n/r	n/r	n/r	n/r	n/r	n/r
	Direction of Change		n/r	n/r	n/r	n/r	n/r	n/r
CL 002 Number of Ombudsman referral decisions	Actual	1	0	3	1	0	0	0
	Target	3	3	3	3	3	3	3
	Performance							
	Direction of Change							
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Actual	0	0	3	1	0	0	0
	Target	0	0	0	0	0	0	0
	Performance							
	Direction of Change							

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<b>MANAGING PERFORMANCE QUARTER 2 2023/24</b>	
<b>Executive Summary</b>	The Quarter 2 Managing Performance Report attached, as Appendix A, enables the Council to assess operational service performance for the second quarter of the 2023/24 civic year – i.e. 1st July – 30th September 2023.
<b>Options considered</b>	The report provides information on the Council's performance in the period 1 <sup>st</sup> July – 30 <sup>th</sup> September 2023 and, as appropriate, proposes a management response to any issues highlighted.
<b>Consultation(s)</b>	The Section 151 officer and the Monitoring Officer reviewed this report.
<b>Recommendations</b>	<b>The Overview and Scrutiny Committee is asked to note the report and, as appropriate, make comments to Cabinet and Corporate Leadership Team on areas where performance might be improved.</b>
<b>Reasons for recommendations</b>	To ensure the objectives of the Council are achieved and service performance monitored, reviewed and, as necessary, improved.
<b>Background papers</b>	The In-Phase performance management system

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Tim Adams
<b>Contact Officer</b>	Steve Blatch, Chief Executive Email:- <a href="mailto:steve.blatch@north-norfolk.gov.uk">steve.blatch@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	This report details levels of Council performance for the period 1 <sup>st</sup> July – 30 <sup>th</sup> September 2023 in support of the Council's Corporate Plan objective of Being a Strong, Responsible and Accountable Council.
Medium Term Financial Strategy (MTFS)	
Council Policies & Strategies	Corporate Plan 2023 - 2027

<b>Corporate Governance:</b>	
Is this a key decision	No

Has the public interest test been applied	Not applicable. Item not exempt.
Details of any previous decision(s) on this matter	Not applicable. Quarterly performance management reports.

## 1. Purpose of the report

- 1.1 The Managing Performance Report attached, as Appendix A, enables the Council to assess operational service performance for the second quarter of the 2023/24 civic year – i.e. 1<sup>st</sup> July – 30<sup>th</sup> September 2023.

## 2. Introduction & Background

- 2.1 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.

## 3. Overview

- 3.1 The Managing Performance report (Appendix A) covers the second quarter of the 2023/24 reporting year – i.e. the period covering July, August and September 2023. It presents progress in delivering against the themes in the 2019-2023 Corporate Plan and Delivery Plan. 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.
- 3.2 Good progress continues to be made during the second quarter of 2023/24 in areas of core service delivery as detailed in the report.

## 4. Quarter 2 - 2023/24 - Managing Performance Report

- 4.1 The Quarter 2 2023/24 Managing Performance Report is attached as an Appendix to this report. It covers the period 1 July to 30 September 2023 and is a summary report with more detailed information and context available through the In-Phase system.
- 4.2 In terms of the Council's performance relative to similar authorities, comparative data is also measured using the LG Inform tool.

## 5. Delivery against the key priority objectives for the period 1 July to 30 September 2023

### 5.1 Local Homes for Local Need

- 5.1.1 During the second quarter of 2023/24 45 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 86 households housed in the second quarter of 2022/23.
- 5.1.2 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 167 affordable units are delayed by the Nutrient Neutrality issue). No units of affordable housing were given planning

permission in the quarter.

5.1.3 At the end of the second quarter we had 65 households in Temporary Accommodation.

5.1.4 Five properties with works completed under the Government's Warm Homes grant programme this quarter. This is fewer than hoped for due to 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.

5.1.5 The Local Plan was submitted for Examination earlier this year and we have now been advised that the examination of the Plan will take place in Quarter 1 2024.

## 5.2 **Boosting Business Growth and Sustainability**

5.2.1 On 3 July NNDC launched the Rural Business and Communities Grant. This capital-only grant is funded by the Rural England Prosperity Fund. The allocation for 23/24 is £364,462.75, of which grants have so far been offered to £329,896 (with a further £303,836 of private investment generated in match funding). A strong pipeline of investments has been developed through to the next financial year.

5.2.2 UK Shared Prosperity Fund - The intention of the fund is to invest in local priorities, targeted towards a number of areas: building pride in place, supporting high quality skills training, supporting pay, employment and productivity growth and increasing life chances. There has been a high take up from beneficiaries across the programmes. The budget for this financial year is £364,462, of which £125,867 has been expended so far and £185,000 is already committed. This contrasts with the national picture where it has been recently commented in the national press that 95% of Local Authorities were unable to commit their funds within the timeframes for this programme, thus placing NNDC within the top 5% for committed spend.

5.2.3 Works continue to a number of properties in North Walsham town centre supported with Heritage Action Zone Building Improvement Grant monies. To date, a total of eleven grants have been awarded, amounting to £508,475. Work has been completed on five buildings, with five nearing completion and one more, which is soon to commence.

5.2.4 Arrangements had been made for a second workshop with local stakeholders in Stalham through the High Street Task Force programme with a workshop being held on 6 October 2023.

5.2.5 The Local Plan was submitted for Examination earlier this year and we have now been advised that the examination of the Plan will take place in Quarter 1 2024.

## 5.3 **Customer Focus**

5.3.1 Face to face customer contacts in the quarter were 2985 in comparison to 2511 at the Council's Cromer and Fakenham offices – an increase of 19% against the same quarter last year.

5.3.2 Telephone calls to the Customer Contact Centre was 13,376 for the quarter compared to 12,304 in the same quarter in 2022 (an increase of 8.7%) reflecting the Contact Centre taking on more frontline service calls including Benefits enquiries during that year. The average wait time for July and August 2022 was 2 minutes 45 seconds. In September 2022, Revenue Services calls were also transitioned across

to the Customer Services team. This resulted in the wait time for that month increasing to 13 minutes and 30 seconds. Therefore, the average wait time for the whole quarter in 2022 was 6 minutes and 28 seconds. In the second quarter of 2023/24 the average waiting time is 5 minutes 59 seconds.

- 5.3.3 The Youth Council launched their mental health awareness campaign on 10th October - World Mental Health Day and continue to actively promote their work through their social media channels, which are consistently growing. The Youth Council is supported by Cllr Varley, the new member champion for Young people and Cllr Matthew Taylor, the youngest District Council member.

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

- 5.4.1 Works on the new solar car port at The Reef, Sheringham were completed in July.
- 5.4.2 Following the Carbon Audit of the Council's property assets and operations, energy improvement works at the Council's industrial units in North Walsham at Catfield, has been completed at a cost of circa £80,000. A gas boiler has also been replaced with electric heating system at the Cedars, North Walsham and PV carport installed at The Reef Leisure Centre, Sheringham.
- 5.4.3 The Local Plan was submitted for Examination earlier this year providing new context for future environmental policies around climate change and Net Zero. Examination of the Plan will take place in Quarter 1 2024.

#### **5.5 Quality of Life**

- 5.5.1 140,828 users of the Council's leisure and sports centres against a target of 137,347 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.
- 5.5.2 Visitors to Country Park events – 352 against a target of 620 and a figure of 788 in the same quarter in 2022. It is believed that this lower attendance at events during the quarter was due to poor weather on the days events were staged, as otherwise numbers of visitors to our Country Park sites remains high.
- 5.5.3 RNLI provision was in place across 7 beaches in the district as normal this summer, these were the 3 blue flag beaches at Sheringham, West Runton and Cromer, the 3 seaside award beaches at Mundesley, East Runton and Sea Palling, and Wells. The RNLI reported that the lifeguards performed well throughout the season and the new lifeguards received some great feedback from their peers. All the new senior lifeguards performed well. 2023 was not as busy as previous seasons. Incident statistics are down from 2022.
- 5.5.4 The Pier Pavilion Theatre is enjoying a good year, the Summer Show in particular returned excellent figures of 26425 visits which is over 4000 more than 2022, and early indications are that Christmas may follow suit. At the end of the summer show the overall attendance to the theatre in 2023 was already at the same level as the whole of 2022.
- 5.5.5 Opening of the new Vicarage Street toilets in North Walsham 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 The Leas, Sheringham and Albert Street, Holt.

#### **5.6 Financial Sustainability and Growth**

- 5.6.1 At 30<sup>th</sup> September 2023, we had collected 55.10% of Council Tax against a target of 54.80%; and 59.41% of Business Rates collected against a target of 55.85%.

5.6.2 Strong occupancy of Council-owned commercial property with 95.24% occupancy for industrial premises against a target of 80% (20 out of 21 properties) and seasonal concessions.

5.6.3 The Asset Management Plan has been drafted and further updates to reflect the increased number of residential property within the Councils property portfolio. The next stage is share with Portfolio Holder and CLT before presenting to Cabinet.

## 6. Corporate Priorities

6.1 This report details service performance in the second quarter of 2023-24 in support of the strong responsible and accountable Council objective of the new 2023-27 Corporate Plan.

6.2 There will be one final report in this format for the period 1<sup>st</sup> October – 31<sup>st</sup> December 2023 as new targets and performance measures are being developed for the 2023 – 2027 Corporate Plan and 2024/25 Annual Action Plan. The proposed new performance measures and targets will be presented for comment to the February meeting of the Overview and Scrutiny Committee.

## 7. Financial and Resource Implications

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

### Comments from the S151 Officer:

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

This is an information report on performance with no apparent additional financial considerations.

## 8. Legal Implications

Any legal implications will be addressed when any proposed course of action recommended by this report is planned.

### 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.*

This is an information report on performance with no apparent additional legal considerations or advice sought.

## 9. Risks

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

## 10. Net Zero Target

The Corporate Plan 2019-23 Delivery Plan incorporates the Net Zero Strategy Objectives and Action Plan. When projects are brought forward from the Delivery Plan their Net Zero impact is part of the project management process.

## 11. Equality, Diversity & Inclusion **Page 73**

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

**12. Community Safety issues**

There are no negative community safety implications of this report.

**13. Conclusion and Recommendations**

## **Conclusion**

Good progress was made over the second quarter of 2023/24 in areas of core service delivery.

## **Recommendations**

**The Overview and Scrutiny Committee is asked to note the report and, as appropriate, make comments to Cabinet and Corporate Leadership Team on areas where performance might be improved.**

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# Managing Performance

## Quarterly Report Chief Executives Overview

The Managing Performance report covers the second quarter of the 2023/24 reporting year – i.e. the period covering July, August and September 2023. It presents progress in delivering against the themes in the 2019-2023 Corporate Plan and Delivery Plan. 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.

Good progress continues to be made during the second quarter of 2023/24 in areas of core service delivery as detailed in the report.

### Delivery against the key priority objectives for the period 1 July to 30 September 2023

#### Local Homes for Local Need

1. During the second quarter of 2023/24 45 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 86 households housed in the second quarter of 2022/23.
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improvement works at the Council's industrial units in North Walsham at Catfield, has been completed at a cost of circa £80,000. A gas boiler has also been replaced with electric heating system at the Cedars, North Walsham and PV carport installed at The Reef Leisure Centre, Sheringham.

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3. The Asset Management Plan has been drafted and further updates to reflect the increased number of residential property within the Councils property portfolio. The next stage is share with Portfolio Holder and CLT before presenting to Cabinet.

## Actions and Performance Measure Keys

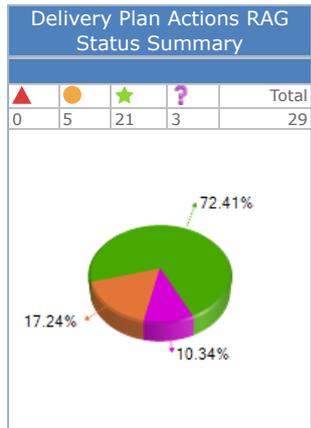
### Actions - key to symbols

	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

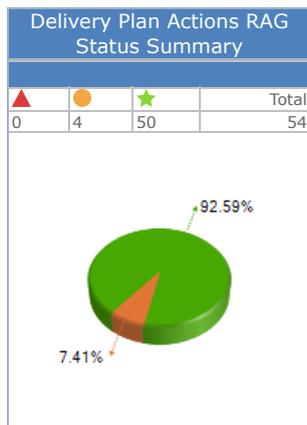


Delivery Plan Actions Summary
Actions stage
Not Started:3, In Progress:13, Completed:13, Blocked:0, Parked:0, Cancelled:0

## Local Homes for Local Need

Local Homes for Local Need Key Performance Indicator Update		
Sep 2023		
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Comments	
	Actual (YTD)	585
	Target (YTD)	
	Direction of change (YTD)	✖
	Benchmarking Comments	
HS 001 Number of affordable homes built	Performance (YTD)	▲
	Comments	We project that only 27 new affordable homes will be delivered in 2023/24 and none of these have been delivered in the first or second quarters. The Council has 348 affordable homes in the development pipeline, a 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.
	Actual (YTD)	0
	Target (YTD)	50
	Direction of change (YTD)	➡
	Benchmarking Comments	

Mar 2023		
CE 002 Number of long term empty homes (6 months or more as at October each year)	Performance (YTD)	n/a
	Comments	This is the yearly indicator reported in October each year to Government as part of the CTB1 Government Return and the figures have increased from 483 in October 2022 to 522 in October 2023. The reasons for this are likely to be due, in part at least, to the market but also the number of properties in the taxbase and the financial impact of the council tax levy, amongst other things. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Revenues Manager monitors these properties. Given current capacity within the team legal interventions are constrained not least given the time and complexity of tackling this issue. 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.
	Actual (YTD)	483
	Target (YTD)	
	Direction of change (YTD)	✖
	Benchmarking Comments	The benchmarking data for long term empty properties is not available.



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	Stage	30/09/2023
<ul style="list-style-type: none"> <li>Economic Growth</li> <li>Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development</li> <li>Strategic Housing</li> </ul>	<input checked="" type="checkbox"/> 1.2.2b.3 Encourage small and medium-sized builders and developers	Performance	✔
		Comments	n/r
		Owner	Graham Connolly
		Start Date	01/10/2022
		Due Date	31/12/2022
		Estimated end date/ Completion date	30/06/2023
<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	✔
		Comments	n/r
		Owner	Nicky Debbage
		Start Date	01/10/2021
		Due Date	31/12/2022
		Estimated end date/ Completion date	30/06/2023

Local Homes for Local Need delivery plan actions exceptions report

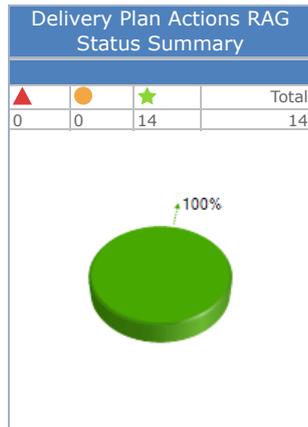
Objective(s)/ Department	Action	Stage	30/09/2023
<ul style="list-style-type: none"> <li>Key Priorities</li> <li>Objective 1.5.2b: Supporting Vulnerable Residents - Provision of Specialist Housing - Care/ Extra Ca</li> <li>Strategic Housing</li> </ul>	<input checked="" type="checkbox"/> 1.5.2b.1 Working with partners to deliver 500 units of Housing with Care / Extra Care	In Progress	●
		Performance	●
		Comments	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
<ul style="list-style-type: none"> <li>Major Planning Projects</li> <li>Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others - Affordable Housing</li> <li>Strategic Housing</li> </ul>	<input checked="" type="checkbox"/> 1.2.2a.2 Make the planning process easier for affordable housing providers	In Progress	★
		Performance	★
		Comments	External consultant has been appointed to provide an independent review.
		Owner	Geoff Lyon
		Start Date	01/01/2022
		Due Date	31/03/2022
<ul style="list-style-type: none"> <li>Major Planning Projects</li> <li>Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development</li> <li>Strategic Housing</li> </ul>	<input checked="" type="checkbox"/> 1.2.2b.2 Investigate de-risking options	In Progress	★
		Performance	★
		Comments	External consultant has been appointed to provide an independent review.
		Owner	Geoff Lyon
		Start Date	01/01/2022
		Due Date	31/03/2022
		In Progress	★

			30/09/2023	
<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		Comments	The Draft Local Plan has been submitted for Independent examination. The appointed Inspector will hold hearings over January, February and early March 2024 to consider if the Plan is sound and legally compliant.
			Owner	Mark Ashwell
			Start Date	04/02/2020
			Due Date	01/04/2023
			Estimated end date/ Completion date	30/09/2023
<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	<p>The Fakenham Roundabout Project had previously 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. However, the landowner committed to closing the funding gap and the project was scheduled for an Autumn 2023 start. Despite this commitment, the proposed nutrient neutrality mitigation measures for the housing element of the development are no longer sufficient, due to external factors, and this has once again resulted in project stall.</p> <p>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 remains in place (minus spend to date) and further application to extend has been made at the end of October 2023. Additionally, a bid for DLUHC funding to cover the cost of the roundabout was also submitted at end of October 2023. Decisions on these bids are awaited at the time of writing.</p> <p>Earliest opportunity for works now Autumn 2024 and this is the current target date.</p> <p>Initial design works and the TRO application are progressing in order to assist with picking up this project next year.</p>
			Owner	Martyn Fulcher
			Start Date	01/12/2021
			Due Date	31/12/2023
Estimated end date/ Completion date	31/12/2023			

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		
Sep 2023		
EG 011 Number of businesses supported	Performance (YTD)	★
	Comments	
	Actual (YTD)	87
	Target (YTD)	60
	Direction of change (YTD)	↑★
	Benchmarking Comments	



Delivery Plan Actions Summary
Actions stage
In Progress:4, Completed:10

Boosting Business Sustainability and Growth delivery plan actions completed this quarter			
Objective(s)/ Department	Action	30/09/2023	
<ul style="list-style-type: none"> <li>▪ Economic Growth</li> <li>▪ Objective 2.6: Encouraging links between local education providers, apprentices and businesses</li> </ul>	<ul style="list-style-type: none"> <li>☑ 2.6.1 Work with partners to identify skills deficiencies &amp; monitor apprenticeships</li> </ul>	Performance	★
		Comments	n/r
		Owner	Stuart Quick
		Start Date	11/04/2022
		Due Date	31/03/2023
		Estimated end date/ Completion date	31/03/2023

Boosting Business Sustainability and Growth delivery plan actions exceptions report			
Objective(s)/ Department	Action	Stage	30/09/2023
<ul style="list-style-type: none"> <li>▪ Economic Growth</li> <li>▪ Key Priorities</li> <li>▪ Objective 2.7: Facilitating the transition of our town centres</li> </ul>	<ul style="list-style-type: none"> <li>☑ 2.7.2 - Support the work of the High Street Task Force - community engagement work in Stalham</li> </ul>	In Progress	Performance
			★

			30/09/2023	
			Comments	Stalham's town centre was identified for support from the Government High Streets Task Force (HSTF). The HSTF will look to work with the Council and local stakeholders to help identify the critical issues that may be holding back the town and seek to develop a range of solutions to support them. The first step of the process was to host a visit from the Task Force, which took place on 3 March and included a meeting with key local stakeholders and a guided tour of the town. A diagnostic report with recommendations for appropriate actions has recently been received. A second stakeholder workshop was held in October where it was agreed that the Council would have a facilitating role in providing support for the development of a Stalham partnership group to support interventions.
			Owner	Stewart Damonsing
			Start Date	01/11/2022
			Due Date	30/04/2023
			Estimated end date/ Completion date	31/12/2023
<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	In Progress	Performance	★
			Comments	The Draft Local Plan has been submitted for Independent examination. The appointed Inspector will hold hearings over January, February and early March 2024 to consider if the Plan is sound and legally compliant.
			Owner	Mark Ashwell
			Start Date	04/02/2020
			Due Date	01/04/2023
			Estimated end date/ Completion date	30/09/2023

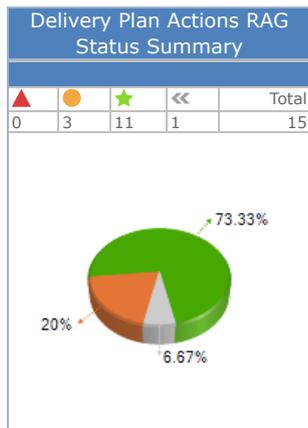
**Boosting Business Sustainability and Growth delivery plan actions cancelled this quarter**

No entries this quarter

## Customer Focus

### Customer Focus Key Performance Indicator Update

		Sep 2023
CL 002 Number of Ombudsman referral decisions	Performance (YTD)	★
	Comments	
	Actual (YTD)	4
	Target (YTD)	18
	Direction of change (YTD)	➡
	Benchmarking Comments	
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	
CS 001 Number of complaints	Performance (YTD)	★
	Comments	
	Actual (YTD)	49
	Target (YTD)	180
	Direction of change (YTD)	✖
	Benchmarking Comments	
CS 002 Number of compliments	Performance (YTD)	★
	Comments	
	Actual (YTD)	22
	Target (YTD)	18
	Direction of change (YTD)	✔
	Benchmarking Comments	



**Delivery Plan Actions Summary**

Actions stage

In Progress:1, Completed:13, Cancelled:1

### Customer Focus actions completed this quarter

Objective(s)/ Department	Action	30/09/2023
	Performance	★
	Comments	n/r

		30/09/2023	
<ul style="list-style-type: none"> <li>▪ 3 - Customer Focus</li> <li>▪ Democratic Services</li> <li>▪ Key Priorities</li> <li>▪ Objective 3.4: Developing an Engagement Strategy</li> </ul>	<input checked="" type="checkbox"/> 3.4.7 Further develop and embed the new Youth Council	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		30/09/2023	
<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	<p><b>Customer Satisfaction</b> From December, a fifth question has been added to the customer satisfaction survey - What prompted you to contact us today? By understanding the reasons for our customer interactions, we can gather feedback to enable us to develop and improve digital services, enhance customer experiences, and align our processes with our customer needs and expectations.</p> <p><b>Chat Bot</b> Engagement with the chat bot for October has seen 670 customers use this service, of which just under 80% were provided automated assistance. The remaining 20% of enquiries were picked up by Customer Services. We are very pleased with the first months performance and aim to increase this 'deflection rate' as we continue to increase the knowledge of the bot and what services our customers are using it to access.</p> <p><b>Customer Contact Data</b> A power BI dashboard has been created to present customer contact data. This include volumes of contact by channel and reason for contact. This dashboard allows for the better analysis of our service, and provides us with the supporting data on where to focus our effort in delivering positive change.</p>		
		Owner	Steve Hems		
		Start Date	01/06/2020		
		Due Date	30/04/2023		
		Estimated end date/ Completion date	31/12/2023		

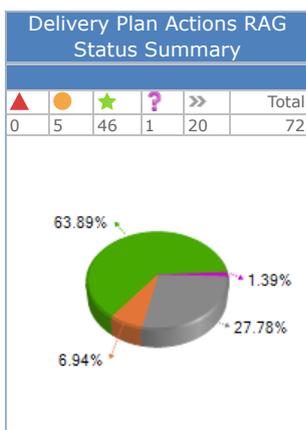
Customer Focus actions cancelled this quarter
No entries this quarter

# Climate, Coast and the Environment

## Climate, Coast and the Environment Key Performance Indicator Update

Annual Measure latest information Mar 2023

EC 001 Council carbon footprint (tCO2e)	Performance (YTD)	
	Comments	The carbon footprint figure for 2022/23 will be available in winter 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:25, In Progress:25, Completed:22

### Climate, Coast and the Environment actions completed this quarter

Objective(s)/ Department	Action	30/09/2023
<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Key Priorities</li> <li>Objective 4.09: Buildings and energy</li> </ul>	<input checked="" type="checkbox"/> 4.09.BE02a Undertake energy audits of all our buildings	Performance
		Comments
		Owner
		Start Date
		Due Date
		Estimated end date/ Completion date

### Climate, Coast and the Environment actions exceptions report

Objective(s)/ Department	Action	Stage	30/09/2023
		Not Started	Performance

			30/09/2023	
<ul style="list-style-type: none"> <li>▪ Climate &amp; Environment</li> <li>▪ Key Priorities</li> <li>▪ Objective 4.09: Buildings and energy</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 trialled but are still to be embedded across the Council into all decision making.
			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>▪ Climate &amp; Environment</li> <li>▪ Objective 4.09: Buildings and energy</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 in this area but the pace of delivery is not on track to meet the Council's Net Zero ambitions. The work to employ a temporary resource to improve data quality on assets and energy use should help with prioritisation. The focus on corporate carbon literacy training and other elements in the new corporate plan should help improve delivery.
			Owner	Kate Rawlings
			Start Date	08/08/2022
			Due Date	not set
<ul style="list-style-type: none"> <li>▪ Climate &amp; Environment</li> <li>▪ Objective 4.12: Transport</li> </ul>	<input checked="" type="checkbox"/> 4.12.T03 Shift to hydrotreated vegetable oils for all Council refuse collection vehicles	Not Started	Performance	●
			Comments	Exploratory conversations have been had with other Council's who are further along this journey. An inhouse cross department workshop is scheduled for November 2023 to plan an approach to this issue going forward.
			Owner	Kate Rawlings
			Start Date	09/01/2023
			Due Date	not set
<ul style="list-style-type: none"> <li>▪ Climate &amp; Environment</li> <li>▪ Objective 4.13: Business travel</li> </ul>	<input checked="" type="checkbox"/> 4.13.Bt01 Review New Ways of Working policy	In Progress	Performance	●
			Comments	Going to be reviewed after the completion of an employee opinion survey.
			Owner	James Claxton
			Start Date	09/01/2023
			Due Date	30/11/2023
<ul style="list-style-type: none"> <li>▪ Climate &amp; Environment</li> <li>▪ Objective 4.16: Water</li> </ul>	<input checked="" type="checkbox"/> 4.16.H2002 Identify priority actions for saving water at Council-owned and occupied properties	Not Started	Performance	★
			Comments	The Council now has more detailed and up to date information on water use at council properties. This will allow property services to make better decisions to be made regarding priority actions for saving water.
			Owner	Kate Rawlings
			Start Date	16/10/2022
			Due Date	not set
	<input checked="" type="checkbox"/> 4.16.H2003 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			
			Performance	★

			30/09/2023		
<ul style="list-style-type: none"> <li>▪ Climate &amp; Environment</li> <li>▪ Objective 4.20: Offsetting</li> </ul>	<input checked="" type="checkbox"/> 4.20.Of02 Explore carbon offsetting opportunities	Not Started	Comments	Discussions have been held with the Woodland Trust and Norfolk County Council to identify opportunities to build on the success of the 110,000 tree project.	
			Owner	Kate Rawlings	
			Start Date	10/01/2023	
			Due Date	not set	
			Estimated end date/ Completion date	not set	
<ul style="list-style-type: none"> <li>▪ Key Priorities</li> <li>▪ Objective 4.09: Buildings and energy</li> <li>▪ Organisational Resources</li> </ul>	<input checked="" type="checkbox"/> 4.09.BE05 Implement new LED and control system in the Cromer office	In Progress	Performance	★	
			Comments	Phase 1 (middle floor from Planning to HR) is now complete. Phase 2 Lower Floor and Phase 3 Upper Floor are being combined and was put out to tender. There were however too many queries on the specification so the tender was withdrawn, updates have been made and the tender will go live again in January 2024.	
			Owner	Tina Stankley	
			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	Survey of Fakenham building to be undertaken
				Owner	Tina Stankley
				Start Date	01/04/2023
Due Date				not set	
Estimated end date/ Completion date	not set				
<ul style="list-style-type: none"> <li>▪ Objective 4.02: 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 Draft Local Plan has been submitted for Independent examination. The appointed Inspector will hold hearings over January, February and early March 2024 to consider if the Plan is sound and legally compliant.	
			Owner	Mark Ashwell	
			Start Date	04/02/2020	
			Due Date	01/04/2023	
Estimated end date/ Completion date	30/09/2023				

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

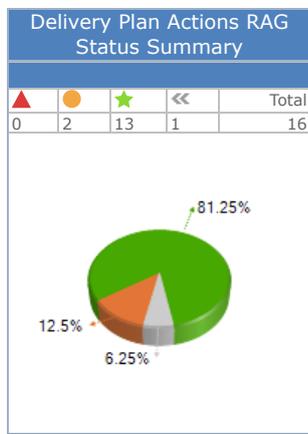
No entries this quarter

# Quality of Life

## Quality of Life Key Performance Indicator Update

Sep 2023		
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	★
	Comments	
	Actual (YTD)	284,403
	Target (YTD)	278,207
	Direction of change (YTD)	↕
	Benchmarking Comments	

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**

Not Started:1, In Progress:6, Completed:8, Cancelled:1

**Quality of Life actions completed this quarter**

Objective(s)/ Department	Action	30/09/2023
<ul style="list-style-type: none"> <li>Key Priorities</li> <li>Objective 5.11: Development of strong, sustainable and healthy local communities</li> <li>People Services</li> </ul>	<input checked="" type="checkbox"/> 5.11.2 Develop policy & programmes in response to the Cost of Living pressures faced by residents	Performance <span style="color: green;">★</span> Comments n/r Owner Sonia Shuter Start Date 16/11/2022 Due Date 30/04/2023 Estimated end date/ Completion date 30/04/2023

**Quality of Life actions exceptions report**

Objective(s)/ Department	Action	Stage	30/09/2023		
<ul style="list-style-type: none"> <li>Key Priorities</li> <li>Leisure and Localities</li> <li>Objective 5.10: Maximising the level of external funding to support community projects</li> </ul>	<input checked="" type="checkbox"/> 5.10.3 Fakenham Levelling Up project	Not Started	Performance <span style="color: green;">★</span> Comments Following the Government announcement i the autumn statement officers are setting up the required project processes and governance to move forward with the Levelling Up project. Owner Steve Hems Start Date 31/12/2022 Due Date 31/03/2024 Estimated end date/ Completion date 27/02/2024		
	<ul style="list-style-type: none"> <li>Key Priorities</li> <li>Leisure and Localities</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 Officers are meeting in December to finalise a proposed structure to this strategy, with a wider view of Leisure and Active Environments likely to be put forward. Delivery of this strategy is set for June 2024 in the Corporate Action Plan 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>Key Priorities</li> <li>Objective 5. 7: Public convenience investment programme to include Changing Places facilities</li> <li>Property Services</li> </ul>	<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	In Progress	Performance <span style="color: orange;">●</span>

			<p>Comments</p> <p>Fakenham - completed in April 2023.                  The Leas at Sheringham - The Leas is planned to be delivered in 2023 during spring and summer 2023. Work started April 2023. The first phase is complete and back open. The second phase was planned to commence at the end of the school summer holiday 2023. Additional works are needed due to technical difficulties with the bridge which needs substantial repairs for which there is no budget available currently. The risk is that if the changing places unit is not delivered by 31 March 2024 £60k of Changing Places funding will have to be returned.                  Vicarage Street, North Walsham - started in January 2023. Demolished and new build completed for end of August 2023                  Changing Places facilities programme 2023 - will include;                  Albert Street, Holt - due to damage to the existing facility when a car drove into it a review is taking place of the plans for this facility. Approval for expenditure has been requested and awaited. Planning application submitted and tender documents are being prepared. The risk is that if the changing places unit is not delivered by 31 March 2024 £60k of Changing Places funding will have to be returned.                  Museum of the Broads, at Sutton Staithe - proposals are being prepared. Potential £20k of Changing Places funding is available but at risk as all works would need to be completed by 31 March 2024 which currently looks unlikely.</p> <p>Owner: Russell Tanner</p> <p>Start Date: 04/02/2020</p> <p>Due Date: not set</p> <p>Estimated end date/ Completion date: not set</p>
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<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>	<p><input checked="" type="checkbox"/> 5.6.1a Maintain and enhance the physical structure of Cromer Pier</p>	<p>In Progress</p>	<p>Performance <span style="color: green;">★</span></p>
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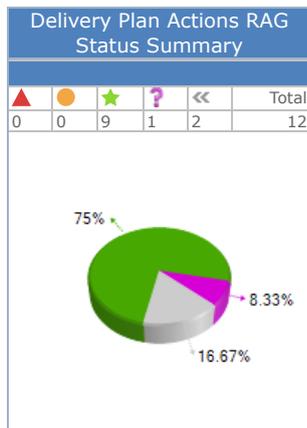
		30/09/2023	
		Comments	<p>Essential sub-structure works on the iconic Cromer Pier commenced at the beginning of October 2022 and are due to finish by February 2024..</p> <p>The works, which will cost around £1.2m, are vital for the structural integrity of the much loved Cromer landmark and will help 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 February 2024. 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

**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

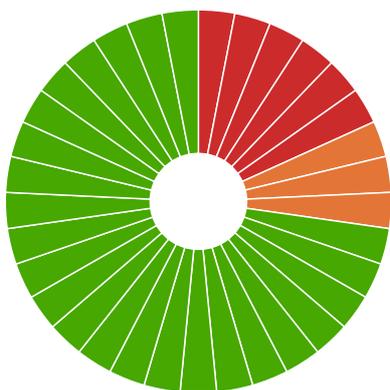
Financial Sustainability and Growth actions completed this quarter			
Objective(s)/ Department	Action		30/09/2023
		Performance	★
		Comments	Page 96 <sup>r</sup>
		Owner	Renata Garfoot
		Start Date	04/02/2020

		30/09/2023	
<ul style="list-style-type: none"> <li>Estates and Assets</li> <li>Objective 6.2: Taking a more commercial approach to the delivery of discretionary services</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>Estates and Assets</li> <li>Objective 6.3: Forming a development company to take our property ambitions forward</li> </ul>	<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	Performance	✔
		Comments	n/r
		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	30/09/2023	
<ul style="list-style-type: none"> <li>Finance</li> <li>Key Priorities</li> <li>Objective 6.2: Taking a more commercial approach to the delivery of discretionary services</li> <li>Resources</li> </ul>	<input checked="" type="checkbox"/> 6.2.1 Develop a Financial Sustainability Strategy	In Progress	Performance	Not started due to resource issues.
			Comments	Will be aligned 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	30/09/2023

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.

		Sep 2023
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	▲
	Comments	
	Actual (Period) (YTD)	44.03
	Target (YTD)	10.00
	Direction of change (YTD)	✖
	Benchmarking Comments	
AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time	Performance (YTD)	▲
	Comments	There were no Priority 1 recommendations due for completion before 30 September 2023.
	Actual (Period) (YTD)	0.00
	Target (YTD)	100.00
	Direction of change (YTD)	✖
	Benchmarking Comments	
AU 002 Percentage of Priority 2 (Important) audit recommendations completed on time	Performance (YTD)	▲
	Comments	There were seven Priority 2 (important) recommendations due for completion between by 30 September 2023. One of them was implemented and signed off by Internal Audit.
	Actual (Period) (YTD)	16.67
	Target (YTD)	70.00
	Direction of change (YTD)	✖
	Benchmarking Comments	
BC 001 Building Control income (£)	Performance (YTD)	▲
	Comments	Fee income is down on budget, this appears to be in the main to 3 factors.  1. Workload has reduced slightly 2. Changes in regulations have slowed down application submissions and new validation procedures have slowed down the validity of applications 3. Fees and charges were revised 01 July - so 3 months of the yearly income was at a (20%) lower rate
	Actual (Period) (YTD)	197,468.00
	Target (YTD)	248,748.00
	Direction of change (YTD)	✔
	Benchmarking Comments	
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	▲
	Comments	Our speed of processing for handling changes to circumstances continues to sit within the local target of 14 days (currently processing in 13 days). We would like to see our performance in this area improve and move closer to benchmarked data. We are continuing to work on developments arounds best practice, and accessibility, whilst continuing to support staff.
	Actual (Period) (YTD)	14.17
	Target (YTD)	14.00

		Sep 2023
	Direction of change (YTD)	
	Benchmarking Comments	
CE 004 Percentage of very long term empty homes as a proportion of the taxbase	Performance (YTD)	
	Comments	The number has increased from 154 on 30 September 2023 to 157 on 31 October 2023. The reasons for this are likely to be due, in part at least, to the market.
	Actual (Period) (YTD)	0.28
	Target (YTD)	0.30
	Direction of change (YTD)	
	Benchmarking Comments	
EP 001a Percentage of responses to nuisance complaints within 2 working days	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	42.62
	Target (YTD)	80.00
	Direction of change (YTD)	
	Benchmarking Comments	
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	
	Target (YTD)	41.0
	Direction of change (YTD)	
	Benchmarking Comments	
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance (YTD)	
	Comments	Number of child visitors to our events over the summer are very slightly down. This was not helped by two of the planned events being washed out by the weather.
	Actual (Period) (YTD)	375
	Target (YTD)	400
	Direction of change (YTD)	
	Benchmarking Comments	
LE 013 Income from events organised at Country Parks	Performance (YTD)	
	Comments	Income for our events over the summer is very slightly down. This was not helped by two of the planned events being washed out by the weather.
	Actual (Period) (YTD)	1,360.00
	Target (YTD)	1,380.00
	Direction of change (YTD)	
	Benchmarking Comments	
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. It is likely that Nutrient Neutrality has impacted on application submission levels and therefore income levels. The new Levelling Up and Regeneration Act (LURA) is likely to lead to higher fees being introduced which may recover the situation by year end - but that is by no means certain at this point.
	Actual (Period) (YTD)	333,419.00
	Target (YTD)	432,498.00
	Direction of change (YTD)	
	Benchmarking Comments	

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# Headline Report for North Norfolk District Council - Dashboard View



Written by LGA Research from Local Government Association

LG Inform

# Headline Report for North Norfolk District Council - Dashboard View

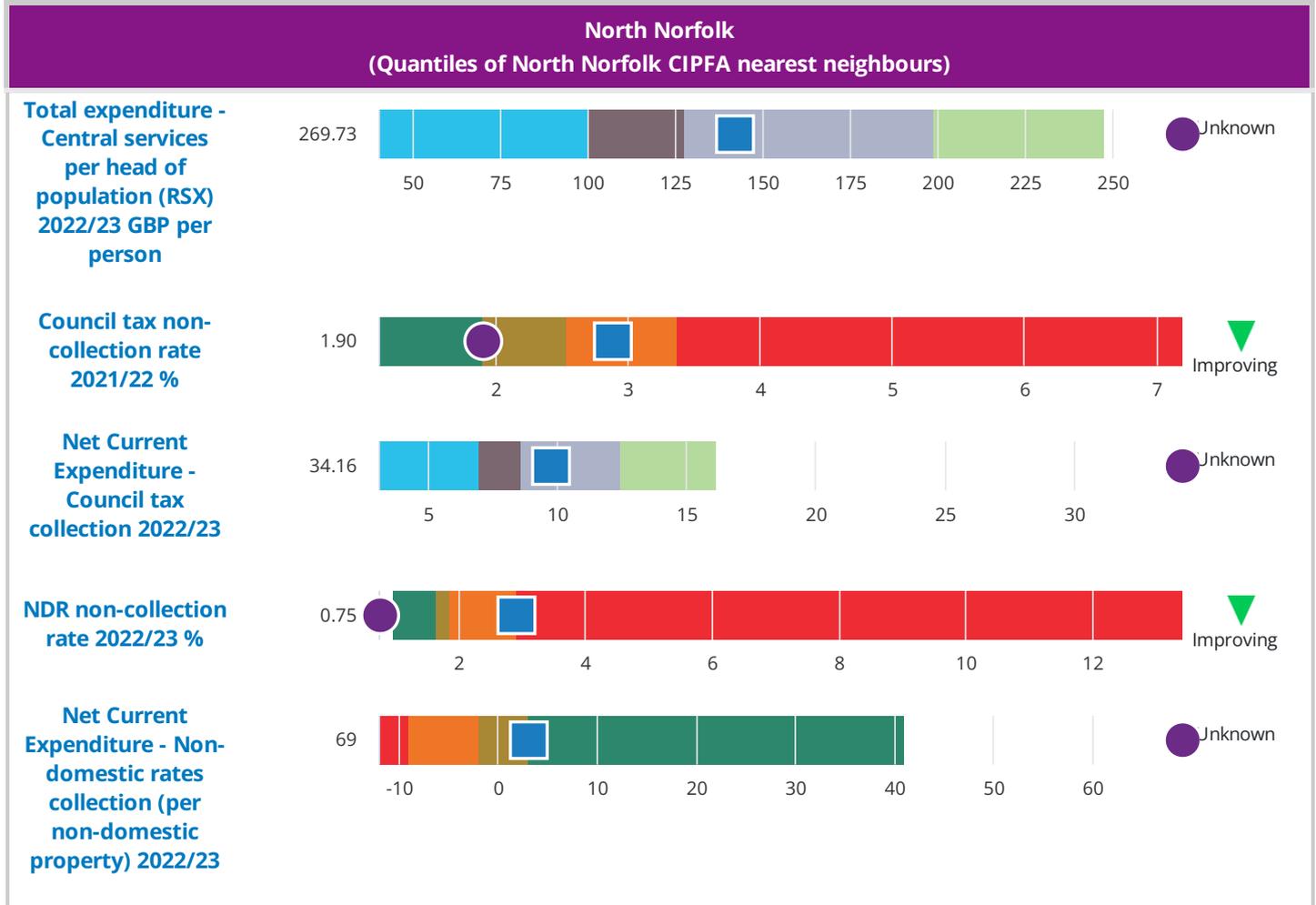
Below is a list of comparable value for money and performance data for services within the main funding streams for councils. Authorities may wish to change the metrics contained in this report or the comparator group to suit their own needs. The metrics are taken from various published national data collections; source information for each metric is listed under the detailed view. Authorities may wish to investigate the data sources further to locate other data in which they have a particular interest.

The metrics fall into the following broad funding areas: [Central Services](#), [Education, Children, Adult, Housing, Highways and Transport](#), [Planning and Development](#), [Environmental and Regulatory](#), [Cultural and Related](#) and [Public Health](#)

This report is presented in a series of dashboards, if you would like to view this report in a bar chart format please click this link: [Headline report \(Bar Charts\)](#).

All data are shown as they appear in the source publication; if your chosen authority doesn't feature in one of the charts this is because the value was either missing from the original publication or suppressed due to disclosure rules of the publication source.

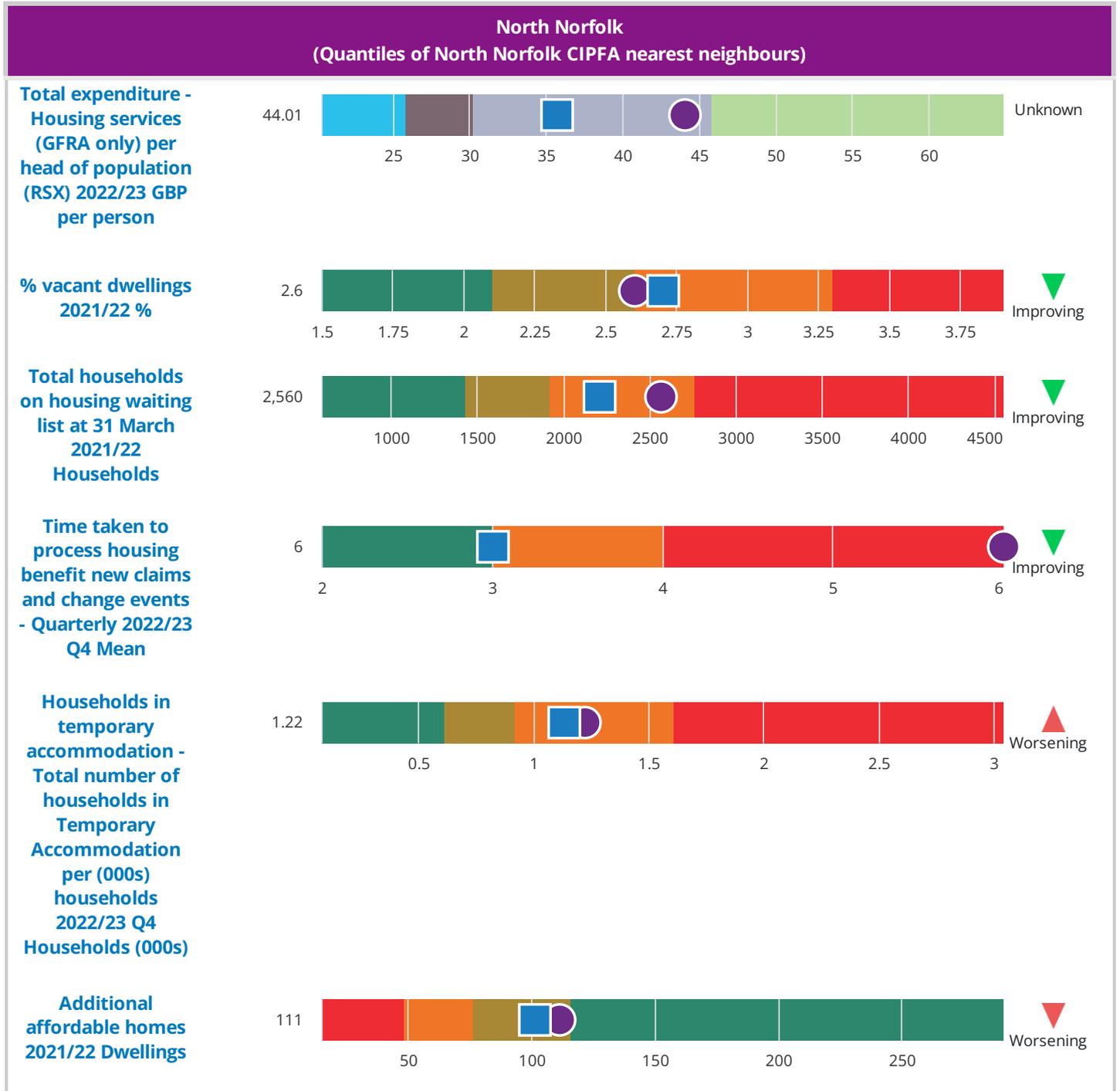
## Central Services



- North Norfolk
- Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: **Improving, No change or Worsening**

Indicators that have no polarity will show a direction of travel (D.O.T) label of: **Increasing, No change or Decreasing**



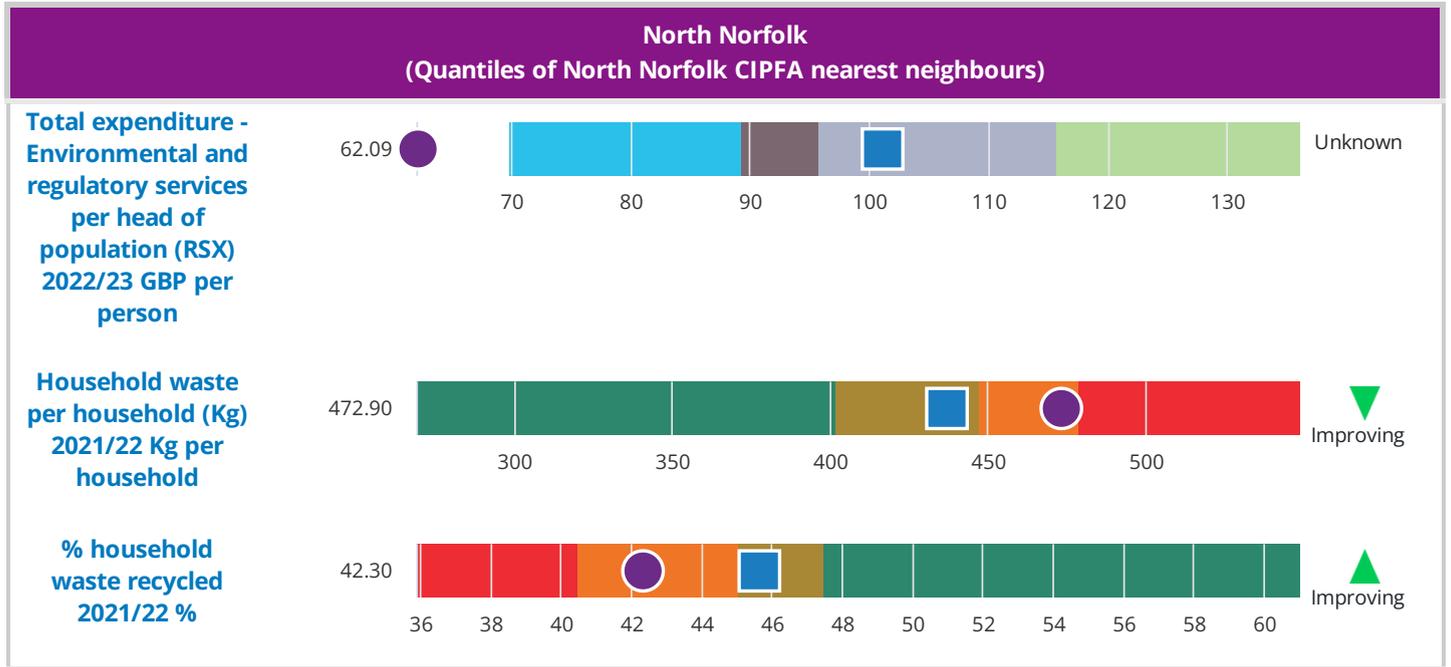
● North Norfolk  
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**Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing**



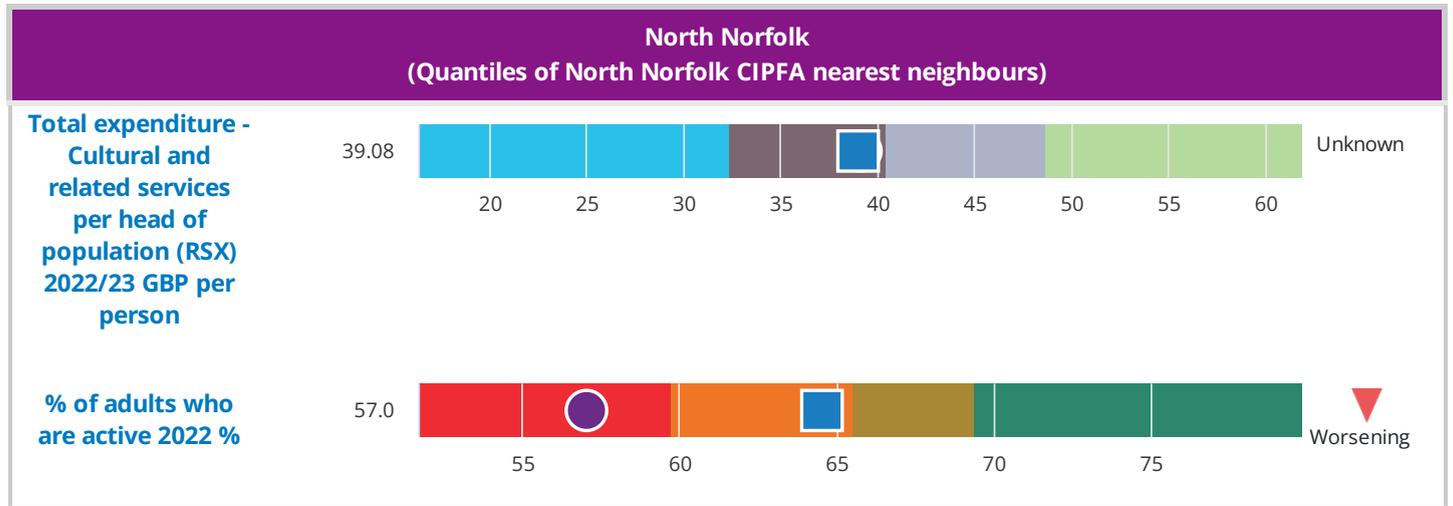
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This report was generated using data from:

- CIPFA Statistical Information Services - Public Library Statistic
- Calculated by LGI - Calculated metric types
- Department for Education - Characteristics of Children in Need in England
- Department for Education - Children Looked After by Local Authorities in England (including adoption and care leavers)
- Department for Education - Key stage 4 performance
- Department for Education - NEET and participation
- Department for Education - Permanent and Fixed Period Exclusions from Schools in England
- Department for Environment, Food and Rural Affairs - Local authority collected waste management
- Department for Levelling Up, Housing & Communities - Council tax collection rates
- Department for Levelling Up, Housing & Communities - Development Control statistics
- Department for Levelling Up, Housing & Communities - Live tables 615 Vacant Dwellings by Local Authority District
- Department for Levelling Up, Housing & Communities - Live tables on affordable housing supply
- Department for Levelling Up, Housing & Communities - Local Authority Housing Statistics (LAHS)
- Department for Levelling Up, Housing & Communities - Revenue Outturn (RSX)
- Department for Levelling Up, Housing & Communities - Statutory homelessness live tables
- Department for Transport - Journey time statistics
- Department for Transport - Road conditions statistics
- Department for Work and Pensions - Housing Benefit: statistics on speed of processing (SoP)
- NHS England - Measures from the Adult Social Care Outcomes Framework, England
- NHS England - National Child Measurement Programme: England
- Nomis - Annual Population Survey
- Office for Health Improvement and Disparities (OHID) - Local Alcohol Profiles for England
- Office for Health Improvement and Disparities (OHID) - Local Tobacco Control Profiles
- Office for Health Improvement and Disparities (OHID) - NHS Health Check
- Office for Health Improvement and Disparities (OHID) - Public Health Outcomes Framework
- Office for National Statistics - Business Demography
- Office for National Statistics - Conception Statistics, England and Wales
- Sport England - Active Lives Survey

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<b>NORTH NORFOLK DISTRICT COUNCIL CORPORATE PEER CHALLENGE – DRAFT ACTION PLAN</b>	
<b>Executive Summary</b>	The District Council is required to develop an Action Plan in response to recommendations made through the recent Corporate Peer Challenge of the authority. This draft Action Plan seeks to meet this requirement.
<b>Options considered</b>	This report and the Corporate Peer Challenge Action Plan details the Council's proposed response to recommendations made within the Peer Challenge Report. Development of the draft Action Plan has involved consideration of potential options / actions in response to the recommendations made.
<b>Consultation(s)</b>	Preparation of the draft Action Plan in response to the recommendations made in the Corporate Peer Challenge report has involved consultation with Corporate Leadership Team, Management Team and the Leader of the Council.  This report and the draft Action Plan is presented to the Overview and Scrutiny Committee for comment as an item of pre-scrutiny business before presentation of the Action Plan for agreement by Cabinet.
<b>Recommendations</b>	The Overview and Scrutiny Committee is invited to comment on the draft Action Plan as a pre-scrutiny item of business before the Action Plan (as amended through any proposals made by the Overview and Scrutiny Committee) is presented to Cabinet for agreement and adoption.
<b>Reasons for recommendations</b>	To ensure the objectives of the Council are achieved and to support the Council in its future development, learning and continuous improvement.
<b>Background papers</b>	LGA Corporate Peer Challenge report conducted 12 <sup>th</sup> – 15 <sup>th</sup> September 2023

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Tim Adams, Leader of the Council
<b>Contact Officer</b>	Steve Blatch, Chief Executive Email:- <a href="mailto:steve.blatch@north-norfolk.gov.uk">steve.blatch@north-norfolk.gov.uk</a> Tel:- 01263 516232

**Links to key documents:**

Corporate Plan:	<p>Theme:- A Strong, Responsible &amp; Accountable Council</p> <p>Objective:- We will ensure the Council maintains a financially sound position, seeking to make best use of its assets and staff resources, effective partnership working and maximising the opportunities of external funding and income.</p> <p>Action:-</p> <p>We will:-</p> <p>1. Produce an Action Plan in response to the recommendations made by the recent LGA Corporate Peer Challenge by end December 2023 and thereafter deliver the Action Plan objectives over the period to June 2025.</p>
Medium Term Financial Strategy (MTFS)	<p>There are a number of comments made within the Corporate Peer Challenge which seek to support and strengthen the Council's MTFS and strategic financial position given the changing context of local government finances and, as appropriate, these are responded to through the Action Plan</p>
Council Policies & Strategies	<p>All – the Corporate Peer Challenge process promotes sector-led improvement and is intended to support the Council in its objectives in the provision of quality services which meet the needs of the district's residents, communities, businesses and visitors and of our ambitions around continuous improvement</p>

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	Yes – there is no private or confidential information to be considered by this report.
Details of any previous decision(s) on this matter	N/A

## 1. Purpose of the report

- 1.1 This report presents a draft Action Plan and programme of work in response to conclusions drawn and recommendations made as part of the Corporate Peer Challenge process undertaken by the authority in September 2023.
- 1.2 The report and Action Plan is presented to the Overview and Scrutiny Committee as an item of pre-scrutiny business for comment before being presented for agreement and adoption by Cabinet at its 5<sup>th</sup> February meeting.

## **2. Introduction & Background**

- 2.1 North Norfolk District Council had a Local Government Association Corporate Peer Challenge undertaken in the week of the 11<sup>th</sup> September 2023. The Peer Challenge process is a sector-led improvement programme intended to provide a snapshot of the Council's performance and make comments and recommendations drawn from experience elsewhere across the local government sector as to how the Council might look to develop and improve the way it conducts its business and delivers services to its residents, communities, businesses and visitors. The process is voluntary and is not a formal process of inspection such as OFSTED or Care Quality Commission.
- 2.2 Our Corporate Peer Challenge was undertaken in the second week of September and involved a team of seven "peers" (officers and elected members from other local authorities and the LGA) visit the District Council and conduct meetings with key stakeholders and partners, focus groups of staff and elected members, undertake a document review, observe meetings of the Council and undertake site visits to some key projects – The Reef, Sheringham; Cromer Pier and seafront; and the North Walsham Heritage Action Zone programme and related town centre investments.
- 2.3 At the end of the four-day visit to the District, the Peer Challenge Team provided a summary presentation of their key findings and conclusions before making four key recommendations to the Council as to where focus should be given moving forward to strengthen the Council's capacity and processes moving forward. The Review Team then provided a written report of their key observations and recommendations and this is attached for the Committee's information as an Appendix to this report.
- 2.4 The headline findings of the Peer Review team were that North Norfolk District Council *"is a council which performs well, cares for and is delivering for its residents. Officers and elected members have a clear understanding of the needs, wants and challenges in the district and are passionate about delivering for their communities"*.
- 2.5 The report went on to state that the Council had strong partnership working arrangements, had invested significantly in new facilities such as The Reef, Cromer Pier, North Walsham Heritage Action Zone programme and the public convenience investment programme and had a historically strong financial position, but that this was changing due to the wider context in which local government finances operated, which would present challenges moving forward.
- 2.6 The report also made four key recommendations to support the Council in its ambition to continually improve, develop and grow and the Peer Challenge process requires the authority to develop and publish an Action Plan detailing how it proposes responding to those recommendations over the next two years. The following section of this report provides more information on the four recommendations and the Council's proposed actions / response.

## **3. Proposals and Options**

- 3.1 The four recommendations made by the Peer Review report are as follows:-

3.2 Recommendation 1:- The Council needs a stronger focus on strategic finance (given the financial challenges the sector is facing):-

- This recommendation acknowledged the historically strong financial position of the authority (being debt-free, with a healthy level of reserves and lowest quartile Council Tax charge) but recognising recent inflationary pressures; increasing demands for some frontline services such as homelessness services and Temporary Accommodation; and the ambitious Corporate Plan.
- The report therefore proposed the authority develops a more detailed Medium-Term Financial Strategy; develops more robust budget monitoring and reporting and aligns financial capacity with Corporate Plan priorities.

3.3 Recommendation 2:- The Corporate Plan needs to drive the delivery of new priorities alongside the provision of core services:-

- This recommendation recognised the ambitions and aspirations outlined in the recently adopted Corporate Plan 2023-27 but stated that we needed to ensure that finances and staff resources were aligned to deliver on these aspirations;
- and that Service Team Plans and individual personal objectives were aligned to support delivery of the Corporate Plan objectives and maintain the provision of high-quality core services.

3.4 Recommendation 3:- There is a need to develop a comprehensive Organisational Development Plan:-

- The Council has a good level of knowledge in respect of the local labour market and workforce planning and a strong record of support for workforce development but needs to demonstrate this understanding more clearly through a People or Workforce Plan which could assist with the recruitment, development and retention of staff at a time of increasing workforce challenges.
- The Council should undertake a Staff Survey to inform the development of an Organisational Cultural Plan to support the council be more agile and responsive to future service demands.

3.5 Recommendation 4:- To continue to improve the Council needs to re-think the following:-

- Identify who is responsible for leading change and transformation within the authority.
- Provide more clarity around the strategic leadership role of the Corporate Leadership Team and the operational management of services by Management Team.
- Develop a new digital vision and strategy to drive improved outcomes and cost efficiencies
- Use data to inform better decision-making with smarter, more targeted performance measures to drive service improvement and better report writing with clearer recommendations.

- 3.6 Comment was also made in the Peer Review report that “there appears to be a view that scrutiny has a focus on criticism and blame” and that an opportunity existed to articulate more clearly the distinct roles and responsibilities of Cabinet, Overview and Scrutiny Committee and the Governance, Risk and Audit Committee and an externally facilitated workshop will be arranged to explore new ways of working. The outcome of the member/officer workshop will be reported back to a future meeting of the Overview and Scrutiny Committee for agreement and subsequent review by the Constitution Working Party for inclusion within the revised Constitution with the objective of any revised arrangements commencing from the June meeting after the Annual Meeting of Council.

#### **4. Corporate Priorities**

- 4.1 The actions arising from this report support the following Corporate Plan priorities and objectives:-

Theme:- A Strong, Responsible & Accountable Council

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

Action:- We will:-

**Produce an Action Plan in response to the recommendations made by the recent LGA Corporate Peer Challenge by end December 2023 and thereafter deliver the Action Plan objectives over the period to June 2025.**

#### **5. Financial and Resource Implications**

- 5.1 There are no direct financial implications arising from this report or the development of the Action Plan in response to the Peer Review recommendations.

- 5.2 A number of the proposed actions will have direct and indirect costs and consideration is being given to those issues currently – for example the Staff Survey will have a financial cost of approximately £8000 which can be met from the Delivery Plan reserve. However, the recommendations are intended to improve processes and outcomes for the authority and should therefore realise greater efficiencies and savings moving forward and will be progressed on that basis.

- 5.3 **Comments from the S151 Officer:**

It is acknowledged that there may be some budgetary implications from implementing this action plan, but members will be informed of any expenditure incurred when provided with updates within the progress reports.

#### **6. Legal Implications**

- 6.1 It is not considered that there are any significant legal issues raised by this report or the Peer Review Action Plan.

## **7. Risks**

- 7.1 It is not considered that there are any significant risks to the council raised by this report or the Peer Review Action Plan itself, but the premise of the recommendations is to strengthen the performance of the authority and therefore there are some risks if action isn't taken to consider the recommendations and develop an appropriate response in terms of the council's medium-term financial position, ability to attract and retain staff etc.

## **8. Net Zero Target**

- 8.1 There are no Net Zero issues arising from this report or Action Plan.

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

- 9.1 Issues of equality, diversity and inclusion will be considered in the development of the Organisational Cultural Plan, new and revised workforce policies and service delivery improvements as appropriate.

## **10. Community Safety issues**

- 10.1 There are no community safety issues arising from this report or Action Plan.

## **11. Conclusion and Recommendations**

**The Overview and Scrutiny Committee is invited to comment on the draft Action Plan as a pre-scrutiny item of business before the Action Plan (as amended through any proposals made by the Overview and Scrutiny Committee) is presented to Cabinet for agreement and adoption.**

**North Norfolk District Council**

**Local Government Association Corporate Peer Challenge**

**Action Plan**

Peer Challenge Recommendation	Proposed response	Actions being progressed	To be completed by
<p><b>Recommendation 1</b></p> <p><b>Stronger focus on strategic finance</b></p> <p>a) MTFS – three plus one rolling year to allow better and more accurate considerations and forecasting.</p> <p>b) More regular monitoring and reporting of the budget and capital programme to better inform decision-making and promptly identify under/over-spending so that issues can be addressed.</p>	<p>a) New Medium Term Financial Strategy to be prepared as part of the 2024/25 budget process to reflect settlement announced on 18<sup>th</sup> December 2023.</p> <p>Agree a framework and approach for undertaking a rolling programme of service reviews to inform future savings and efficiencies over the next two years to March 2026.</p> <p>b) New financial reporting processes to be agreed in terms of frequency, format of reports, scrutiny arrangements etc.</p> <p>This will be undertaken alongside reviewing and clarifying the relationships and types of business considered by Cabinet, Overview and Scrutiny and</p>	<p>a) New Medium Term Financial Strategy to be prepared as part of the 2024/25 budget process.</p> <p>b) Externally facilitated review of relationships between Cabinet, O&amp;S and GRAC to be held in February 2024.</p> <p>New reporting framework for budget issues to be agreed.</p>	<p>a) End Feb 2024.</p> <p>September 2024</p> <p>b) New report format and reporting cycle be introduced for start of new civic year – ie from the May 2024 cycle of meetings.</p>

<p>c) Alignment of financial capacity with corporate priorities – Statutory Officers are overloaded.</p> <p>Page 116</p>	<p>GRAC which is to be externally facilitated.</p> <p>Financial management training has also been provided to elected members and budget holders to inform better budget management moving forward.</p> <p>c) Review of service areas falling within remit of the two Assistant Directors within the Resources Directorate to bring greater focus, service team alignment and increase capacity for financial oversight and governance. Customer Services moves from this Directorate to be directly managed by Steve Hems, Director of Communities.</p>	<p>c) Informal discussions have been held between the Chief Executive, Director of Resources and current Assistant Director for Finance, Assets and Legal and Director of Community Services around the re-grouping of services to allow re-designation of the second Assistant Director role in the Resources Directorate to have a greater emphasis and focus on finance and asset issues.</p>	<p>c) In progress</p> <p>End of April 2024.</p>
<p><b>Recommendation 2</b></p> <p><b>The Corporate Plan needs to drive the delivery of new priorities alongside core services</b></p> <p>a) Align the Corporate Plan to the MTFS and properly resourced to make sure there are the funds to deliver aspirations and enough skilled and experienced officers to deliver them.</p>	<p>a) Agree allocation of resources – both staff and finance, to deliver the Council's aspirations as detailed in the 2023 -2027 Corporate Plan and 2024/25 Annual Action Plan, aligned with the updated MTFS.</p>	<p>a) 2024/25 Annual Action Plan agreed by Cabinet at its November 2023 meeting. Consideration now needs to be given to full resourcing of proposed actions in the context of the MTFS and 2024/25 budget.</p>	<p>a) End Feb 2024.</p>

<p>b) Ensure the golden thread through the delivery plan, service plans, team plans and check-ins, so that all staff understands how they contribute and can feel pride in achieving them.</p>	<p>b) Service/Team plans and individual personal objectives agreed through the Check-in process.</p>	<p>b) Following agreement of the 2024/25 budget at the end of February 2024, service and team plans and then individual personal objectives through the Check-in process need to be prepared and agreed. Preparatory work in this respect can be progressed from January 2024.</p>	<p>b) End of March 2024.</p>
<p><b>Recommendation 3</b></p> <p><b>There is a need for a comprehensive Organisational Development Plan which includes:-</b></p> <p>a) Labour market analysis and workforce planning to help research future jobs in the local area, understand the skills needed for certain future roles and the demand for future employment working with business partners.</p> <p>b) Talent management / learning and development to attract, identify, develop, engage, retain and employ officers valuable to the Council.</p>	<p>a) The Council has a good level of knowledge in this space but needs to demonstrate this understanding more clearly through a People or Workforce Plan to assist with the recruitment, development and retention of staff at a time of increasing workforce challenges.</p> <p>b) The Council has a strong record of workforce learning and development but could more clearly state and present this through better branding of the support for both existing staff and new recruits to the Council.</p> <p>Articulate our workforce development offer more clearly to existing staff, new recruits</p>	<p>a) Develop a People or Workforce Plan which demonstrates our understanding of our workforce challenges and responds positively to these, promoting the positive attributes of working for the Council.</p> <p>b) Through the People or Workforce Plan promote and celebrate the various initiatives the Council operates in attracting, developing and seeking to retain staff.</p>	<p>a) By end June 2024.</p> <p>b) As above.</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 118</p> <p>c) Employee survey and action plan – this is needed and will help to improve organisational culture by delivering on the results.</p> <p>d) Organisational Culture Plan – to help attitudes shift and make the council more agile to future demands.</p>	<p>and managers so that we are more agile in the recruitment and development of our staff.</p> <p>c) Undertake an Employee Survey to establish some baseline data from which an Organisational Development and Culture Plan can be developed.</p> <p>d) Development of Organisational Development and Cultural Plan.</p>	<p>c) Discussions have been held with the LGA Workforce Team about undertaking an Employee Survey. Procurement process undertaken and internal project team established by HR Manager to develop and agree survey questions.</p> <p>Survey to be undertaken late January 2024 with results shared with Council in March 2024.</p> <p>d) To follow receipt of results from the Employee Survey in April 2024.</p>	<p>c) Survey to be completed by end February 2024.</p> <p>Results / report to be received by end March 2024.</p> <p>d) By end June 2024.</p>
<p><b>Recommendation 4</b></p> <p><b>To continue to improve the Council needs to rethink:-</b></p> <p>a) Senior leadership of change and transformation – who is responsible for driving this is the organisation?</p>	<p>a) Articulate more clearly that CLT should lead on the change and transformation agenda for the authority – this being separate to the operational focus on Management Team; with the strategic direction being agreed between CLT and Cabinet and then CLT leading the internal change and transformation agenda as an</p>	<p>a) Discussions have been progressed about what this looks like with a proposed move to each of the three Directors leading a Strategic Board (corporate and cross-cutting) – De-Carbonisation Board, Major Projects Board and a Performance and Transformation Board with</p>	<p>a) New model to be agreed and implemented by end February 2024.</p>

<p>Page 119</p> <p>b) Distributed leadership – ownership, responsibility and accountability – Management Team need to work in sync and provide more operational capacity for transformation and change, compliance with programme and project management governance, creating more space at CLT for strategic planning.</p> <p>c) Digital vision and strategy to drive improved outcomes and cost efficiencies – need to agree how digital services will enable the delivery of modernised, streamlined delivery of services and priorities.</p> <p>d) Use data to inform decision-making, improve performance</p>	<p>internal organisational development activity in support of the political aspirations as agreed through the Corporate Plan.</p> <p>b) See above.</p> <p>c) Engage a consultant or EELGA Talent Ban resource to support the Council in the development of a new digital strategy and IT Plan to support further service improvement / transformation.</p>	<p>representation from services to be agreed.</p> <p>Proposed also that a more structured approach (Project Boards) be established to improve delivery of specific initiatives and projects so as to ensure more consistent reporting and financial control.</p> <p>b) See above.</p> <p>c) Appoint a consultant by end of May 2024 with report to be delivered by end of October 2024 to inform 2025/26 Annual Action Plan and budget cycle.</p> <p>d) Conversations have begun around the target outcomes from the Corporate</p>	<p>b) New model to be in place by end March 2024 at the latest.</p> <p>c) End October 2024.</p> <p>d) By end March 2024.</p>
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<p>and drive commercial aspiration – smarter, clearer, more targeted performance measures which are effectively used to drive improvements along with more articulated reports, submitted on time and with clear recommendations.</p>	<p>d) Develop and agree a new set of key objectives and performance framework moving forward following decision not to use a proprietary performance management system in the future and develop spreadsheet framework for recording and reporting moving forward.</p>	<p>Plan and Annual Action Plan measures. This work now needs to be formalised and a spreadsheet performance management framework developed which can be presented to Overview and Scrutiny Committee at its February 2024 meeting and be operational from 1<sup>st</sup> April 2024.</p>	
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<b>Treasury Management Strategy Report 2023/24</b>	
<b>Executive Summary</b>	This report sets out the Council's Treasury Management Strategy for the year 2024/25. It sets out details of the Council's Treasury Management activities and presents a strategy for the prudent investment of the Council's resources. It also sets out the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives.
<b>Options considered</b>	No other options considered. It is a requirement that the Treasury Management Strategy report must be approved by full Council each year in advance of the new financial year to ensure the Council is compliant with the CIPFA Treasury Management, CIPFA Prudential Codes and guidance issued by the Department of Levelling Up, Housing & Communities (DLUHC).
<b>Consultation(s)</b>	Cabinet Member Section 151 Officer  This report has been prepared with the assistance of Link Treasury Services, the Council's Treasury Management advisors.
<b>Recommendations</b>	To recommend to full Council that the Treasury Management Strategy 2024/25 is approved.
<b>Reasons for recommendations</b>	Approval by Full Council demonstrates compliance with the Prudential Codes to ensure; <ul style="list-style-type: none"> <li>• A flexible investment strategy enabling the Council to respond to changing market conditions.</li> <li>• Ensure compliance with CIPFA and DHLUC guidance.</li> <li>• Confirming capital resources available for delivery of the Council's capital programme.</li> </ul> <p>It is a requirement that any proposed changes to the prudential indicators are approved by Full Council.</p>
<b>Background papers</b>	The Council's Treasury Management Strategy 2023/24.  CIPFA Prudential Code (Treasury Management in the Public Services: Code of Practice 2021 Edition).  CIPFA Prudential Code (Capital Finance in Local Authorities: Code of Practice 2021 Edition).

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr. Lucy Shires
<b>Contact Officer</b>	James Moore

<b>Links to key documents:</b>	
Corporate Plan:	This report is required to ensure that the Council can demonstrate it is in a sound financial position and able to deliver the projects in the Capital Programme which support the Corporate Plan Objectives.
Medium Term Financial Strategy (MTFS)	This report supports the MTFS in confirming adequate financing is in place for the Council to operate its regular functions alongside delivering the Council's Capital Programme.
Council Policies & Strategies	N/A

<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. Purpose of the report**

- 1.1 It is a requirement that Treasury Management activities and risk management be conducted within the framework of the Chartered Institute of Public Finance (CIPFA) Code (Treasury Management in the Public Services: Code of Practice 2021 Edition).
- 1.2 Under the provisions of the Local Government Act 2003, Local Authorities are required to comply with the guidance of the Prudential Code with regard to capital decisions.
- 1.3 It is a requirement that any proposed changes to the 2024/25 prudential indicators are approved by Full Council.

## **2. Introduction & Background**

- 2.1 Treasury management is the operation of the Council's cash flows, borrowing and investments alongside the associated risks. The Council has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
- 2.2 The strategy (Appendix A) also sets out the Council's approach and deployment of capital resources in meeting the Council's overall aims and objectives.

### **3. Proposals and Options**

- 3.1 Appendix A shows the Council's full Treasury Management Strategy for the 2024/25 financial year.

### **4. Corporate Priorities**

- 4.1 Ensuring there is adequate funding in place is essential to delivering the Council's Capital Programme which supports the Corporate Plan and MTFs.

### **5. Financial and Resource Implications**

- 5.1 This report is financial in nature and financial implications are included within the content of the report.

#### **Comments from the S151 Officer:**

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

### **6. Legal Implications**

- 6.1 None as a direct consequence of this report.

#### **Comments from the Monitoring Officer**

*Whilst there are no specific legal or governance comments. It is noted that this is a necessary financial report to comply with the CIPFA Treasury Management Code of Practice.*

### **7. Risks**

- 7.1 Any financial risks or implications are included within the content of the report.

### **8. Net Zero Target**

- 8.1 None as a direct consequence of this report.

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

- 9.1 None as a direct consequence of this report.

### **10. Community Safety issues**

- 10.1 None as a direct consequence of this report.

### **11. Conclusion and Recommendations**

- 11.1 It is recommended that Full Council approves the Treasury Management Strategy 2024/25 to ensure the Council is compliant with the Prudential Codes.

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# North Norfolk District Council

## **Treasury Management Strategy Statement**

### Minimum Revenue Provision Policy Statement and Annual Investment Strategy

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English local authorities  
2024/25

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## Key Considerations

### **2021 revised CIPFA Treasury Management Code and Prudential Code – changes which will impact on future TMSS/AIS reports and the risk management framework**

CIPFA published the revised Codes on 20th December 2021 and stated that revisions need to be included in the reporting framework from the 2023/24 financial year. This Authority, therefore, has to have regard to these Codes of Practice when it prepares the Treasury Management Strategy Statement and Annual Investment Strategy, and also related reports during the financial year, which are taken to Full Council for approval.

### **The revised Treasury Management Code required all investments and investment income to be attributed to one of the following three purposes: -**

#### **Treasury management**

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

#### **Service delivery**

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".

#### **Commercial return**

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to an authority's financial capacity – i.e., that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.

### **The revised Treasury Management Code requires an authority to implement the following: -**

1. **Adopt a liability benchmark treasury indicator** to support the financing risk management of the capital financing requirement; this is to be shown in chart form for a minimum of ten years, with material differences between the liability benchmark and actual loans to be explained;
2. **Long-term treasury investments**, (including pooled funds), are to be classed as commercial investments unless justified by a cash flow business case;
3. **Pooled funds** are to be included in the indicator for principal sums maturing in years beyond the initial budget year;
4. Amendment to the **knowledge and skills register** for officers and members involved in the treasury management function - to be proportionate to the size and complexity of the treasury management conducted by each authority;
5. **Reporting to members is to be done quarterly**. Specifically, the Chief Finance Officer (CFO) is required to establish procedures to monitor and report

performance against all forward-looking prudential indicators at least quarterly. The CFO is expected to establish a measurement and reporting process that highlights significant actual or forecast deviations from the approved indicators. However, monitoring of prudential indicators, including forecast debt and investments, is not required to be taken to Full Council and should be reported as part of the authority's integrated revenue, capital and balance sheet monitoring;

6. **Environmental, social and governance (ESG)** issues to be addressed within an authority's treasury management policies and practices (TMP1).

**The main requirements of the Prudential Code relating to service and commercial investments are: -**

1. The risks associated with service and commercial investments should be proportionate to their financial capacity – i.e. that plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services;
2. An authority must not borrow to invest for the primary purpose of commercial return;
3. It is not prudent for local authorities to make any investment or spending decision that will increase the CFR, and so may lead to new borrowing, unless directly and primarily related to the functions of the authority, and where any commercial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose;
4. An annual review should be conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt;
5. A prudential indicator is required for the net income from commercial and service investments as a proportion of the net revenue stream;
6. Create new Investment Management Practices to manage risks associated with non-treasury investments, (similar to the current Treasury Management Practices).

**An authority's Capital Strategy or Annual Investment Strategy should include: -**

1. The authority's approach to investments for service or commercial purposes (together referred to as non-treasury investments), including defining the authority's objectives, risk appetite and risk management in respect of these investments, and processes ensuring effective due diligence;
2. An assessment of affordability, prudence and proportionality in respect of the authority's overall financial capacity (i.e., whether plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services);
3. Details of financial and other risks of undertaking investments for service or commercial purposes and how these are managed;
4. Limits on total investments for service purposes and for commercial purposes respectively (consistent with any limits required by other statutory guidance on investments);
5. Requirements for independent and expert advice and scrutiny arrangements (while business cases may provide some of this material, the information

contained in them will need to be periodically re-evaluated to inform the authority's overall strategy);

6. State compliance with paragraph 51 of the Prudential Code in relation to investments for commercial purposes, in particular the requirement that an authority must not borrow to invest primarily for financial return.

## 1.1 Background

The Authority is required to operate a balanced revenue budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Authority's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Authority's capital plans. These capital plans provide a guide to the borrowing need of the Authority, essentially the longer-term cash flow planning, to ensure that it can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet risk or cost objectives.

The contribution the treasury management function makes to the Authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

*“The management of the local authority's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day-to-day treasury management activities.

## 1.2 Reporting Requirements

### 1.2.1 Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a Capital Strategy report which will provide the following: -

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of the strategy is to ensure that all the Authority's elected members fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.

## 1.2.2 Treasury Management Reporting

The Authority is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

- a. **Prudential and treasury indicators and treasury strategy** (this report)
  - The first, and most important report is forward looking and covers: -
    - the capital plans, (including prudential indicators)
    - a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time)
    - the Treasury Management Strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
    - an Annual Investment Strategy, (the parameters on how investments are to be managed)
  
- b. **A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, this Authority will receive quarterly update reports.
  
- c. **An annual treasury report** – This is a backward-looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

### Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Full Council. This role is undertaken by the Overview & Scrutiny Committee.

**Quarterly reports** – In addition to the three major reports detailed above, from 2023/24 quarterly reporting (this Council reports the position as at the end of July and as at the end of January) is also required. However, these additional reports do not have to be reported to Full Council/Board but do require to be adequately scrutinised. This role is undertaken by the Overview & Scrutiny Committee. (The reports, specifically, should comprise updated Treasury/Prudential Indicators.)

## 1.3 Treasury Management Strategy for 2024/25

The strategy for 2024/25 covers two main areas:

### Capital issues

- the capital expenditure plans and the associated prudential indicators
- the minimum revenue provision (MRP) policy

### Treasury management issues

- the current treasury position
- treasury indicators which limit the treasury risk and activities of the Authority
- prospects for interest rates
- the borrowing strategy
- policy on borrowing in advance of need

- debt rescheduling
- the investment strategy
- creditworthiness policy; and
- the policy on use of external service providers

These elements cover the requirements of the Local Government Act 2003, DLUHC Investment Guidance, DLUHC MRP Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code.

#### **1.4 Training**

The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny.

Furthermore, pages 47 and 48 of the Code state that they expect “all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making.

The scale and nature of this will depend on the size and complexity of the organisation’s treasury management needs. Organisations should consider how to assess whether treasury management staff and board/ council members have the required knowledge and skills to undertake their roles and whether they have been able to maintain those skills and keep them up to date.

As a minimum, authorities should carry out the following to monitor and review knowledge and skills:

- Record attendance at training and ensure action is taken where poor attendance is identified.
- Prepare tailored learning plans for treasury management officers and board/council members.
- Require treasury management officers and board/council members to undertake self-assessment against the required competencies (as set out in the schedule that may be adopted by the organisation).
- Have regular communication with officers and board/council members, encouraging them to highlight training needs on an ongoing basis.”

In further support of the revised training requirements, CIPFA’s Better Governance Forum and Treasury Management Network have produced a ‘self-assessment by members responsible for the scrutiny of treasury management’, which is available from the CIPFA website to download.

Training will be arranged as required for the Council’s Overview & Scrutiny Members.

The training needs of Treasury Management Officers are periodically reviewed.

A formal record of the training received by officers central to the Treasury function will be maintained by the Technical Accountant. Similarly, a formal record of the treasury management/capital finance training received by members will also be maintained by the Technical Accountant.

### **1.5 Treasury Management Consultants**

The Authority uses Link Group, Link Treasury Services Limited as its external treasury management advisors.

The Authority recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services to acquire access to specialist skills and resources. The Authority will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

The Council holds no investments in commercial properties, with the only non-treasury investments being Housing Loans administered by the authority.

## 2. THE CAPITAL PRUDENTIAL INDICATORS 2024/25 – 2026/27

The Authority's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

### 2.1 Capital Expenditure and Financing

This prudential indicator is a summary of the Authority's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts: -

Capital expenditure £m	2022/23 Actual	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
<b>Approved Capital Programme</b>	6.862	45.107	3.325	1.630	1.630
<b>Capital Bids to be Reviewed</b>	-	-	2.848	0.523	0.210
<b>Total Capital Expenditure</b>	<b>6.862</b>	<b>45.107</b>	<b>6.173</b>	<b>2.153</b>	<b>1.840</b>

The 2023/24 estimate is based on any known actuals and commitments at the time of writing this report.

The 2024/25 is based on any known budget approvals and anticipated rolled forward capital budgets. It is worth noting the two large capital schemes (Cromer & Mundesley and Coastwise) are two large new capital budgets that have recently been included. These will be primarily funded by capital grants from the Environment Agency.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Financing of capital expenditure £m	2022/23 Actual	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
<b>Approved Programme</b>					
Capital receipts	2.516	4.994	0.430	0.000	0.000
Capital grants	1.836	30.646	2.595	1.000	1.000
Capital contributions	1.754	2.962	0.300	0.300	0.300
Capital reserves	0.810	3.858	0.000	0	0
Borrowing	-0.054	2.647	0.000	0.330	0.330
<b>Net financing need for the year</b>	<b>6.862</b>	<b>45.107</b>	<b>3.325</b>	<b>1.630</b>	<b>1.630</b>

<b>Capital Bids to be Reviewed £m</b>	<b>2022/23 Actual</b>	<b>2023/24 Estimate</b>	<b>2024/25 Estimate</b>	<b>2025/26 Estimate</b>	<b>2026/27 Estimate</b>
Capital receipts	-	-	0.863	-	-
Capital grants	-	-	0.200	-	-
Capital contributions	-	-	0.000	-	-
Capital reserves	-	-	0.170	-	-
Borrowing	-	-	1.615	0.523	0.210
<b>Net financing need for the year</b>	-	-	<b>2.848</b>	<b>0.523</b>	<b>0.210</b>
<b>Total Net Financing need for the year</b>	<b>6.862</b>	<b>45.107</b>	<b>6.173</b>	<b>2.153</b>	<b>1.840</b>

## 2.2 The Authority's Borrowing Need (the Capital Financing Requirement)

The second prudential indicator is the Authority's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Authority's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The Authority is asked to approve the CFR projections below:

<b>£m</b>	<b>2022/23 Actual</b>	<b>2023/24 Estimate</b>	<b>2024/25 Estimate</b>	<b>2025/26 Estimate</b>	<b>2026/27 Estimate</b>
<b>Capital Financing Requirement</b>					
<b>CFR</b>	<b>11.223</b>	<b>13.395</b>	<b>14.515</b>	<b>14.848</b>	<b>14.863</b>
<b>Movement in CFR</b>	<b>(0.716)</b>	<b>2.172</b>	<b>1.120</b>	<b>0.333</b>	<b>0.015</b>

<b>Movement in CFR represented by</b>					
Net financing need for the year (above)	(0.054)	2.647	1.615	0.853	0.540
Less MRP/VRP and other financing movements	(0.662)	(0.475)	(0.495)	(0.520)	(0.525)
<b>Movement in CFR</b>	<b>(0.716)</b>	<b>2.172</b>	<b>1.120</b>	<b>0.333</b>	<b>0.015</b>

## 2.3 Liability Benchmark

To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £10m at each year-end to maintain sufficient liquidity but minimise credit risk.

The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. The liability benchmark itself represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.

	31.3.23 Actual £m	31.3.24 Estimate £m	31.3.25 Forecast £m	31.3.26 Forecast £m	31.3.27 Forecast £m
Loans CFR	11.223	13.395	14.415	14.848	14.863
External (Short-term) Borrowing	(9.000)	(5.000)	(3.000)	0.000	0.000
<b>Internal borrowing</b>	<b>2.223</b>	<b>8.395</b>	<b>11.415</b>	<b>14.848</b>	<b>14.863</b>
Less: Balance sheet resources	-41.725	-31.725	-31.725	-31.725	-31.725
<b>Investments</b>	<b>39.502</b>	<b>23.330</b>	<b>20.310</b>	<b>16.877</b>	<b>16.862</b>

Treasury Investments	39.502	23.330	20.310	16.877	16.862
<b>Long-Term Borrowing requirement</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

Net investment requirement	<b>30.502</b>	<b>18.330</b>	<b>17.310</b>	<b>14.848</b>	<b>14.863</b>
Liquidity allowance	-10.000	-10.000	-10.000	-10.000	-10.000
<b>Asset Benchmark</b>	<b>20.502</b>	<b>8.330</b>	<b>7.310</b>	<b>4.848</b>	<b>4.863</b>

## 2.4 Minimum Revenue Provision (MRP) Policy Statement

Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Authority has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP).

The Authority is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. The MRP Guidance (2018) gives four ready-made options for calculating MRP, but the Authority can use any other reasonable basis that it can justify as prudent.

The MRP policy statement requires full council approval (or closest equivalent level) in advance of each financial year.

The Authority is recommended to approve the following MRP Statement.

For expenditure incurred before 1 April 2008 which forms part of supported capital expenditure, the MRP policy will be:

- **4% reducing balance (regulatory method)** - MRP will follow the historical practice outlined in former regulations as 4% of the opening GF CFR balance less adjustment A

From 1 April 2008 for all unsupported borrowing the MRP policy will be:

- **Asset life method (annuity)** – MRP will be based on the estimated life of the assets;

Capital expenditure incurred during 2023/24 will not be subject to an MRP charge until 2024/25, or in the year after the asset becomes operational.

The Authority will apply the asset life method for any expenditure capitalised under a Capitalisation Direction.

For capital expenditure on loans to third parties where the principal element of the loan is being repaid in annual instalments, the capital receipts arising from the principal loan repayments will be used to reduce the CFR instead of MRP.

Where no principal repayment is made in a given year, MRP will be charged at a rate in line with the life of the assets funded by the loan.

### 3. BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Authority. The treasury management function ensures that the Authority's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Authority's Capital Strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions, and the Annual Investment Strategy.

#### 3.1 Current Portfolio Position

The overall treasury management portfolio as at 31.3.23 and for the position as at 30.11.23 is shown below for both borrowing and investments.

<b>TREASURY PORTFOLIO</b>				
	actual <b>31.3.23</b>	actual <b>31.3.23</b>	current <b>30.11.24</b>	current <b>30.11.24</b>
	£000	%	£000	%
<b>Treasury investments</b>				
Money Market Funds	2,830	11%	3,830	15%
<b>Total managed in house</b>	<b>2,830</b>	<b>11%</b>	<b>3,830</b>	<b>15%</b>
Bond Funds	6,012	24%	6,012	23%
Equity Funds	5,570	22%	5,570	21%
Property Funds	5,000	20%	5,000	19%
Multi-Asset Funds	6,000	24%	6,000	23%
<b>Total managed externally</b>	<b>22,581</b>	<b>89%</b>	<b>22,581</b>	<b>85%</b>
<b>Total treasury investments</b>	<b>25,411</b>	<b>100%</b>	<b>26,411</b>	<b>100%</b>
<b>Treasury external borrowing</b>				
Local Authorities	9,000	100%	5,000	100%
<b>Total external borrowing</b>	<b>9,000</b>	<b>100%</b>	<b>5,000</b>	<b>100%</b>
<b>Net treasury investments / (borrowing)</b>	<b>16,411</b>	<b>0</b>	<b>21,411</b>	<b>0</b>

The Authority's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

£m	2022/23 Actual	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
<b>External Debt</b>					
Debt at 1 April	7.000	9.000	5.000	3.000	0.000
Expected change in Debt	2.000	(4.000)	(2.000)	(3.000)	0.000
Other long-term liabilities (OLTL)	0.000	0.000	0.000	0.000	0.000

Expected change in OLTL	0.000	0.000	0.000	0.000	0.000
Actual gross debt at 31 March	<b>9.000</b>	<b>5.000</b>	<b>3.000</b>	<b>0.000</b>	<b>0.000</b>
The Capital Financing Requirement	<b>11.223</b>	<b>13.395</b>	<b>14.415</b>	<b>14.848</b>	<b>14.863</b>
Under / (over) borrowing	<b>2.223</b>	<b>8.395</b>	<b>11.415</b>	<b>14.848</b>	<b>14.863</b>

Within the range of prudential indicators there are several key indicators to ensure that the Authority operates its activities within well-defined limits. One of these is that the Authority needs to ensure that its gross debt does not, except in the short-term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2024/25 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Director of Finance reports that the Authority complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes account of current commitments, existing plans and the proposals in this budget report.

### 3.2 Treasury Indicators: Limits to Borrowing Activity

**The Operational Boundary.** This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Operational Boundary £m	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
Debt	15.000	15.000	15.000	15.000
Other long-term liabilities	0.000	0.000	0.000	0.000
Total	15.000	15.000	15.000	15.000

**The Authorised Limit for external debt.** This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Full Council. It reflects the level of external debt which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term.

- This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all local authority plans, or those of a specific authority, although this power has not yet been exercised.
- The Authority is asked to approve the following Authorised Limit:

Authorised Limit £m	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
Debt	15.000	15.000	15.000	15.000
Other long-term liabilities	0.000	0.000	0.000	0.000
Total	15.000	15.000	15.000	15.000

### 3.3 Prospects for Interest Rates

The Authority has appointed Link Group as its treasury advisor and part of their service is to assist the Authority to formulate a view on interest rates. Link provided the following forecasts on 07 November 2023. These are forecasts for Bank Rate, average earnings and PWLB certainty rates, gilt yields plus 80 bps.

Link Group Interest Rate View		07.11.23											
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
<b>BANK RATE</b>	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.25	3.00	3.00	3.00	3.00	3.00
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.30	3.00	3.00	3.00	3.00	3.00
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.40	3.10	3.10	3.10	3.10	3.10
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.50	3.30	3.30	3.30	3.30	3.30
5 yr PWLB	5.00	4.90	4.80	4.70	4.40	4.20	4.00	3.80	3.70	3.60	3.50	3.50	3.50
10 yr PWLB	5.10	5.00	4.80	4.70	4.40	4.20	4.00	3.80	3.70	3.70	3.60	3.60	3.50
25 yr PWLB	5.50	5.30	5.10	4.90	4.70	4.50	4.30	4.20	4.10	4.10	4.00	4.00	4.00
50 yr PWLB	5.30	5.10	4.90	4.70	4.50	4.30	4.10	4.00	3.90	3.90	3.80	3.80	3.80

*Additional notes by Link on this forecast table: -*

- Our central forecast for interest rates was previously updated on 25 September and reflected a view that the MPC would be keen to further demonstrate its anti-inflation credentials by keeping Bank Rate at 5.25% until at least H2 2024. We expect rate cuts to start when both the CPI inflation and wage/employment data are supportive of such a move, and that there is a likelihood of the overall economy enduring at least a mild recession over the coming months, although most recent GDP releases have surprised with their on-going robustness.
- Naturally, timing on this matter will remain one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.
- In the upcoming months, our forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but also international factors such as policy development in the US and Europe, the provision of fresh support packages to support the faltering recovery in China as well as the on-going conflict between Russia and Ukraine, and Gaza and Israel.
- On the positive side, consumers are still anticipated to be sitting on some excess savings left over from the pandemic, which could cushion some of the impact of the above challenges and may be the reason why the economy is performing somewhat better at this stage of the economic cycle than may have been expected. However, as noted previously, most of those excess savings are held by more affluent households whereas lower income families already spend nearly all their income on essentials such as food, energy and rent/mortgage payments.

#### PWLB RATES

- Gilt yield curve movements have broadened since our last Newsflash. The short part of the curve has not moved far but the longer-end continues to reflect inflation concerns. At the time of writing there is 60 basis points difference between the 5 and 50 year parts of the curve.

**The balance of risks to the UK economy: -**

- The overall balance of risks to economic growth in the UK is to the downside.

### Downside risks to current forecasts for UK gilt yields and PWLB rates include: -

- **Labour and supply shortages** prove more enduring and disruptive and depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, could keep gilt yields high for longer).
- **The Bank of England** has increased Bank Rate too fast and too far over recent months, and subsequently brings about a deeper and longer UK recession than we currently anticipate.
- **UK / EU trade arrangements** – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
- **Geopolitical risks**, for example in Ukraine/Russia, the Middle East, China/Taiwan/US, Iran and North Korea, which could lead to increasing safe-haven flows.

### Upside risks to current forecasts for UK gilt yields and PWLB rates: -

- Despite the recent tightening to 5.25%, the **Bank of England proves too timid** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to remain elevated for a longer period within the UK economy, which then necessitates Bank Rate staying higher for longer than we currently project.
- **The pound weakens** because of a lack of confidence in the UK Government's pre-election fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.
- Longer-term **US treasury yields** rise strongly if inflation remains more stubborn there than the market currently anticipates, consequently pulling gilt yields up higher. (We saw some movements of this type through October although generally reversed in the last week or so.)
- Projected **gilt issuance, inclusive of natural maturities and QT**, could be too much for the markets to comfortably digest without higher yields compensating.

### LINK GROUP FORECASTS

We now expect the MPC will keep Bank Rate at 5.25% for the remainder of 2023 and the first half of 2024 to combat on-going inflationary and wage pressures. We do not think that the MPC will increase Bank Rate above 5.25%, but it is possible.

### Gilt yields and PWLB rates

The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of our forecasts, as inflation starts to fall through the remainder of 2023 and into 2024.

Our target borrowing rates are set **two years forward** (as we expect rates to fall back) and the current PWLB (certainty) borrowing rates are set out below: -

PWLB debt	Current borrowing rate as at 06.11.23 p.m.	Target borrowing rate now (end of Q3 2025)	Target borrowing rate previous (end of Q3 2025)
5 years	5.02%	3.80%	3.90%
10 years	5.15%	3.80%	3.80%
25 years	5.61%	4.20%	4.10%
50 years	5.38%	4.00%	3.90%

**Borrowing advice:** Our long-term (beyond 10 years) forecast for Bank Rate has increased from 2.75% to 3% and reflects Capital Economics' research that suggests AI and general improvements in productivity will be supportive of a higher neutral interest rate. As all PWLB certainty rates are currently significantly above this level, borrowing strategies will need to be reviewed in that context. Overall, better value can generally be obtained at the shorter end of the curve and short-dated fixed LA to LA monies should be considered. Temporary borrowing rates will remain elevated for some time to come but may prove the best option whilst the market continues to wait for inflation, and therein gilt yields, to drop back later in 2024.

Our suggested budgeted earnings rates for investments up to about three months' duration in each financial year are rounded to the nearest 10bps and set out below. You will note that investment earnings have been revised somewhat higher for all years from 2025/26 as Bank Rate remains higher for longer.

Average earnings in each year	Now	Previously
2023/24 (residual)	5.30%	5.30%
2024/25	4.70%	4.70%
2025/26	3.20%	3.00%
2026/27	3.00%	2.80%
2027/28	3.25%	3.05%
Years 6 to 10	3.25%	3.05%
Years 10+	3.25%	3.05%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

Our interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps. Naturally, we continue to monitor events and will update our forecasts as and when appropriate.

### **3.4 Borrowing Strategy**

The Authority is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow has been used as a temporary measure (internal borrowing). This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed by tighter near-term monetary policy. That is, Bank Rate remains elevated through to the second half of 2024.

Against this background and the risks within the economic forecast, caution will be adopted with the 2024/25 treasury operations. The Director of Resources will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- If there is a significant risk of a sharp fall in borrowing rates, then the forecasted cash flow and CFR positions will be reviewed to determine if long-term borrowing should be taken by the Authority.
- If there is a significant risk of a sharp rise in borrowing rates, then the forecasted cash flow and CFR positions will be reviewed to determine if the Authority should reduce its long-term investments to avoid additional borrowing costs.

Any decisions will be reported to members body at the next available opportunity.

The Council's current borrowing strategy is to continue with short-term borrowing to manage lows in its current cash flow, avoiding taking any on any long-term liabilities while interest rates are high.

It is anticipated that the Council will have reduced its short-term borrowing from £9m to £5m during the 2023/24 financial year, with intention to reduce it further in the following 2024/25 financial year.

### **3.5 Policy on Borrowing in Advance of Need**

The Authority will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Authority can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

### **3.6 Rescheduling**

Rescheduling of current borrowing in our debt portfolio may be considered whilst premature redemption rates remain elevated but only if there is surplus cash available to facilitate any repayment, or rebalancing of the portfolio to provide more certainty is considered appropriate. At the current time it is felt that holding onto the current investments until capital values recover from the recent economic events is the best course of action to avoid capital losses on the original principle invested.

If rescheduling is to be undertaken, it will be reported to members at the earliest meeting following its action.

### 3.7 Types of Borrowing

The Council will continue to use short-term borrowing from other Local Authorities/Local Government Bodies when required. This is the cheapest option available with the PWLB Certainty Rate currently set at gilts + 80 basis points.

The Council will continue to monitor the markets should an alternative funding sources become available, or if long-term borrowing is seen as a more cost-effective option for meeting the Council's funding requirements.

### 3.8 Approved Sources of Long and Short-term Borrowing

On Balance Sheet	Fixed	Variable
PWLB	●	●
Local Authorities	●	●
Internal (capital receipts & revenue balances)	●	●

Please note, the Council no longer has access to a bank overdraft facility from 2022/23 onwards, due to the cessation of this service by the Council's bankers (Barclay's Bank PLC).

## 4 ANNUAL INVESTMENT STRATEGY

### 4.1 Investment Policy – Management of Risk

The Department of Levelling Up, Housing and Communities (DLUHC - this was formerly the Ministry of Housing, Communities and Local Government (MHCLG)) and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team).

The Authority’s investment policy has regard to the following: -

- DLUHC’s Guidance on Local Government Investments (“the Guidance”)
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 (“the Code”)
- CIPFA Treasury Management Guidance Notes 2021

The Authority’s investment priorities will be security first, portfolio liquidity second and then yield (return). The Authority will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with regard to the Authority’s risk appetite.

In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs by primarily investing in MMF (overnight) funds.

The above guidance from the DLUHC and CIPFA places a high priority on the management of risk. This Authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short-term and long-term ratings.
2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Authority will engage with its advisors to maintain a monitor on market pricing such as “**credit default swaps**” and overlay that information on top of the credit ratings.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
4. This Authority has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in Appendix 5.4 under the categories of ‘specified’ and ‘non-specified’ investments.

**Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity, if originally, they were classified as being non-specified investments solely due to the maturity period exceeding one year.

**Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.

5. **Non-specified and loan investment limits.** The Authority has determined that it will not set a limit to the maximum exposure of the total treasury management investment portfolio to non-specified treasury management investments. However, the Council's cash flow will be constantly monitored to determine if funds should be re-diversified to allow for a higher level of liquidity in the Authorities portfolio.
6. **Transaction limits** are set for each type of investment in 4.2.
7. This Authority will set a limit for its investments which are invested for **longer than 365 days**, (see paragraph 4.4).
8. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating**, (see paragraph 4.3).
9. This Authority has engaged **external consultants**, (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this Authority in the context of the expected level of cash balances and need for liquidity throughout the year.
10. All investments will be denominated in **sterling**.
11. As a result of the change in accounting standards for 2023/24 under IFRS 9, this Authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the MHCLG, concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31.3.23. More recently, a further extension to the over-ride to 31.3.25 has been agreed by Government.

However, this Authority will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph 4.5). Regular monitoring of investment performance will be carried out during the year.

#### **Changes in risk management policy from last year.**

The above criteria are primarily unchanged from last year, however the Counterparty Limits will be amended to be based around the assumed maximum investment portfolio for the upcoming financial year.

## 4.2 Creditworthiness Policy

This Authority applies the creditworthiness service provided by the Link Group. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays: -

1. "watches" and "outlooks" from credit rating agencies;
2. CDS spreads that may give early warning of changes in credit ratings;
3. sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, and any assigned Watches and Outlooks, in a weighted scoring system which is then combined with an overlay of CDS spreads. The end-product of this is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Authority to determine the suggested duration for investments. The Authority will, therefore, use counterparties within the following durational bands

- Yellow 5 years \*
- Dark pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

The Link creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically, the minimum credit ratings criteria the Authority uses will be a short-term rating (Fitch or equivalents) of F1 and a long-term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored bi-annually. The Authority is alerted to changes to ratings of all three agencies through its use of the Link creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Authority will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Senior Financials benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link. Extreme market movements may result in downgrade of an institution or removal from the Authority's lending list.

Sole reliance will not be placed on the use of this external service. In addition, this Authority will also use market data and market information, as well as information on any external support for banks to help support its decision-making process.

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

	Colour (and long-term rating where applicable)	Sector limit	Transaction/ Counterparty limit	Time limit
UK Government/DMADF	n/a	Unlimited	Unlimited	Unlimited
Local authorities	n/a	£5,000,000	£3,200,000	25 years
Other institutions limit	-	£3,200,000	£1,600,000	5 years
Banks	Yellow	Unlimited	£1,600,000	5 yrs
Banks	Purple	Unlimited	£1,600,000	2 yrs
Banks	Orange	Unlimited	£1,600,000	1 yr
Banks – part nationalised	Blue	Unlimited	£1,600,000	1 yr
Banks	Red	Unlimited	£1,600,000	6 mths
Banks	Green	Unlimited	£1,600,000	100 days
Banks	No Colour	Unlimited	£Xm	No investment
Limit 3 category – Authority's banker (where "No Colour")	n/a	Unlimited	£2,000,000	Unlimited
Housing associations	Colour bands	£3,200,000	£3,200,000	As per colour band
	Fund rating	Sector Limit	Transaction/ Counterparty limit	Time Limit
Money Market Funds	AA+	£22,400,000	£3,200,000	liquid
Strategic Pooled Funds	AA+	£25,600,000	£5,000,000	Redemption no more than 7 days
Covered Bonds	AA+	£25,600,000	£5,000,000	Redemption no more than 7 days

### Creditworthiness.

Significant levels of downgrades to Short and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. Nonetheless, when setting minimum sovereign debt ratings, this Authority will not set a minimum rating for the UK.

### CDS prices

Although bank CDS prices, (these are market indicators of credit risk), spiked upwards during the days of the Truss/Kwarteng government in the autumn of 2022, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS prices as part of their creditworthiness service to local authorities and the Authority has access to this information via its Link-provided Passport portal.

### Limits

Due care will be taken to consider the exposure of the Authority's total investment portfolio to non-specified investments, countries, groups and sectors.

- a. **Non-specified treasury management investment limit.** The Authority has determined that it will limit the maximum total exposure of treasury management investments to non-specified treasury management investments as being \_% of the total treasury management investment portfolio.
- b. **Country limit.** The Authority has determined that it will only use approved counterparties from the UK and from countries with a **minimum sovereign credit rating of AA+** from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.6. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

**Other limits.** In addition: -

- limits in place above will apply to a group of companies/institutions;
- sector limits will be monitored regularly for appropriateness.

### 4.3 Investment Strategy

**In-house funds.** Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. The current shape of the yield curve suggests that is the case at present, but there is the prospect of Bank Rate having peaked in the second half of 2023 and possibly reducing as early as the second half of 2024 so an agile investment strategy would be appropriate to optimise returns.

Accordingly, while most cash balances are required in order to manage the ups and downs of cash flow where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed.

#### **Investment returns expectations.**

The current forecast shown in paragraph 3.3, includes a forecast for Bank Rate to have peaked at 5.25% in Q4 2023.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows: -

Average earnings in each year	
2023/24 (residual)	5.30%
2024/25	5.00%
2025/26	4.00%
2026/27	3.50%
2027/28	3.55%
Years 6 to 10	3.25%
Years 10+	3.25%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

Against this view the Treasury officers expect an average interest rate of 5% to be earned on the Council's investment portfolio during the 2024/25 financial year.

For its cash flow generated balances, the Authority will seek to primarily utilise its Money Market Funds in order to maintain liquidity and benefit from the compounding of interest in the current economic environment.

#### **Changes of investment strategy**

The Council does not intend to make any major changes to its investment portfolio in 2024/25. With capital values on its long-term pooled fund investments still recovering from the economic downturn, re-diversifying the portfolio would lead to a loss to the Authority on the principle invested unless the whole portfolio is re-arranged.

It is therefore best to balance the additional increase in interest rates on the current investments with the borrowing costs of maintaining an adequate level of liquid cash until the times of high interest rates are over in the following year.

**Investment treasury indicator and limit** - total principal funds invested for greater than 365 days. These limits are set with regard to the Authority's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year-end.

The Authority is asked to approve the following treasury indicator and limit: -

<b>Upper limit for principal sums invested for longer than 365 days</b>			
<b>£m</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
Principal sums invested for longer than 365 days	£m 25.600	£m 25.600	£m 25.600
Current investments in excess of 1 year maturing in each year	22.581	22.581	22.581

#### **4.4 Investment Performance / Risk Benchmarking**

These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report.

Security - The Authority's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- There is a very small historic risk of default when compared to the whole portfolio.

Liquidity – in respect of this area the Authority seeks to maintain: -

- Liquid short-term deposits of at least £1m available with a week's notice.
- Weighted average life benchmark is expected to be 15 years, with a maximum of 30 years.

Yield - local measures of yield benchmarks are *(delete / amend as appropriate)*: -

- Investments – internal returns above the 7-day SONIA compounded rate
- Investments – external fund managers returns above the 7 day SONIA compounded rate

#### **4.5 End of Year Investment Report**

At the end of the financial year, the Authority will report on its investment activity as part of its Annual Treasury Report.

#### **4.6 External Fund Managers**

£25.411m of the Authority's funds is externally managed on a pooled basis.

The Authority's external fund manager(s) will comply with the Annual Investment Strategy. The agreement(s) between the Authority and the fund manager(s) additionally stipulate guidelines on duration and other limits in order to contain and control risk.

The Authority fully appreciates the importance of monitoring the activity and resultant performance of its appointed external fund manager. In order to aid this assessment, the Authority is provided with a suite of regular reporting from its manager. This includes online reporting portals, monthly statements from fund manager to allow treasury officers to see balances of the Council's investments and a year end portfolio statement.

## 5 APPENDICES

(These can be appended to the report or omitted as required)

1. Prudential and treasury indicators
2. Interest rate forecasts
3. Economic background
4. Treasury management practice 1 – credit and counterparty risk management (option 1)
5. Treasury management practice 1 – credit and counterparty risk management (option 2)
6. Approved countries for investments
7. Treasury management scheme of delegation
8. The treasury management role of the section 151 officer

## 5.1 THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2024/25 – 2026/27

The Authority's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

### 5.1.1 Capital Expenditure

Capital expenditure £m	2022/23 Actual	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
Capital Expenditure – current programme	6.862	45.107	3.325	1.630	1.630
Capital Expenditure – bids to be reviewed	-	-	2.848	0.523	0.210
<b>Total</b>	<b>6.862</b>	<b>45.107</b>	<b>6.173</b>	<b>2.153</b>	<b>1.840</b>

### 5.1.2 Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Authority's overall finances. The Authority is asked to approve the following indicators: -

#### Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital, (borrowing and other long-term obligation costs net of investment income), against the net revenue stream.

%	2022/23 Actual	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
Ratio of Financing costs to Net Revenue Stream	-7.21%	-8.54%	-8.69%	-8.36%	-8.14%

The estimates of financing costs include current commitments and the proposals in this budget report.

## 5.2 INTEREST RATE FORECASTS 2023-2026

Link Group Interest Rate View	07.11.23												
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
<b>BANK RATE</b>	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.25	3.00	3.00	3.00	3.00	3.00
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.30	3.00	3.00	3.00	3.00	3.00
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.40	3.10	3.10	3.10	3.10	3.10
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.50	3.30	3.30	3.30	3.30	3.30
5 yr PWLB	5.00	4.90	4.80	4.70	4.40	4.20	4.00	3.80	3.70	3.60	3.50	3.50	3.50
10 yr PWLB	5.10	5.00	4.80	4.70	4.40	4.20	4.00	3.80	3.70	3.70	3.60	3.60	3.50
25 yr PWLB	5.50	5.30	5.10	4.90	4.70	4.50	4.30	4.20	4.10	4.10	4.00	4.00	4.00
50 yr PWLB	5.30	5.10	4.90	4.70	4.50	4.30	4.10	4.00	3.90	3.90	3.80	3.80	3.80

PWLB forecasts are based on PWLB certainty rates.

### 5.3 ECONOMIC BACKGROUND

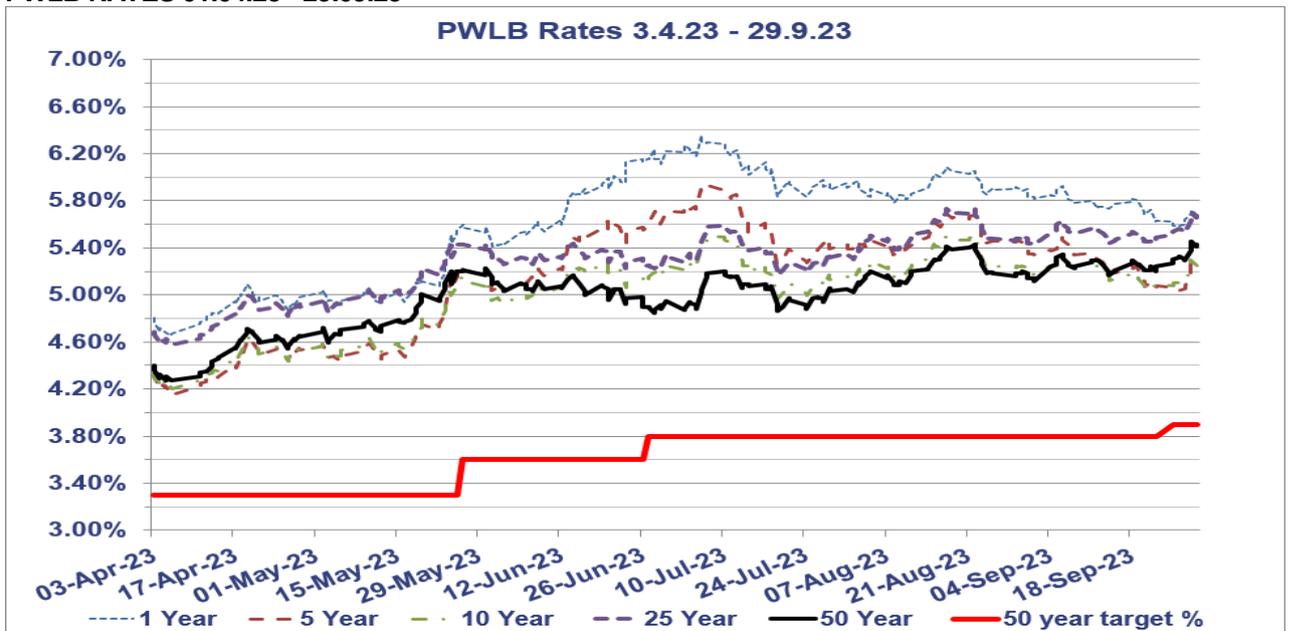
- The first half of 2023/24 saw:
  - Interest rates rise by a further 100bps, taking Bank Rate from 4.25% to 5.25% and, possibly, the peak in the tightening cycle.
  - Short, medium and long-dated gilts remain elevated as inflation continually surprised to the upside.
  - CPI inflation falling from 8.7% in April to 6.7% in September, its lowest rate since February 2022, but still the highest in the G7.
  - Core CPI inflation declining to 6.1% in September from 7.1% in April and May, a then 31 years high.
  - A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth (as the 3myy growth of average earnings rose by 7.8% for the period June to August, excluding bonuses).
- The registering of 0% GDP for Q3 suggests that underlying growth has lost momentum since earlier in the year. Some of the weakness in July was due to there being almost twice as many working days lost to strikes in July (281,000) than in June (160,000). But with output falling in 10 out of the 17 sectors, there is an air of underlying weakness.
- The fall in the composite Purchasing Managers Index from 48.6 in August to 46.7 in September left it at its lowest level since COVID-19 lockdowns reduced activity in January 2021. At face value, it is consistent with the 0% q/q rise in real GDP in the period July to September, being followed by a contraction in the next couple of quarters.
- The 0.4% m/m rebound in retail sales volumes in August is not as good as it looks as it partly reflected a pickup in sales after the unusually wet weather in July. Sales volumes in August were 0.2% below their level in May, suggesting much of the resilience in retail activity in the first half of the year has faded.
- As the growing drag from higher interest rates intensifies over the next six months, we think the economy will continue to lose momentum and soon fall into a mild recession. Strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year. And with CPI inflation past its peak and expected to decline further, the economy has got through the cost-of-living crisis without recession. But even though the worst of the falls in real household disposable incomes are behind us, the phasing out of financial support packages provided by the government during the energy crisis means real incomes are unlikely to grow strongly. Higher interest rates will soon bite harder too. We expect the Bank of England to keep interest rates at the probable peak of 5.25% until the second half of 2024. Mortgage rates are likely to stay above 5.0% for around a year.
- The tightness of the labour market continued to ease, with employment in the three months to July falling by 207,000. The further decline in the number of job vacancies from 1.017m in July to 0.989m in August suggests that the labour market has loosened a bit further since July. That is the first time it has fallen below 1m since July 2021. At 3.0% in July, and likely to have fallen to 2.9% in August, the job vacancy rate is getting closer to 2.5%, which would be consistent with slower wage growth. Meanwhile, the 48,000 decline in the supply of workers in the three months to July offset some of the loosening in the tightness of the labour market. That was due to a 63,000 increase in inactivity in the three months to July as more people left the labour market due to long term sickness or to enter education. The supply of labour is still 0.3% below its pre-pandemic February 2020 level.
- But the cooling in labour market conditions still has not fed through to an easing in wage growth. The headline 3myy rate rose 7.8% for the period June to August, which meant UK

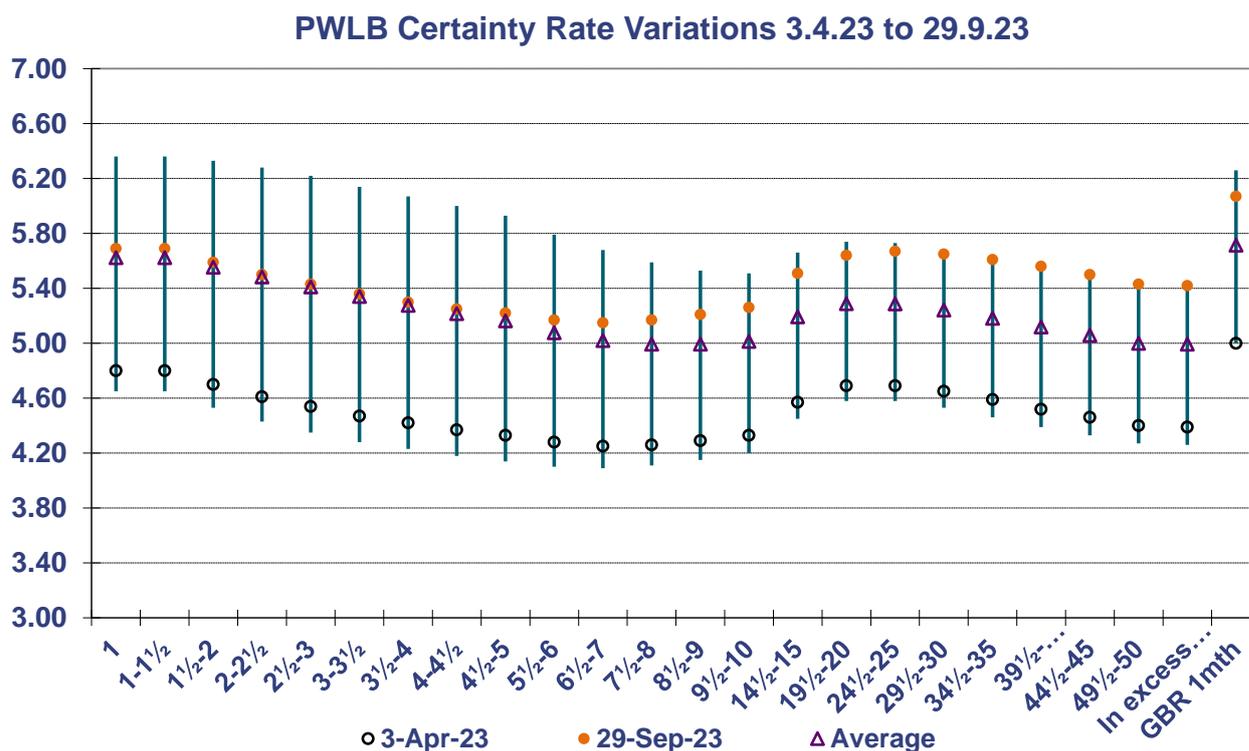
wage growth remains much faster than in the US and in the Euro-zone. Moreover, while the Bank of England's closely watched measure of regular annual average total pay growth for the private sector was 7.1% in June to August 2023, for the public sector this was 12.5% and is the highest total pay annual growth rate since comparable records began in 2001. However, this is affected by the NHS and civil service one-off non-consolidated payments made in June, July and August 2023. The Bank of England's prediction was for private sector wage growth to fall to 6.9% in September.

- CPI inflation declined from 6.8% in July to 6.7% in August and September, the lowest rate since February 2022. The biggest positive surprise was the drop in core CPI inflation, which declined from 6.9% to 6.1%. That reverses all the rise since March.
- In its latest monetary policy meeting on 06 November, the Bank of England left interest rates unchanged at 5.25%. The vote to keep rates on hold was a split vote, 6-3. It is clear that some members of the MPC are still concerned about the stickiness of inflation.
- Like the US Fed, the Bank of England wants the markets to believe in the higher for longer narrative. In terms of messaging, the Bank once again said that “further tightening in monetary policy would be required if there were evidence of more persistent inflationary pressures”, citing the rise in global bond yields and the upside risks to inflation from “energy prices given events in the Middle East”. So, like the Fed, the Bank is keeping the door open to the possibility of further rate hikes. However, it also repeated the phrase that policy will be “sufficiently restrictive for sufficiently long” and that the “MPC’s projections indicate that monetary policy is likely to need to be restrictive for an extended period of time”. Indeed, Governor Bailey was at pains in his press conference to drum home to markets that the Bank means business in squeezing inflation out of the economy.
- This narrative makes sense as the Bank of England does not want the markets to decide that a peak in rates will be soon followed by rate cuts, which would loosen financial conditions and undermine its attempts to quash inflation. The language also gives the Bank of England the flexibility to respond to new developments. A rebound in services inflation, another surge in wage growth and/or a further leap in oil prices could conceivably force it to raise rates in the future.

In the table below, the rise in gilt yields across the curve as a whole in 2023/24, and therein PWLB rates, is clear to see.

**PWLB RATES 01.04.23 - 29.09.23**





#### HIGH/LOW/AVERAGE PWLB RATES FOR 01.04.23 – 29.09.23

	1 Year	5 Year	10 Year	25 Year	50 Year
<b>Low</b>	4.65%	4.14%	4.20%	4.58%	4.27%
<b>Date</b>	06/04/2023	06/04/2023	06/04/2023	06/04/2023	05/04/2023
<b>High</b>	6.36%	5.93%	5.51%	5.73%	5.45%
<b>Date</b>	06/07/2023	07/07/2023	22/08/2023	17/08/2023	28/09/2023
<b>Average</b>	5.62%	5.16%	5.01%	5.29%	5.00%
<b>Spread</b>	1.71%	1.79%	1.31%	1.15%	1.18%

The peak in medium to longer dated rates has generally arisen in August and September and has been primarily driven by continuing high UK inflation, concerns that gilt issuance may be too much for the market to absorb comfortably, and unfavourable movements in US Treasuries.

The S&P 500 and FTSE 100 have struggled to make much ground through 2023.

#### CENTRAL BANK CONCERNS

Currently, the Fed has pushed up US rates to a range of 5.25% to 5.5%, whilst the MPC followed by raising Bank Rate to 5.25%. EZ rates have also increased to 4% with further tightening a possibility.

Ultimately, however, from a UK perspective it will not only be inflation data but also employment data that will mostly impact the decision-making process, although any softening in the interest rate outlook in the US may also have an effect (just as, conversely, greater tightening may also).

## 5.4 APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link creditworthiness service.

### ***Based on lowest available rating***

#### **AAA**

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

#### **AA+**

- Canada
- Finland
- U.S.A.

#### **AA**

- Abu Dhabi (UAE)

#### **AA-**

- Belgium
- France
- Qatar
- U.K.

## **5.5 TREASURY MANAGEMENT SCHEME OF DELEGATION**

### **(i) Full Council**

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

### **(ii) Cabinet**

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;
- approving the selection of external service providers and agreeing terms of appointment.

### **(iii) Overview and Scrutiny Committee**

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

## 5.6 THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

### The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.
- preparation of a Capital Strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe.
- ensuring that the Capital Strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- ensure that the Authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investments so that the Authority does not undertake a level of investing which exposes the Authority to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities
- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- ensuring that members are adequately informed and understand the risk exposures taken on by the Authority
- ensuring that the Authority has adequate expertise, either in house or externally provided, to carry out the above

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Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
<b>January 2024</b>					
<b>Cabinet</b>	<b>08 Jan 2024</b>	<b>Managing Performance Q2 &amp; Corporate Plan 2019 -2023 overviews</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>23 Jan 2024</b>				
<b>Cabinet</b>	<b>08 Jan 2024</b>	<b>Delegated Decisions</b>	<b>Cllr T Adams</b> <i>Emma Denny</i> <i>Democratic Services Manager</i>	<i>A Strong, responsible and Accountable Council</i>	
<b>Scrutiny</b>	<b>23 Jan 2024</b>				
<b>Cabinet</b>	<b>08 Jan 2024</b>	<b>Adoption of Glaven Valley Conservation Area Appraisal and associated changes</b>	<b>Cllr A Brown</b> <i>Mark Ashwell,</i> <i>Planning Policy Manager</i>	<i>Our Greener Future</i>	
<b>Cabinet</b>	<b>08 Jan 2024</b>	<b>Property Transactions Rocket House, Cromer</b>	<b>Cllr L Shires</b> <i>Renata Garfoot</i> <i>Estates &amp; Asset Strategy Manager</i>	<i>A Strong, responsible and Accountable Council</i>	 Exempt information
<b>Cabinet</b>	<b>08 Jan 2024</b>	<b>2024/25 Base Budget and Projections for 2025/26 to 2026/27</b>	<b>Cllr L Shires</b> <i>Tina Stankley</i> <i>Director of Resources</i>	<i>A Strong, responsible and Accountable Council</i>	<b>Pre-scrutiny</b>
<b>Scrutiny</b>	<b>13 Dec 2023</b>				
<b>Council</b>	<b>21 Feb 2024</b>				
<b>Cabinet</b>	<b>08 Jan 2024</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>Pre-scrutiny</b>
<b>Scrutiny</b>	<b>13 Dec 2023</b>				
<b>Council</b>	<b>21 Feb 2024</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)

Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	08 Jan 2024	Property Transactions Rocket House	Cllr L Shires, <i>Renata Garfoot Estates &amp; Asset Strategy Manager</i>		 Possible Exempt information
<b>February 2024</b>					
Cabinet	05 Feb 2024	Peer Review Action Plan	Cllr T Adams <i>Steve Blatch Chief Executive</i>	A Strong, responsible and Accountable Council	
Scrutiny	14 Feb 2024				
Cabinet	05 Feb 2024	Medium Term Financial Strategy 2024 - 2027	Cllr L Shires <i>Tina Stankley Director of Resources</i>	A Strong, responsible and Accountable Council	Pre-scrutiny
Scrutiny	14 Feb 2024				
Council	21 Feb 2024				
Cabinet	05 Feb 2024	Treasury Management Strategy 2024/2025	Cllr L Shires <i>Tina Stankley Director of Resources</i>	A Strong, responsible and Accountable Council	
Scrutiny	24 Jan 2024				
Council	21 Feb 2024				
Cabinet	05 Feb 2024	Risk Management Framework	Cllr L Shires <i>Tina Stankley Director of Resources</i>		
Cabinet	05 Feb 2024	Property Transactions – Sheringham & Fakenham	Cllr L Shires, <i>Russell Williams Assistant Director for Planning</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)

Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	05 Feb 2024	Cabbell Park, Cromer	Cllr Lucy Shires Cllr L Withington <i>Colin Brown Leisure &amp; Locality Services man</i>	<i>Developing our Communities</i>	 Possible Exempt information
Cabinet	05 Feb 2024	Opportunity for Council-owned property	Cllr Lucy Shires Cllr L Withington <i>Renata Garfoot Estates &amp; Asset Strategy Manager</i>	<i>Developing our Communities</i>	 Possible Exempt information
Cabinet	05 Feb 2024	Local Economic Growth Strategy	Cllr P Heinrich <i>Stuart Quick Economic Growth Manager</i>	<i>Investing in our Local Economy &amp; Infrastructure</i>	Pre-scrutiny
Scrutiny	24 Jan 2024				
Council March 2024	21 Feb 2024				
Cabinet	11 March 2024	Budget Monitoring P10	Cllr L Shires <i>Tina Stankley Director of Resources</i>	<i>A Strong, responsible and Accountable Council</i>	
Scrutiny	20 March 2024				
Cabinet	05 Feb 2024	Property Transactions	Cllr L Shires, <i>Russell Williams Assistant Director for Planning</i>	<i>A Strong, responsible and Accountable Council</i>	 Possible Exempt information
Cabinet	05 Feb 2024	Marrams Bowls Club, Cromer	Cllr Lucy Shires <i>Renata Garfoot Estates &amp; Asset Strategy Manager</i>	<i>A Strong, responsible and Accountable Council</i>	 Possible Exempt info



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)

Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	11 March 2024	<b>Housing Allocations Policy - Review</b>	<b>Cllr W Fredericks</b> <i>Nicky Debbage</i> <i>Housing Strategy &amp; Delivery Manager</i>	<i>Meeting Housing Need</i>	
Scrutiny	20 March 2024				
Cabinet	11 March 2024	<b>Risk Management Framework</b>	<b>Cllr L Shires</b> <i>Tina Stankley</i> <i>Director of Resources</i>	<i>A Strong, responsible and Accountable Council</i>	
GRAC	26 March 2024				
<b>Future Items</b>					
Cabinet	tbc	<b>Waste Reforms</b>	<b>Cllr C Ringer</b> <i>Steve Hems</i> <i>Director for Communities</i>	<i>Our Greener Future</i>	
Cabinet	April / May	<b>Levelling Up – update report</b>			
Scrutiny					



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)

## 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	Six-monthly
<b>October</b>				
Scrutiny	<b>NWHAZ Project Update and Requested Information Report</b>	Cllr N Dixon Martyn Fulcher	To receive requested information and summarise enquiries	Committee Request
Scrutiny Cabinet	<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>Access to NHS Dentistry Services in North Norfolk</b>	Matt Stembrowicz Cllr J Boyle	Seek outline of position from NHOSC and consider possible actions.	Committee Request
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	6 monthly
Cabinet Scrutiny Council	<b>Council Tax Discount Determinations</b> (Recommendations to Full Council)	Cllr L Shires Tina Stankley	To determine the Council Tax discounts for 2023/24	Annual
Cabinet Scrutiny Council	<b>Treasury Management Half yearly Report</b> (Recommendations to Full Council)	Cllr L Shires Tina Stankley	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	<b>Budget Monitoring P6</b> (Recommendations to Full Council)	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	6 monthly
Scrutiny	<b>CTAP/Coastwise - Coastal Monitoring</b>	Rob Goodliffe Cllr H Blathwayt	To receive a progress update on the Coastwise/CTAP programme	Annual
Scrutiny Cabinet	<b>Pre-Scrutiny - Review of Performance Management System</b> (Recommendations to Cabinet)	Cllr T Adams Tina Stankley	To review the proposals and make recommendations to Cabinet	Pre-scrutiny
<b>December</b>				
Cabinet Scrutiny Council	<b>Pre-Scrutiny - Fees &amp; Charges 2024/2025</b> (Recommendations to Cabinet)	Cllr L Shires Tina Stankley	To undertake an annual review of the Council's fees & charges to consider any changes	Annual
Scrutiny Cabinet Council	<b>Pre-Scrutiny - Medium Term Financial Strategy 2023-26</b> (Recommendations to Cabinet)	Cllr L Shires Tina Stankley	To review the MTFs for 2023-2026	Annual
Scrutiny Cabinet Council	<b>Pre-Scrutiny - Treasury Strategy</b> (Recommendations to Cabinet)	Cllr L Shires Tina Stankley	Committee to consider recommendation to Council	Annual
Scrutiny Cabinet Council	<b>Pre-Scrutiny - Capital Strategy</b> (Recommendations to Cabinet)	Cllr L Shires Tina Stankley	Committee to consider recommendation to Council	Annual

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

Scrutiny Cabinet Council	<b>Pre-Scrutiny - Investment Strategy</b> <i>(Recommendations to Cabinet)</i>	Cllr L Shires Tina Stankley	Committee to consider recommendation to Council	Annual
Scrutiny Cabinet Council	<b>Pre-Scrutiny - 2024/25 Base Budget and Projections for 2025/26 to 2026/27</b>	Cllr L Shires Tina Stankley		
<b>January 2024</b>				
Scrutiny Cabinet Council	<b>Pre-Scrutiny: Local Economic Strategy &amp; Action Plan</b> <i>(Recommendations to Cabinet)</i>	Cllr P Heinrich Stuart Quick	To review the Local Economic Strategy and Action Plan prior to approval and consider any recommendations to Cabinet	Pre-scrutiny
Cabinet Scrutiny	<b>Savings Proposals – Budget 24/25</b> <i>(Recommendations to Cabinet)</i>	Cllr L Shires Tina Stankley	To review savings proposed by Cabinet – to achieve a balanced budget for 2024/25	Pre-scrutiny
Cabinet Scrutiny	<b>Treasury Management Strategy</b> <i>(Recommendations to Cabinet)</i>	Cllr L Shires Tina Stankley	To review the Strategy & make any recommendations to Cabinet	Deferred
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
Cabinet Scrutiny	<b>Corporate plan 2019 – 2023 Overview</b>	Steve Blatch Cllr T Adams	<i>Does the committee need to see this item? Would scrutiny add any value as historic information?</i>	
Scrutiny Cabinet	<b>Pre-Scrutiny - Peer Review Action Plan</b>	Steve Blatch Cllr T Adams	To make any recommendations to Cabinet	Pre-scrutiny
Scrutiny	<b>Councillor Call for Action - Homelessness</b>		Request from Cllr V Holliday	
Cabinet Scrutiny	<b>Delegated Decisions</b>	Emma Denny Cllr T Adams		Information / quarterly
<b>February</b>				
Cabinet Scrutiny Council	<b>Medium Term Financial Strategy to 2026/2027</b>	Cllr L Shires Tina Stankley	To review the MTFS (this was previously incorporated into the draft budget papers)	ANNUAL
Scrutiny Cabinet	<b>Peer Review Action Plan</b>	Steve Blatch Cllr T Adams	To consider the LGA Peer review Action Plan and feed any comments and recommendations to Cabinet	
Cabinet Scrutiny Council	<b>Revenue Budget 2024 – 2025</b>	Cllr L Shires Tina Stankley	To review the proposed Budget before its presentation to Full Council for approval	
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 <i>Moved from Jan</i>
Scrutiny	<b>Crime &amp; Disorder Update TBC</b>	OPCC	To receive a briefing on Crime and Disorder in the	Annual

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

			District/County	
Scrutiny	<b>Enforcement Board Update</b>	Martyn Fulcher Cllr A Brown	To receive an update on the work of the Enforcement Board	Six-monthly
Scrutiny	<b>Contextual Performance Measures Report</b>	Lucy Wilshaw Cllr T Adams	To review contextual performance and consider how this may impact corporate priorities	
Scrutiny	<b>Performance Benchmarking</b>	Lucy Wilshaw Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	
<b>Meeting</b>	<b>Topic</b>	<b>Officer / Member</b>	<b>Objectives &amp; desired outcomes</b>	<b>Time cycle</b>
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	
<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
Cabinet Scrutiny	<b>Review of Housing Allocations Policy</b>			
<b>April</b>				
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	To review progress made with	
Cabinet Scrutiny	<b>Levelling Up Fund – update report</b>	Steve Blatch Cllr T Adams	To consider any proposals and make recommendations to Cabinet & Council	

### ITEMS OF INTEREST TBC

Scrutiny	<b>Planning Service Improvement Plan – Monitoring</b>	Martyn Fulcher Cllr A Brown	To monitor the progress of implementation of the PSIP	<b>JULY 24</b>
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## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2023/24

Scrutiny	<b>NWHSZ End of Project Report</b>	Cllr P Heinrich Rob Young	To review the project post-completion	<b>May 2024</b>
Scrutiny	<b>Ambulance Response Times Data Monitoring TBC</b>	Lucy Wilshaw	To monitor ambulance response times data across the District	<b>Some issues</b>
	<b>Review of Anglian Water's 5 year Plan</b>		At request of AW	<b>June 2024</b>
	<b>Anglian Water – monitoring of sewage outflows</b>		Annual review	<b>Dec 24</b>
	<b>Performance Management Software</b>			<b>TBC</b>

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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