

<b>Managing Performance Quarter 4 and cumulatively for 2022/2023</b>	
Executive Summary	<p>The Managing Performance Report attached, as Appendix A, will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance during the period 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023.</p> <p>It gives an overview of progress towards achieving the objectives in the Corporate Plan and wider corporate performance around core service delivery during the year, and the actions taken to address any issues and proposes further action as needed.</p>
Options considered	<p>Actions to address any areas of under-delivery or poor service performance are raised with the relevant Assistant Director. Where there are ongoing issues with project delivery or service performance these are presented separately, for Cabinet's information and comment.</p>
Consultation(s)	<p>The preparation of this report itself has not involved consultation. Initially the development of the Corporate Plan in 2019 involved extensive consultation and the progression of specific actions within the Plan have involved further public engagement and consultation processes.</p>
Recommendations	<p>That Cabinet resolves to note this report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.</p>
Reasons for recommendations	<p>To ensure the objectives of the Council are achieved and service performance monitored, reviewed and as necessary improved.</p>
Background papers	<p>The 2019 – 2023 Corporate Plan and In-Phase performance management system</p>

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

Links to key documents:	
Corporate Plan:	<p>This performance management report records outcomes against each of the Council's Corporate Plan's six key themes, and reports by exception on the operational performance of the Council.</p>

Medium Term Financial Strategy (MTFS)	This report in itself does not raise any issues in respect of the Council's Medium Term Financial Strategy – although individual project proposals and actions need to be considered in the context of the Council's financial position and be supported by a business case and agreed budget / savings or efficiency targets.
Council Policies & Strategies	The Council's Corporate Plan is a key document for the authority, supported by a number of corporate policies and strategies, some of which have been developed as specific actions or objectives of the Corporate Plan.

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	Not an exempt item of business.
Details of any previous decision(s) on this matter	This is a quarterly performance report presented to Cabinet and Overview and Scrutiny Committee

## 1. Purpose of the report

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

## 2. Introduction & Background

- 2.1 This report covers the fourth quarter of the 2022/23 reporting year – i.e. the period covering January, February and March 2023 and provides some commentary of cumulative achievements / performance across the whole of the 2022/23 year – essentially the final year of the 2019 -2023 Corporate Plan reflecting the priorities and achievements of the 2019 – 2023 Council administration.
- 2.2 Continued good progress has been made over Quarter 4 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report – albeit that there was some further disruption to refuse and recycling collection services due to industrial action taken by employees of the Council's contractor SERCO in the period February – March 2023, following the changes made to the routes and collection days during the autumn of 2022.

## 3.0 Quarter 4 - 2022/23 - Managing Performance Report

- 3.1 The Quarter 4 2022/23 Managing Performance Report is attached as an Appendix to this Cabinet report. It covers the period 1 January to 31 March

2023 with many indicators measured / reported across the whole year and is a summary report with more detailed information and context available through the In-Phase system.

3.2 The report takes the following format:-

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

	measures.
--	-----------

3.3 In autumn 2022 the Overview and Scrutiny Committee requested that benchmarking information be integrated into the performance report to enable assessment of the Council's performance against other, similar councils. This information is therefore now provided, where available, in Appendix A and the headline report from LG Inform NNDC responsibilities as Appendix B to the report and allows benchmarking comparisons to be made. The benchmarking data is generally one period behind the performance data being reported but should give an idea of the comparison of NNDC performance against the CIPFA nearest neighbours.

#### **4.0 Delivery against the key priority objectives for the period 1 January to 31 March 2023**

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

- 4.1.1 During the fourth quarter 64 households on the Council's Housing List have been housed which is slightly lower than the average for the previous three quarters (74 households). This gives a total number of households placed in 2022/23 of 285; compared to 340 households in 2021/22. Throughout 2022/23 the number of households presenting to the Council as homeless has increased and at 31<sup>st</sup> March 2023 we had 69 households accommodated in temporary accommodation – this represents an increase of 25 households or an increase of 56% compared to the numbers at 31<sup>st</sup> March 2022. The People Services Team are actively managing these cases recognising that accommodating people in temporary accommodation is not satisfactory and that it represents a rising cost to the Council as housing benefit payments do not cover the costs of the temporary accommodation provided.
- 4.1.2 Only 13 new affordable homes have been completed during the 2022/23 reporting year, against an anticipated number of 100 new homes over the year. This represents a significant under-achievement over the 12 month period and is due to a number of factors including some plans of Registered Provider partners and developers being delayed or not progressed due to delays due to COVID, the District being at the end of the adopted Local Plan period meaning most allocated sites have been exhausted, and the issue of Nutrient Neutrality delaying or placing some schemes in doubt (including the Stalham Housing with Extra Care scheme). Over the four years of the Corporate Plan 2019 – 2023 359 new affordable homes have been provided. In addition, the District Council has converted or purchased 18 dwellings for use as temporary accommodation.
- 4.1.3 The Council appointed an Energy Efficiency Officer who commenced their employment with the authority on 7<sup>th</sup> March 2022. After developing an energy efficiency improvement grant scheme in April / May 2022, over the period June 2022 – March 2023, grant monies had been approved and works completed to retrofit energy efficiency measures to 32 properties across the District; with further applications under consideration.

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

- 4.2.1 Good progress has been made over the period 1<sup>st</sup> September 2022 to 31<sup>st</sup> March 2023 in the delivery of the place-making element of the North Walsham High Street Heritage Action Zone programme to re-model North Walsham

Market Place to create a safer more accessible town centre environment where most vehicles have been removed. This significant programme of improvements was completed on time leaving improvements to Bank Loke and Black Swan Loke to be completed in the coming months alongside the works to The Cedars building which are continuing and the operation of the Building Improvement Grant Scheme and cultural programme which are to operate through until March 2024.

- 4.2.2 A workshop event involving representatives of the Town, District and County councils, New Anglia LEP, Museum of the Broads and local businesses was held in Stalham as part of the Government's High Street Task Force programme on 3<sup>rd</sup> March 2023. The summary results of the workshop have been shared with partners and a separate item on the Cabinet agenda proposes how the District Council would look to take this programme of forward in Stalham in the coming months.
- 4.2.3 Over the last six months of 2022/23, significant proposals have been announced through the Capital Hydrogen and Hydrogen Valley projects which would see the Bacton Energy Hub site being developed as a production site for the processing of hydrogen. The District Council has held initial meetings and attended events with partners to these proposals to understand the proposed investments and these conversations are likely to gather pace in the coming months and are again the subject of a separate report on this Cabinet agenda.

### **4.3 Customer Focus**

- 4.3.1 The implementation of the new Target Operating Model for the refuse and recycling collection service introduced in the autumn highlighted some issues in terms of how complaints made to the Council and its contractor SERCO were managed, resulting in some double-handling and some customers not receiving timely responses to their complaints, resulting in high call volumes and low levels of response times to telephone enquiries in September and October 2023. Since this time there has been a significant and sustained improvement in our customer contact response and a new dashboard of customer response at a service level has recently been introduced and is being monitored on a weekly basis.
- 4.3.2 Complaints referred to the Local Government and Social Care Ombudsman in 2022/23 totalled 11 with one outstanding decision and the other 10 closed with no action; in the 2021/22 year there were 10 referrals and one case where the Council was found to be at fault.
- 4.3.3 A Planning Service Improvement Plan has been approved and adopted and is now being implemented across the service. This will seek to allow greater self-service in understanding the progress and status of an application and look to strengthen engagement with town and parish councils and planning agents. Planning performance against national performance indicators remains good and are at a level comparable to neighbouring and similar authorities, as evidenced in the tables at Appendix B.

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

- 4.4.1 The Council achieved its objective in planting a minimum of 110,000 trees over the four years 2019 – 2023 as proposed in the Corporate Plan. In the 2022/23 planting season 25,820 trees were planted, above the profiled 20,000. In recognition of achieving this target of planting one tree for every resident in the District the Leader of the Council planted a symbolic 110,000<sup>th</sup> tree at Holt Country Park at an event held on 8<sup>th</sup> March of this year.

- 4.4.2 In support of the Council's Net Zero 2030 Strategy and Action a new methodology has been agreed for calculating the Council's carbon footprint and assessing the value of carbon in future council decisions. This will be shared with the new Council and become a reporting criteria in all future Committee reports.
- 4.4.3 Further rounds of public consultation and engagement were undertaken for the Cromer Phase 2 and Mundesley Coast Protection Schemes due to be commenced during 2023 and preparatory work was also undertaken in respect of the Council's approach to delivering the new Coastal Transition Accelerator Programme.

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

- 4.5.1 Works to provide the new public toilet and Changing Place facilities at Stearmans Yard, Wells were completed in November 2022 and works have been progressed on similar new-build schemes at Queens Road, Fakenham due to open in the week of the 22<sup>nd</sup> May 2023 and at Vicarage Street, North Walsham due to be completed by end June 2023.
- 4.5.2 Works to refurbish the bar, front of house and patrons toilets at the Cromer Pier Pavilion Theatre in a six week period at a cost of £300,000 were completed; as was a £90,000 improvement project at Sheringham Little Theatre.
- 4.5.3 Based on bathing water quality results in summer 2022, the District Council has only retained Blue Flag status at three beaches – Cromer, Sheringham and West Runton for 2023; with East Runton, Mundesley and Sea Palling achieving Seaside Awards due to recording "good" rather than "excellent" water quality outcomes. This is a disappointing outcome for the Council but does not reflect on the services and facilities provided by the Council at these locations.
- 4.5.4 Disappointingly the District Council learned in January 2023 that neither of its two applications for Round 2 Levelling Up Fund monies for the Fakenham Leisure and Sports Hub and Cromer Resort Improvements had been successful. Officer have undertaken evaluation of our bids and others submitted to try and gain a corporate understanding as to why these bids were unsuccessful on this occasion and if lessons can be learned to strengthen the proposals for future bidding rounds.
- 4.5.5 The Council's team of Community Connectors has continued to develop its links with local voluntary and community sector organisations across the District, supporting individuals wellbeing through the increasing promotion and awareness of the value social prescribing. Funding has now been secured for the team for a further twelve months to end March 2024.

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

- 4.6.1 Adoption of the 2023/24 budget by Full Council at its meeting of 22<sup>nd</sup> February 2023 with a modest 3% rise in the District Council Charge, ring-fenced for cost of living support programmes. Subsequent issuing of Council Tax bills to over 55,000 accounts.
- 4.6.2 Another strong performance of the Revenues Team achieving a Council Tax collection rate for 2022/23 of 98.26% against a target of 98.2% and an NNDR collection rate of 99.25% against a target of 99.2%
- 4.6.3 The Council appointed a new Director of Resources in November 2022 and has since October 2022 been introducing a new financial management system.

#### **5.0 Conclusion**

- 5.1 Continued strong progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives

as detailed in the report, despite much focus of the People Services teams being on the Council's response to the Cost of Living pressures which is seeing increased demand for advice, support and homelessness services; and more widely across the Council the impact of contract and construction cost inflation on the delivery of some projects and services – including the refuse and recycling contract, North Walsham Heritage Action Zone programme.

## **6.0 Financial and Resource Implications**

- 6.1 The financial and resource implications of each of the actions and objectives in the Corporate Plan have been considered and, as necessary, prioritised. Some actions and projects have “slipped” in terms of delivery timescales as other issues have arisen and been deemed to take priority – in the second and third years of the Plan this involved the Council's response to the COVID pandemic, but more recently has involved issues such as the Nutrient Neutrality and Cost of Living issues which were unforeseen in 2019 and have required the Council to develop a local response.
- 6.2 In terms of the funding of actions and projects the Council established a Delivery Plan Reserve in February 2020 to support delivery of Corporate Plan objectives and project proposals are subject to appraisal and with Cabinet approval can secure funding from this Reserve to support delivery.

## **7.0 Legal Implications**

- 7.1 There are no legal implications arising from this report. Individual actions and project proposals seek legal advice as necessary.

## **8.0 Risks**

- 8.1 This quarterly performance report does not in itself raise any risks, but reports on progress against specific core service and Corporate Plan projects and actions, some of which present risks and require a considered response by the Council. Where necessary relevant comment is made to such risks and more detailed assessment and commentary provided at Project Boards, reports to Corporate Leadership Team, Cabinet, Overview and Scrutiny Committee and the Governance, Risk and Audit Committee. Individual services and projects are also subject to Internal Audit Review, prioritised based on scale of risk through the Annual Audit Plan and a number of projects and programmes which have secured external funding also have their own risk and reporting structures where grant monies are either claimed in arrears or have key reporting frameworks with a requirement for the Council to pay monies received in advance if satisfactory progress in terms of delivery isn't made.

## **9.0 Net Zero Target**

- 9.1 The Council developed and adopted a Net Zero Strategy & Action Plan in the summer of 2022 as a Corporate Plan priority and this is now in the process of being implemented with “new” priority actions now reported in the quarterly performance report. This issue therefore has increasing priority for the Council, including the amendment of the Committee report template so that all Council decisions are required to detail how the Net Zero implications of decisions has been considered and appropriate mitigation proposed.

- 9.2 As a quarterly performance report, this report in itself does not raise any Net Zero impacts – although delivery of individual actions and project proposals will require appropriate consideration and mitigation moving forward.

#### **10.0 Equality, Diversity & Inclusion**

- 10.1 This report does not raise any Equality, Diversity or Inclusion issues in itself, but many of the services and actions delivered will require consideration of these issues.

#### **11.0 Community Safety issues**

- 11.1 This report does not raise any community safety issues.

#### **12.0 Conclusion and Recommendations**

- 12.1 Continued strong progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives despite much focus of the People Services teams being on the Council's response to the Cost of Living pressures which is seeing increased demand for advice, support and homelessness services; and more widely across the Council the impact of contract and construction cost inflation on the delivery of some projects and services – including the refuse and recycling contract, North Walsham Heritage Action Zone programme.

- 12.2 It is recommended that:-

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