

Strategic Performance, Risk and Finance Report for Quarter 3 2022/23

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Portfolio: Governance and Efficiency
Finance and Resources

Ward(s) Affected: All

Purpose of the Report:

The purpose of the Strategic Performance, Risk and Finance Report is to provide an overview of the performance of the Council against the key outcomes set out in the Delivery Plan for 2022/24. This Quarterly Report covers Quarter 3.

Recommendations:

1. To endorse the revenue and capital position for Quarter 3 (variance details in Appendix 1)
2. To endorse the 2022/23 performance for Quarter 3 (detail in Appendix 2)
3. To endorse the current position with respect to risks and agree the actions to support risk mitigation (detailed in Appendix 3).

1. Introduction

- 1.1. This report provides an overview of the performance of the Council and is aligned to the key outcomes set out in the Council's Delivery Plan for 2022/24. This Quarterly Report covers Quarter 3 and uses an exception-based approach. Where the targets have not met the target and/or where there is declining performance an explanation of performance is provided.

2. Background

- 2.1. The Council agreed in March 2020 to move forward with implementing the four-year Strategic Plan which sets out the vision and ambitions of the Council. Alongside this, the Council developed a Delivery Plan for 2022/24 which outlines the proposed projects and business as usual activities we would seek to deliver in the years 2022/23 and 2023/24.
- 2.2. At the heart of the Strategic Plan 2020-2024, is the vision for our place:
'Working together to create the best place for everyone, now and for future generations'
- 2.3. This vision is underpinned by the Council's strategic priorities:
- Growing the economy
 - Supporting individuals and empowering communities
 - Protecting and improving the natural and built environment, whilst maximising quality of life
 - Moving with the times, working smartly and collaboratively.
- 2.4. The Delivery Plan sets out the key activities to be delivered within the last two years of the Strategic Plan, broken down into service delivery and major projects/programmes of work. There is clear link between the Council's vision and aspirations, detailed in the Strategic Plan, the Council's priorities and projects, and the Strategic Performance and Finance Reports. To enable the activities to be monitored, the Delivery Plan provides several delivery measures which are reported into Cabinet in Quarter 2, Quarter 3 and Quarter 4.
- 2.5. This report summarises the Council's performance and finance position for Quarter 3 and the mid-year position, with additional detail set out in the appendices as per below.

Appendix 1 – Finance

Appendix 2 – Delivery Measure Performance for Quarter 3 2022/23

Appendix 3 – Strategic Risk Register.

3. Current Position / Findings

- 3.1. SNC is currently facing a number of inflationary and demand pressures resulting in a number of in year cost pressures. However, these cost pressures are being offset by management action to deliver compensating savings in other areas. Overall, there is a total pressure of £403,000 on the cost of core services.

In addition, loan interest will be £180,000 over budget - as the budget was set prior to the actual loans being taken out.

This pressure is however offset by the performance of investment income, which is expected to be £1.155m above budget.

The overall positive variance of £572,000 will be transferred to general reserves at the year end.

- 3.2. As at the end of December, SNC is forecasting to spend £12.156m on capital schemes in 2022/23 against a latest budget of £35.264m. Budget slippage of over £20m into 2023/24 is forecast across several schemes.
- 3.3. The level of project funding from external sources has significantly increased primarily within the Individuals and Families service. This includes funding to support the Ukraine response, the Health and Wellbeing partnership fund, Mindful towns and villages and the expansion of funding for community connectors and domestic abuse. The additional monies have increased capacity to deliver frontline services but has increased the pressure on support service functions such as HR, Finance and IT which are not funded by the grants.

Finance Revenue Dashboard Overview

- 3.4. The following table provides a summary of the revenue budget position.

	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000
CORE SERVICES					
Chief of Staff	3,107	3,107	2,134	3,171	-64
Finance	3,115	3,089	2,237	3,047	42
Transformation and ICT / Digital	2,734	2,760	2,227	2,873	-113
Economic Growth	462	504	485	567	-63
Regulatory	667	667	509	705	-38
Planning and Business Support	196	196	-1,204	375	-149
Individuals & Families	1,311	1,311	1,162	1,358	-47
Community Services	2,384	2,384	1,226	2,355	28
	13,976	14,018	8,776	14,421	-403
LEISURE					
Leisure Services	946	994	886	1,069	-75
Transfer (from) Leisure Services Reserve	-946	-994	-886	-1,069	75
ENERGY REBATE SCHEME					
Discretionary Energy Rebate Scheme			185	185	-185
Transfer from Energy Rebate Reserve			-185	-185	185
OTHER INCOME & EXPEND					
Internal Drainage Board Levy	198	198	197	197	1
Interest Payable / MRP	300	300	0	480	-180
Investment Income - Big Sky	-1,500	-1,500	0	-1,511	11
Investment Income - General	-56	-56	-846	-1,200	1,144
Council Tax Surplus	-70	-70	0	-70	0
TRANSFERS					
Transfers to / (from) Earmarked Reserves	3,542	3,500	0	3,500	0

	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000
Transfers to / (from) General Reserves	296	296	0	868	-572
Total to be Funded by Taxpayers and Government Grants	16,686	16,686	8,688	16,686	

Chief of Staff is predicting an adverse variance of £64,000. The reasons for this are:

- The Human Resources overspend is in relation to covering maternity leave and also agency fees for hard to recruit to posts.
- There is also organisational overspend which is outside Human Resource's direct control, but it is key that these areas are progressed so that the organisation does not stop moving forwards.
- There has been an increase in occupational health referrals, all of which are necessary to progress from a wellbeing perspective and enabling our staff to be the best they can be.
- There has been a need to get external investigators for some staff cases, due to the complexity of the issue being reviewed. There is a cohort of staff that are trained internally, and we need to review these to make sure that we have the right people ready to pick up such instances going forwards.
- There has been the need to undertake more specialist job advertising for hard to recruit to posts to ensure that we get the right people in the right posts.
- There is an underspend on the apprentice budget of £58,000, we have created extra posts in this area which is key to being an employer of choice. However, we now need to take a more holistic view of these, making sure that they are in the right service areas, which would help to mitigate the spend on specialist job advertising. We also need to ensure that the timing of advertising these roles is maximised to ensure we get the most number of applications i.e. to coincide with school leaver, university leavers etc.

Finance is predicting a positive variance against budget of £42,000. The reasons for this are primarily as follows:

- Savings from salary vacancies.
- The receipt of additional NNDR grant.

Transformation and ICT / Digital is predicting an adverse variance against budget of £113,000.

The reasons for this are primarily as follows:

- Agency spend is high due to difficulties in recruitment but has been more than offset by savings on software, licences, and equipment.
- Temporary additional facility costs as we currently own both the Horizon Centre (jointly with BDC) and South Norfolk House, and we are sharing some of the costs associated with running Thorpe Lodge. Plus loss of

partner rental income.

Economic Growth is predicting an adverse variance against budget of £63,000
The reasons for this are primarily as follows:

- Savings on economic growth programmes.
- Ella May Barnes building costs to be shared between the partnership with the LEP.
- A small reduction in business centre rental incomes and an increase in energy costs are expected to be offset by rates savings.
- Lower car park and permit income.
- Higher costs on maintaining community assets than planned.

Regulatory is predicting an adverse variance against budget of £38,000
The reasons for this are primarily as follows:

- The dog warden contract has been retendered and the costs have increased by £3k.
- Water sampling analysis costs are likely to be higher in 22/23 than budgeted.
- The required use of agency staff in the Environmental Quality team has led to a small pay pressure of £9k.
- Additional salary, mileage and equipment costs for the Licensing team (£29k). These have been partially offset by increased income (£8k).

Planning and Business Support is predicting an adverse variance against budget of £149,000.

The reasons for this are primarily as follows:

- Pay savings due to vacancies in the planning policy team (£15k) and (£24k) in business support.
- CIL income is currently expected to be down by £128k (£200k compared to budget of £328k).
- £4k of additional Street Naming/House Numbering income.
- The likely reduction to planning income as a result of Nutrient Neutrality has now been estimated, with a carry forward of current income into the financial year 23/24.
- Any reduction in Land Charges income will be covered by utilising HM Land Registry transition payments.

Individuals & Families is predicting an adverse variance of £47,000.

The reasons for this are primarily as follows:

- The cost of living crisis continues to cause concern with a forecast overspend on Temporary accommodation of £223k, this already includes the offset of income from covid grants of £46k, gov grants of £36k and additional income of £104k.

Community Services is predicting a positive variance against budget of £28,000.
The reasons for this are primarily as follows:

- Significant increase in the cost of fuel, could lead to an overspend circa £150K.

- This has been largely offset by trade waste income, fleet maintenance, additional bin sales and salary savings.
- A 42% increase in the cost of disposal of Green waste, is expected to lead to a cost pressure c£30K this year (Full year effect £57k). But reduced tonnage has mitigated this cost.
- This could also be added to by the effects of the dry summer, and a considerable reduction in tonnage of garden waste, and therefore income from recycling credits. This could be at least 10% of recycling credits due.
- Additional Garden bins provided, an additional £83k income.

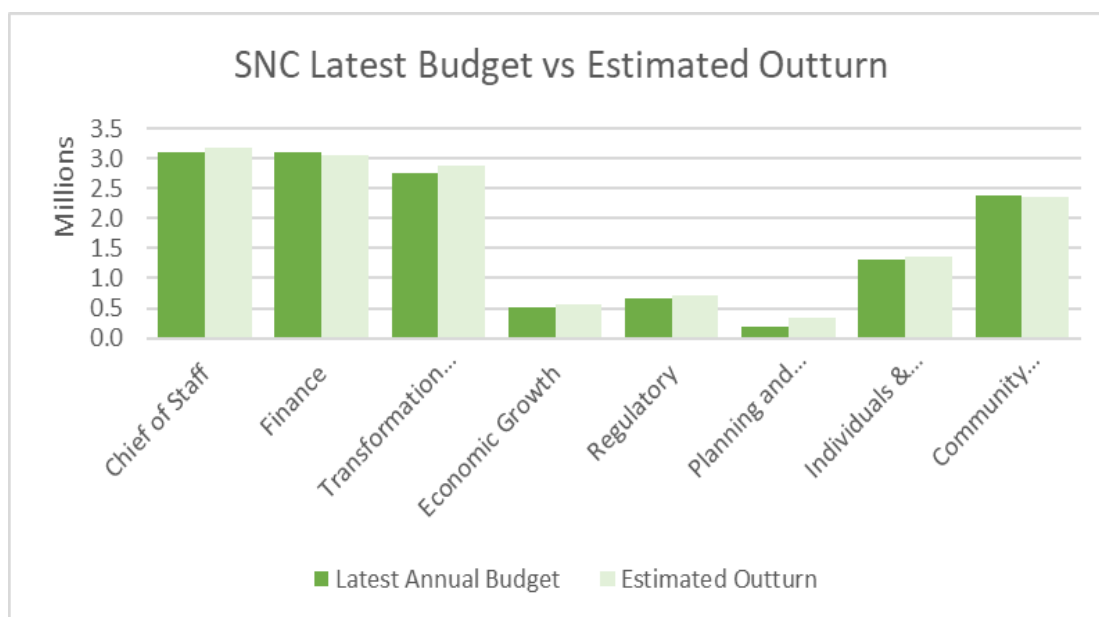
Leisure is predicting an adverse variance against budget of £75,000.

The reasons for this are primarily as follows:

- Expected overspend on salaries of £88k as a result of additional cost of A grade salaries and NI costs and sickness cover.
- Additional non pay costs including energy, expected to be £102k.
- Offset by additional income of £115k.

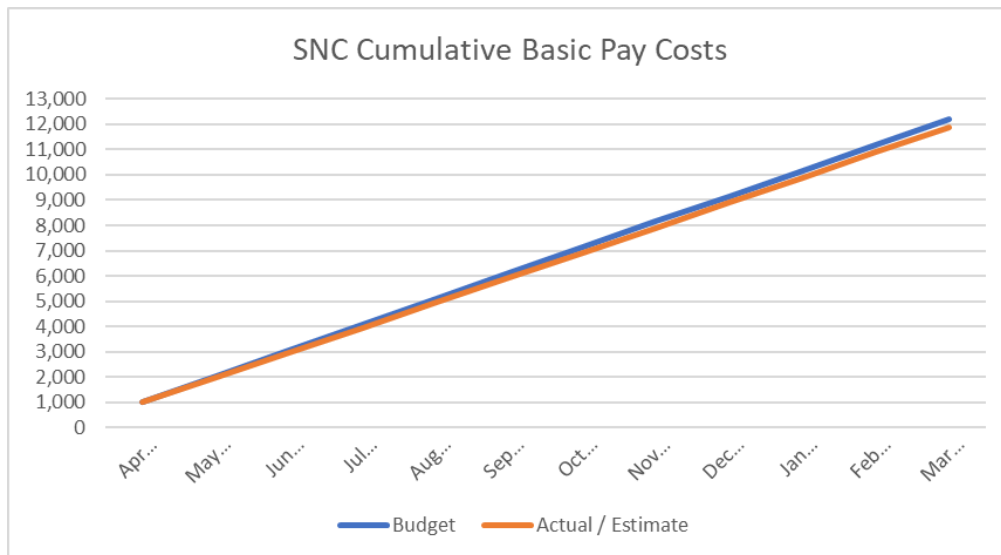
Nb Cabinet on 1 June 21 agreed to create a Leisure Recovery Reserve of £2.5m to cover the cost of leisure whilst it recovers. Therefore, rather than the cost of leisure being a charge to the General Reserves, the next cost will be funded from the Leisure Recovery Reserve.

- 3.5. A more detailed analysis of the variances is attached as Appendix 1.
- 3.6. SNC receives loan income from Big Sky of £1.5m and this is on track. In addition, interest is received on external cash investments. The budget was set at a very conservative £56,000. Recent increases in interest rates and high levels of cash balances means that we are now expecting to receive £1.2m, giving a favourable variance of £1.144m.
- 3.7. The estimated outturn position is shown graphically below.



Salary & Agency Expenditure

- 3.8. A significant proportion of the overall Council budget is staffing costs. The following table therefore shows the SNC basic pay to date (plus projection for the rest of the year) compared to the budget.



Nb: These figures exclude salary costs fully funded from grants.

This is showing that we are likely to have an underspend on basic pay costs of c£315k. However, we are currently employing a number of agency staff to cover vacancies. The cost of which are expected to more than offset the saving in basic pay costs.

Additional Budgets

3.9. Various additional budgets have been approved as shown in the table below. Reserves will be held and transferred at year end to fund/match actual spend.

Assistant Director	Project	Update	Revenue Approved Amt £'000	Capital Approved Amt £'000
	MTFS and Reserves Update (Cabinet Nov 21)			
George	Feasibility Reserve for initial feasibility studies / investigations to support development projects		600	
	Use of Potential Savings (Cabinet Nov 21)			
Corrine	Insight Project Manager 6 mths - In-flight O365 migration project	Money spent on full time project manager for 6 months (from Insight)	46	
George	Investment in Queens Hill / Costessey County Park		40	
George	Wymondham Old Sales Yard feasibility costs		50	
Nick	Temporary flood officer / Riparian rights officer		48	
Mike	Funding to support various Queen's Jubilee celebrations.	Grants were offered out to town and parish Councils to support street parties and community events in the district.	55	
	Opportunity Projects (Cabinet Feb 22)			
George	Net Zero - Increase the volume of Electric Vehicle Charging Points in existing South Norfolk sites			400
Simon	Net Zero - Solar Panels on Diss, Long Stratton and Wymondham Leisure Centres	The installation of solar panels at Diss has now been withdrawn from the scheme, following the successful application for funding from Public Sector Decarbonisation scheme, the original specification for the installation works is now being retendered accordingly.		438
Simon	Net Zero - Solar panel carports in car parks at Wymondham / Diss / Long Stratton Leisure Centres			288
Simon	Environment / Net Zero - One off budget for development and delivery of marketing strategy and campaign to improve recycling behaviours (Joint cost split 55/45)	£17k has been spend on the purchase and the roll-out of the Recollect App. The remainder will be used to undertake an audit of the Council's current recycling communication materials.	28	

Assistant Director	Project	Update	Revenue Approved Amt £'000	Capital Approved Amt £'000
Phil	Net Zero - Clean Growth and Sustainability Manager (Joint post – split 45/55)	Have appointed to this post on a 2 year contract from June 22.	72	
George	Three new posts (split 45/55) · Growth Delivery Officer · Community Infrastructure Officer · Economic Growth Finance Officer	Community Infrastructure and Finance Officer now in post. Currently recruiting Growth Delivery officer.	220	
George	Growth - Loddon Staithe Bridge Repairs.			150
Helen	Growth - Temporary Increase in Development Management capacity (Joint cost split 45/55)	Used for Haydon Tree Consultants and agency staff whilst vacant posts being filled, and to catch up with high volumes of work.	55	
Mike	Communities - Develop a Hardship Support Offer for residents	Likely to be fully spend by end of year. Extra resources are in place to support to enable additional help for residents who are in financial hardship.	200	
Mike	Communities - Improving our Temporary Accommodation			100
Mike	Communities - Supporting our Community Groups (increase in CAF funding)	All money allocated with 23 projects supported.	100	
Corrine	One Team - CRM (Customer Relationship Management System) Implementation (Joint costs split 45/55)	Currently being procured. Work likely to start in May 23. Hence will not need to draw down this money until 23/24.	61	
Corrine	One Team - The single image build (Joint cost split 45/55)	Technical approach changed, and requires Office 365 project to be fully complete (due March 23) before single image change is made. Hence will not need to draw down this money until 23/24.	33	
Corrine	One Team - Domain Migration (Joint costs split 45/55)	Project is near completion and majority of spend has happened.	17	
Jamie	One Team - Invest in increasing our Apprentice opportunities in the One Team (Joint cost split 45/55)	We continue to invest in our apprenticeship programme, and this funding will be used to cover costs over the next few years as some schemes are multi year apprenticeships.	275	
Simon	One Team - Ketteringham Depot: Improved Facilities	Improvement works have now been completed to the large shed at the depot, with the installation of heating etc.		43

Assistant Director	Project	Update	Revenue Approved Amt £'000	Capital Approved Amt £'000
Simon	One Team - Ketteringham Depot Workshop Vehicle Lifting Equipment	New improved lifting equipment has now been installed, which will be moved to the new depot when built.		34

Business Rates Income / NDR Pooling

- 3.10. The Norfolk local authorities participated in a business rates retention pool in previous years. Any additional retained growth from pooling was allocated to a Norfolk wide 'Joint Investment Fund' which was used to fund projects across Norfolk. In 2021/22, due to the risk of a significant drop in Business Rate income due to Covid, no retention pool was formed. In 2022/23 a business rates retention pool was again formed. However rather than all gains being allocated to a Norfolk wide 'Joint Investment Fund' this time any gains will be shared between the authorities. As yet we do not know what this pool dividend (if any) will be for 22/23.

Finance Revenue – Coping with In Year Volatility

- 3.11. Within the budgets there are 2 areas of significant volatility as detailed below.

	Actual 21/22	Budget 22/23	Estimated Outturn 22/23
CIL income (S-CIL-000 / 7200-002)	-503	-328	-200
Recycling Gate fee charges (S-REC-000 / 3241-000)	484	680	468

Note: CIL income can only be used to cover our costs of administering CIL.

- 3.12. To help manage this volatility it is suggested that at the year end, if there is a favourable variance on these budgets these should be transferred to an Earmarked Reserve as a contingency to cover future potential adverse variances.

Loans to Big Sky

- 3.13. The following table provides a summary of the investment in / loans to Big Sky.

	31 Mar 2022 £	31 Dec 2022 £
Shareholding in BSV	6,468,200	6,468,200
Loans to BSPM	3,159,800	3,159,800
Loans to BSD	30,400,000	30,400,000
	40,028,000	40,028,000

- 3.14. The current pause on being able to issue planning approval for most new overnight accommodation, due to the new need to demonstrate that new developments can be delivered in a nutrient neutral way, is likely to have an impact on Big Sky. For instance this is very likely to mean that new housing starts will be delayed, which will have an impact on future sales.
- 3.15. There are also risks if there is a housing market slowdown due to cost-of-living increases, inflation, potential/further interest rate increases and the amount of current mortgage approvals.
- 3.16. The underlying Big Sky development model is still considered to be sound. But the current uncertainties are likely to require alterations to the Big Sky business plan. potentially changing the funding requirements. This could mean that SNC is asked to change the amount loaned which would affect interest earnings.

Finance Capital Dashboard Overview

3.17. The following table provides a summary of the capital position.

	Budget Manager	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to date (ACT) £000	Year End Forecast £000	Comment
Supporting Individuals - Housing							
New Big Sky Developments	Debbie Lorimer	2,500	-	2,500	-	-	Funding will be not be required this financial year. Delays caused by nutrient neutrality issues and property sales mean Big Sky have sufficient funds from previous loans.
Development Opportunities on Cambridge/Norwich Arc	Phil Courtier	1,500	-	1,500	-	-	Businesses case presented for land purchase in Wymondham. Further work required.
Travellers Sites	Helen Mellors	300	-	300	-	-	Original site not available - further options are being investigated
Temporary Accommodation Security Improvements	Mike Pursehouse	11	-	11	-	-	
Travellers Sites - Bawburgh	Kevin Philcox	-	114	114	-	200	Further meeting in January to finalise - increased cost likely to be a minimum of £200k
Supporting Individuals - Health and Leisure							
Disabled Facilities Grants	Kevin Philcox	1,000	237	1,237	970	1,200	Latest estimate £1.2m, but could still exceed this if further commitments are realised
Wymondham Leisure Centre Works	Dan Infanti	173	55	228	95	394	Includes forecast of £120k for Egym - S106 funded. Additional expenditure for Fire Doors, now £75k. Only WLC doors to be replaced in 22/23
Long Stratton Pool	Dan Infanti	110	-	110	-	-	Project no longer proceeding
Diss Leisure Centre	Dan Infanti	170	25	195	64	101	Further potential spend before March 23 on Granudos dosing system if available - current supply issues.
Long Stratton Leisure Centre	Dan Infanti	65	25	90	-	60	£45k utilised for Poolview system, £15k on basketball rings before March 23.

	Budget Manager	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to date (ACT) £000	Year End Forecast £000	Comment
Framingham Earl High School	Dan Infanti	11	-	11	-	11	To be utilised for Poolview system.
Ketts Park Tennis Facilities	Rob Adams	-	366	366	111	130	Work due to complete January 2023
Ketts Park Works	Dan Infanti	70	-	70	6	46	£30k to be utilised for Poolview system, £10k for pathway repairs, both by March 23.
Land Assembly/Investment in Diss	Phil Courtier	1,000	-	1,000	-	-	Negotiations continue with Land Owners in Diss. An offer was made on the land, which was rejected. Land for sale is now being valued to inform further negotiations.
Improvements in the Public Realm							
Street Lighting	Matthew Yates	24	112	136	-	-	Awaiting update for works to be carried out before March 23.
Play Area (works funded by S106 funds)	Gary Howard	-	-	-	84	21	Any additional work in 22/23 funded by S106 receipts
Norfolk Strategic Fund to support Economic Growth	George Denton	679	125	804	-	804	Harleston Public Realm Project now complete.
Larger Settlements Fund	Emily Larter	1,000	-	1,000	-	-	
Larger Settlements Fund (Match funding)	Emily Larter	1,000	-	1,000	-	-	
Public Conveniences	Gary Howard	-	-	-	2	2	
Changing Places (Disabled Public Conveniences)	Graham Peers	20	10	30	-	30	Quotes received for 2 x conveniences. Project underway. Additional £10k budget requested - increased material costs
Opportunities Funding - Loddon Staithe Bridge Repairs	Michael Horton	-	150	150	1	150	Expect repairs completed by 31/03/22
Protecting the Environment							
Electric Car Charging Points	David Disney	-	28	28	-	-	

	Budget Manager	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to date (ACT) £000	Year End Forecast £000	Comment
Environmental Projects	Annie Somazzi	400	-	400	-	-	No committed spend, options being explored
Opportunities Funding - Electric Vehicle Charging Points	George Denton	-	400	400	-	150	SNC car park provision will be doubled. Balance may need to be re-profiled - opportunities to be proposed.
Investment in the Economy							
Roxborough House Poringland Business Park	Debbie Lorimer	-	215	215	-	97	Final invoice received and paid January 2023,
Norwich Research Park Enterprise Zone Office (Fit Out)	Nina Cunningham	-	1,466	1,466	-	1,426	NALEP Capital swap must be spent by 31.03.23. Tenant found - report going to Cabinet Jan 23 to detail extent of cost of fit out, but likely to utilise total budget.
Norwich Research Park Buildings 2 & 3	Nina Cunningham	2,000	-	2,000	-	-	Negotiations continue.
Property Development (Browick Road)	Phil Courtier	3,000	-	3,000	-	-	Expected delay in the commitment of this funding as this is linked to the ratification of the LDO and a separate loan agreement.
Other Property / Economic Development Investment	Phil Courtier	4,500	-	4,500	-	-	Unlikely to be spent in 22/23, but will be required in future years to support the bypass delivery
Hethel Infrastructure Project	Nina Cunningham	-	300	300	-	-	
Car Park Improvements	David Disney	35	56	91	-	10	Slippage to be requested, will be used for resurfacing car parks in rotation as required.
Our Own Needs							
Horizon Centre - Purchase	Debbie Lorimer	-	4,403	4,403	3,795	4,403	The full budget has been committed with the contract let. Costs for the Horizon works will be paid or accrued for in total where complete at 31 st March, with the remainder of costs being paid in April which will be covered by budget slippage into 23/24.

	Budget Manager	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to date (ACT) £000	Year End Forecast £000	Comment
Horizon Centre - Works/Fit Out	Debbie Lorimer	32	143	175	-	175	The full budget has been committed with the contract let. Costs will be paid or accrued for in total where complete at 31 st March, with the remainder of costs on external works and the annexe being paid in 23/24 which will be covered by budget slippage.
South Norfolk House - Disposal	Debbie Lorimer	-	-	-	-	36	Estimated cost of marketing & advertising fees
IT - Server and PC Replacement Programme	Manny Gomes	225	-	225	69	225	This is to cover BAU replacement programme plus budget for completion of the O365 project. Infrastructure costs to be covered from C/F money from 21/22. Replacement of depot and swimschool devices to utilise C/F budget if required.
IT - Infrastructure	Angela Schug	-	-	-	133	-	As per comments above
IT - Members IT refresh	Manny Gomes	46	-	46	6	46	Spend against this YTD for the trial devices. Anticipate new devices at circa £1k each - dependant on outcome from Members IT project trial devices. Devices to be available for May 23 so may slip into new financial year.
IT - Transformation Projects	Angela Schug	275	697	972	184	201	Planning and Democratic Services system due to complete by Mar 23. Revs and Bens system reprofiled to 23/24.
IT - WIFI - Horizon Centre	Angela Schug	220	-	220	-	220	Transferred to Horizon Centre - anticipation is that this will be fully spent.
IT - Remote Working Solution	Angela Schug	55	220	220	-	220	Approval for requirement bring forward the 23/24 budget of £165k to facilitate completion of the project by 31/03/23 agreed at 12/12/22 Council meeting.
Wheeled Bins Purchase	Steve Williams	165	-	165	111	122	
Waste Vehicles - Replacement Programme	Steve Williams	1,184	-	1,184	965	1,183	

	Budget Manager	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to date (ACT) £000	Year End Forecast £000	Comment
Waste Depot	Steve Williams	3,500	-	3,500	-	-	Potential site found, this project budget will now slip to future years.
Opportunities Funding - Depot - Improved Facilities	Steve Williams	-	43	43	23	43	
Opportunities Funding - Depot - Workshop	Steve Williams	-	34	34	11	34	
Opportunities Funding - Temporary Accommodation	Richard Dunsire	-	100	100	35	54	Latest confirmed committed total.
Opportunities Funding - Leisure Centre Solar Panels	Rob Adams	-	438	438	18	219	0% of spend committed/spent by the end of 22/23 - remainder of work to be finalised in 23/24
Opportunities Funding - Leisure Centre Solar Panels - Car Ports	Rob Adams	-	288	288	-	144	50% of spend committed/spent by the end of 22/23 - remainder of work to be finalised in 23/24
TOTAL		25,270	9,994	35,264	6,683	12,156	

Performance Dashboard Overview

- 3.18. This report includes 33 measures performance measures which are used to assess performance against the Councils Delivery Plan throughout the year. 28 measures are reported during quarters 2 and 3 and a further 5 annual measures are reported in quarter 4. At the end of December 2022, the measures were rated using two methods. Performance against target is assessed as green for meeting or exceeding the target, amber when the target has not been met but within the set tolerance and red when performance has dipped below an unacceptable level and remedial action is required. Secondly performance is assessed as to whether the performance is improving or declining based on looking at previous quarterly or yearly results. The latter gives an indication to whether light touch monitoring is required.

Performance Against Target

Green	20
Amber	7
Red	1

Direction of Travel

Improving ↑	15
Static ↔	2
Declining ↓	11

Performance exceptions

Off target Measures: close monitoring

- 3.19. The following measures did not meet their targets and are at an unacceptable level of performance as well as having a declining direction of travel.

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
<i>Staff retention (Measure reference 5)</i>	8.1% (cumulative)	14.09% (cumulative)	90% retention or 10% turnover	Red	↓

Measure Owner: Emma Hodds

Portfolio Holder: Cllr Kay Mason Billig

- **Description of the performance this quarter:** The cumulative total turnover figure is 14.09% for the financial year to Q3. There has been an increase in the turnover in Q3 of 5.99%, whereas turnover in Q2 was 4%.
- **Potential Implications:** It is recognised that in some cases, employees may be feel more comfortable and open giving feedback to someone who is not their line manager. Therefore, all employees will also be given the opportunity to have a face-to-face or virtual exit interview appointment with a member of the HR Team to encourage better quality, honest feedback.
- **Action to be taken:** A “Deep Dive” exercise is also being carried out on areas of high turnover so allow us to understand a true picture of team cultures and why people are leaving and focus support in areas where turnover is greater. An extensive review has been undertaken of exit interviews to improve the amount and quality of the data to enable trends to be identified and remedial action taken to improve retention rates. The new process will be rolled out across the organisation in Q4 and will be completely electronic and mobile accessible

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
<i>Customer satisfaction (Measure reference 2)</i>	53.25% (cumulative)	52.97% (cumulative)	55%	Amber	↓

Commentary

Measure Owner: Corinne Lawrie

Portfolio Holder: Kay Mason Billig

Description of the performance this quarter: In Q3, we received 627 responses through our customer satisfaction surveys across our two main communication channels; telephone (311 responses) and online (316 responses). On our overall satisfaction, we have narrowly missed our target of 55%. When looking at satisfaction ratings of communication channels independently our telephony channel has performed above target (57%) whilst the online channel continues to show lower levels of customer satisfaction in relation to “online help” and “on-time delivery and resolution”.

Potential Implications: If the service levels provided via online channels do not meet customer expectations and online information is not easily accessible demand could increase through alternative channels. We could also see an increase in service specific complaints.

Action to be taken: Customer Experience and Insight Lead to continue to provide monthly customer satisfaction data to service managers and Assistant Directors for action. Service managers to review this monthly and implement required improvements. If action is taken, we should expect to see an increase in satisfaction ratings in Q1 2023. Customer Experience and Insight Lead will attempt to map dissatisfied customers against the reason for their phone call to establish whether their dissatisfaction is due to the outcome of the phone call or the service they have received. The First-Class Customer Service programme is currently in its scoping phase and could greatly improve customer service provision through investment in digital transformation initiatives.

Off target measure: light touch monitoring

3.20. These measures did not meet their target by minimal amounts and light touch monitoring is in place.

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
<i>Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration (Measure reference 1)</i>	£964,000	£1,436,250	£1,940,000	Amber	↓
<i>Staff satisfaction survey (%) (Measure reference 3)</i>	67%	67%	Continual improvement	Amber	↔
<i>Financial leisure recovery plan – bottom line cost to Council for leisure (Measure reference 17)</i>	£471,000 (cumulative)	£890,332	No target	Amber	↑
<i>Percentage of food businesses with food hygiene ratings of rated 4 (Good) and 5 (Very Good) (Measure reference 25)</i>	95% (average)	94%	96%	Amber	↓
<i>Percentage of household waste recycled (Measure reference 27)</i>	43%	No data	2% increase	Amber	↓
<i>Tonnage by household of garden waste being recycled (Measure reference 28)</i>	5,736 tonnes (cumulative)	8,174 tonnes	Increase	Amber	↓

On target measures

Measure	Q2 Outturn	Q3 outturn	Target	Status	Direction of Travel
Staff absence levels - working days lost to short term sickness (Measure reference 4)	2.21 (cumulative)	3.27	4.50	Green	↓
Percentage of the organisations workforce who are apprentices and graduate entry roles (Measure reference 6)	3.2% (average)	3.1%	2.40%	Green	↓
Collection rate of council tax (Measure reference 7)	54.66% (cumulative)	82.95%	98.00%	Green	↑
Collection of Business Rates (Measure reference 8)	62.09% (cumulative)	84.74%	98.00%	Green	↑
Percentage of vacant retail space in market towns (Measure reference 12)	8.11% (quarter end)	7.96%	8.00%	Green	↑
External funding to support growth (Measure reference 14)	£0 (cumulative)	£3,253,583	n/a	Green	↑
Numbers of vulnerable residents supported by our discretionary prevention services (Measure reference 15)	2987 (cumulative)	4712	1000	Green	↑
Number of members across the 4 SNC leisure centre membership sites (Wymondham, Diss, Long Stratton and Framingham Earl) (Measure reference 16)	3554 (quarter end)	3702	3481	Green	↑
Number of residents supported to live independently (measure reference 18)	106 (cumulative)	139	100	Green	↓
Delivery of housing standards enforcement (Measure reference 19)	57 (cumulative)	78	75	Green	↑
Percentage successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless (Measure reference 20)	91% (average)	90%	80%	Green	↓
Number of working days taken to process new claims for Housing Benefit/Council Tax benefit (Measure reference 21)	3 (average)	3	7	Green	↔
Number of affordable homes delivered (including help to buy) (Measure reference 22)	186 (cumulative)	290	n/a	Green	↑
Percentage of planning decisions made within statutory timescales – minors/others (Measure reference 24)	88% (average)	90%	80%	Green	↑
Percentage of planning decisions made within statutory timescales – householders (Measure reference 24)	93% (average)	94%	80%	Green	↑
Percentage of planning decisions made within statutory timescales – majors (Measure reference 24)	88% (average)	92%	80%	Green	↑

<i>KGs of residual waste collected per household (measure reference 29)</i>	240t (cumulative)	No data	Decrease	Green	↑
<i>Number of verified missed bins for all waste per 100,000 collections (Measure reference 30)</i>	26 (average)	25	30	Green	↑
<i>The number of litter picks / clean up initiatives supported (Measure reference 31)</i>	33 (cumulative)	34	30	Green	↓
<i>Number of confirmed incidents of fly tipping (Measure reference 32)</i>	348 (cumulative)	495	1000	Green	↑

Strategic Risk Dashboard

3.21. During Q2 22/23, CMLT have reviewed and updated the Strategic Risk Register to ensure we are managing the risks effectively and that we are taking the right action to prevent the risk from escalating and ultimately reduce the risk where possible. As part of reviewing the register, CMLT take into consideration:

- Whether risks are still relevant
- Any emergent risks which have been identified
- Whether the likelihood and impact of risks has changed
- Whether controls which are in place are still effective

3.22. Since last coming to Cabinet in Q2 22/23, no new risks have been added.

3.23. Since last reporting on the SRR:

- 0 new strategic risks have been identified
- 1 strategic risk has been removed or de-escalated from the register:
SNCGE3 – Regulatory function has been de-escalated to the Place Directorate Risk Register
- 2 strategic risks have had their risk scores reduced:
SNCP1 – Nutrients Neutrality as progress has been made on the mitigating strategy
SNCP2 – Gypsy and traveller sites as progress towards consultation is being made.
- 2 further strategic risks have been merged into 1 risk:
SNCS13 Ukrainian refugees and SNCS15 Cost of living have both been combined into SNCS14 – Housing stock as all the measures are in regard to the demand on housing services.

3.24. The below heatmap provides an overview of the current risk register with the risks which are being managed at a strategic level. A full version of the Strategic Risk Register can be found in appendix 1, alongside a summary of the key changes to the risks since the last committee meeting.

Risk Scoring Matrix		1	2	3	4	5
		Insignificant	Minor	Moderate	Significant	Severe
5	Expected					
4	Highly Likely				SNCP1 – Nutrients Neutrality Impacts (risk score reduced to 4x4) SNCGE1 – Leisure Memberships (no change) SNCM11 – One Team Capacity and Capability (no change)	
3	Likely			SNCM9 – Collaborative Working (no change)	SNCM6 – Reform and Devolution (no change) SNCSI2 – Energy costs and disruption (no change)	SNCM12 – Cyber Attack (no change) SNCSI4 – housing demand SNCP2 Gypsy/Traveller site identification
2	Not Likely					SNCM1 – Financial (no change)
1	Rare					

4. Proposed action

4.1. Cabinet is asked to note the contents of this report and agree the recommendations.

5. Other options

5.1. None applicable to this report.

6. Issues and risks

- 6.1. **Resource Implications** – the finance section of this report provides an overview of the finance resource implications for this quarter.
- 6.2. **Legal Implications** – no implications.
- 6.3. **Equality Implications** – no implications.
- 6.4. **Environmental Impact** – no implications.
- 6.5. **Crime and Disorder** – no implications.
- 6.6. **Risks** – Operational risks to the delivery of our Delivery Plan are managed within directorates. Strategic risks are managed through our strategic risk register which is an appendix to this report.

7. Conclusion

7.1. The report has provided an overview of the position of the Council for performance and finance for Quarter 3 2022/23.

8. Recommendations

1. To endorse the revenue and capital position for Quarter 3 (variance details in Appendix 1)
2. To endorse the 2022/23 performance for Quarter 23 (detail in Appendix 2)
3. To endorse the current position with respect to risks and agree the actions to support risk mitigation (detailed in Appendix 3).

Appendix 1 – Variances

Chief of Staff	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Executive Team	464	464	373	464	0	
Chief of Staff	49	49	39	49	0	
Governance	1,078	1,078	774	1,078	0	
Electoral Services	55	55	36	55	0	
Marketing & Comms	486	486	285	486	0	Increased cost of producing magazines offset by efficiencies in other areas.
Internal Audit	55	55	-165	55	0	
Human Resources	579	579	516	701	-122	Pressure on pay costs due to maternity cover and agency fees for hard to recruit areas. Pressures across the organisation in the areas of occupational health referrals, external investigations and advertising for specialist roles.
Apprentices	343	343	247	285	58	Currently an underspend due to vacancies and additional grant, a holistic review is planned of how we arrange the apprentice scheme.
	3,107	3,107	2,134	3,171	-64	

Finance	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Corporate Costs	2,272	2,246	1,329	2,246	0	
Finance & Procurement	528	528	427	528	0	
Council Tax	384	384	454	362	22	Savings from salary vacancies.
NNDR	-68	-68	27	-88	20	Additional NNDR grant.
	3,115	3,089	2,237	3,047	42	

Transformation and ICT / Digital	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
IT & Digital	1,791	1,791	1,405	1,706	85	Staffing overspend of £45k due to reliance on agency (recruitment problems.) Offset by saving on software, licenses and equipment, telephones & Consultancy £146k.
Transformation & Strategy	285	285	201	271	14	Staffing vacancies
Customer Services	144	170	148	170	0	
Facilities	514	514	472	726	-212	Extra costs associated with the move to the Horizon Centre. If the move did not occur there would be a significant overspend on South Norfolk House due to inflationary pressures.
	2,734	2,760	2,227	2,873	-113	

Economic Growth	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Economic Growth	703	745	605	664	81	A contribution to the Cambridge/Norwich Tech Corridor partnership will not be required for 22/23. The Economic Growth Programmes consultancy budget will not be needed in 22/23.
Property	-425	-425	-40	-372	-53	Ella May Barnes building costs or profits to be shared between partners and tenancy negotiations are ongoing. A small net increase in rental income and rates savings are expected to be partially offset by electricity costs. Forecasts for the new Roxburgh House building have been included.
Car Parking and Public Conveniences	-188	-188	-45	-114	-74	Lower car park and permit income is partially offset by higher EVCP income. Higher electricity costs for EVCPs are expected. Staff regradings have led to a predicted overspend on pay costs.
Community Assets	371	371	-35	388	-17	Additional street lighting costs. Higher than expected ground maintenance and tree inspection costs.
	462	504	485	567	-63	

Regulatory	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Community & Environmental Protection	539	539	404	556	-17	The dog warden contract was renewed in October. Costs will increase by approximately £3k for 22/23. Additional agency staff, recruitment and water sampling costs are partially offset by additional income.
Food Safety & Licensing	128	128	105	149	-21	Additional salary, mileage and equipment costs for the Licensing team (£29k) necessarily incurred to meet Covid-related impacts on service demands and delivery, which have been partially offset by increased income (£8k).
	667	667	509	705	-38	

Planning and Business Support	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Planning	393	393	-81	596	-173	CIL income is currently expected to be down by £128k (£200k compared to budget of £328k). £4k of additional Street Naming/House Numbering income and £15k of additional Pre-app income is expected to be received. Vacancies within the Planning Policy team has resulted in salary savings. Savings on Planning Policy partnership costs are partially offset by professional fees and lower income for parish referenda. A reduction in planning income due to Nutrient Neutrality has now been estimated, with delays in planning carrying forward income into financial year 23/24. The reduction to income has been partially offset by Planning Performance Agreement income.
CNC	-333	-333	-1,120	-333	0	CNC should be a cost neutral.
Business Support	136	136	-3	112	24	Any reduction in Land Charges income will be covered by utilising HM Land Registry transition payments. Vacancies have resulted in staffing savings.
	196	196	-1,204	375	-149	

Individuals & Families	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-Act) £'000	Explanation of significant variances
Communities & Help Hub	660	660	435	662	-2	
Communities & Help Hub - EXT	0	0	-371	0	0	Projects including Community Connectors, District Direct, Household Support fund, Homes for Ukraine, Mindful Towns and Villages. Any balances roll into the next financial year
Communities & Help Hub - JUB	0	0	25	0	0	Covered by reserve
Housing Standards & Independent Living	428	428	306	418	10	Housing Standards: Small salary saving of 4K Policy and Partnerships: Small Salary saving due to Secondment and Vacancies, 6K
Housing Benefit Payments	-239	-239	548	-239	0	
Benefits & Housing	463	463	356	517	-54	The Cost-of-living crisis continues to apply pressure to our community and therefore the service. Currently there is a risk of overspend on net cost of temporary accommodation of up to 233K, which has already been offset by 46K from COVID allocations, and additional funding has been received from the Government of £36K. The cost is further offset as the demand for Temporary accommodation has been high and as a result, Hostel income is expected to have net additional income of £104K.
Benefits & Housing - EXT	0	0	-137	0	0	External Grants covering Domestic Abuse, and Rapid Rehousing
	1,311	1,311	1,162	1,298	-47	

Community Services	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-Act) £'000	Explanation of significant variances
Waste	2,580	2,580	1,838	2,561	19	Significant increase in the cost of fuel, could lead to an overspend circa £150K. However, increased income from Trade waste, new property bin sales, as well as a salary saving and savings on vehicle maintenance have been identified offsetting the fuel overspend.
Recyclable Waste	-665	-665	-1,177	-729	63	A 42% increase in the cost of disposal of green waste, is expected to lead to a cost pressure c£ 30K this year (Full year effect £57k). But reduced tonnages of garden waste due to the effects of the dry summer have helped to mitigate the impact, but have also resulted in a c10% reduction in recycling credits due. Additional Garden bins provided, £83K. Lower than expected MRF gate fees at this point in time, will reduce disposal costs by £200K. Additional disposal costs from recycling banks, 9K
Street Scene	399	399	375	445	-46	Overspend due to additional fuel costs and additional agreed posts.
Grounds Maintenance	70	70	190	78	-8	Overspend due to additional fuel costs.
	2,384	2,384	1,226	2,355	28	

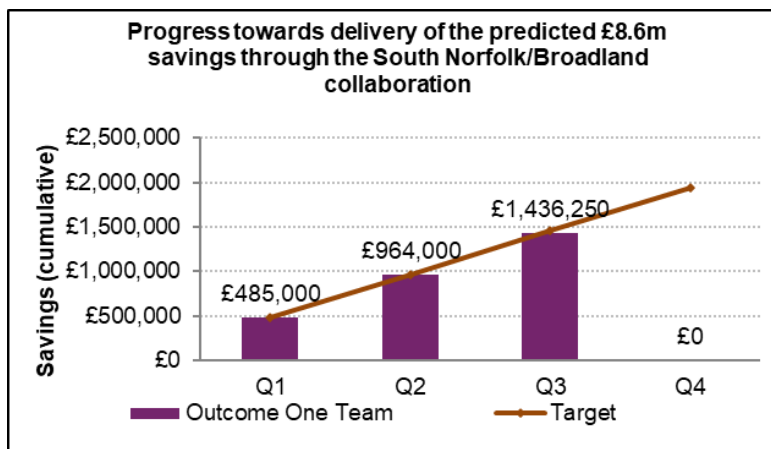
Appendix 2

South Norfolk Council – Delivery Measure Performance for Quarter 3 2022/23

Appendix 2 provides a detailed overview of the performance of the Council against its Delivery Plan.



Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration (Measure reference 1)



COMMENTS

Portfolio holder: Cllr Adrian Dearnley

Measure Owner: Rodney Fincham

Description of the performance this quarter

In 2018, the Council agreed to the joint Feasibility Study, which began the collaboration between Broadland and South Norfolk. The Feasibility Study set out an indicative cumulative savings forecast of £8.6m over a five-year period.

The current five-year saving forecast for the collaboration is £8.274m, this saving is split 45/55 (BDC/SNC). The figure net of one officer team transitional costs is £7.009m - One Team transitional costs were charged to the relevant Council.

Some of the one officer team savings have been delayed, due to the impact of the Covid-19 pandemic. However, we are still on track to deliver annual savings of over £2.6m a year by year 5.

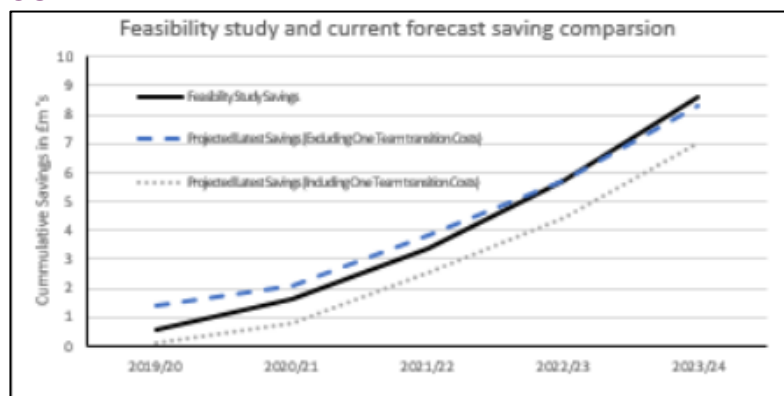
Potential implications No implications this quarter.

Action to be taken No actions to be taken this quarter.

RISKS

The identification of savings becomes increasing difficult over time, once the transformation of our processes, procedures and the way we work has been carried out.

CONTEXT

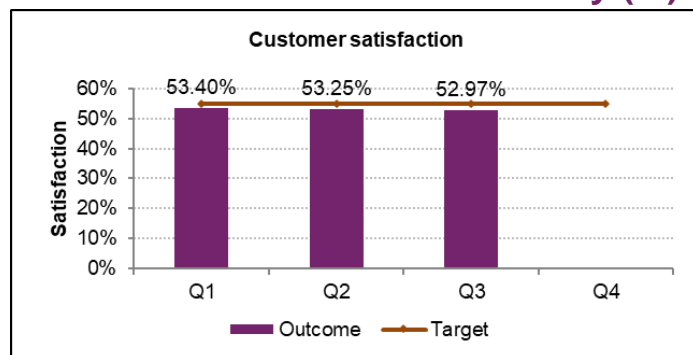


The table below shows the cumulative breakdown of the savings forecast by area.

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Senior Management	571	1,088	1,605	2,121	2,638
One Joint Officer Team	884	2,454	3,579	4,818	6,693
Contracts / Procurement	0	0	80	240	405
ICT Infrastructure Costs	0	-1,394	-1,394	-1,394	-1,394
Transition Costs	-69	-69	-69	-69	-69
	1,385	2,079	3,802	5,717	8,274
One Team transition costs	-1,265	-1,265	-1,265	-1,265	-1,265
	120	814	2,537	4,452	7,009



Customer satisfaction survey (%) (Measure reference 2)



Year End Success Target: 55%

COMMENTS

Portfolio holder: Cllr Kay Mason Billig

Measure Owner: Corinne Lawrie

Description of the performance this quarter

This measure focuses on overall satisfaction of our communication channels as part of our programme of work to improve the customer experience. This measure is the further split into satisfaction per communication channel; telephone and online. In Q3, we received a total of 627 responses (311 phone, 316 online) a significant increase on the previous quarter due to the introduction of a survey on our contact centre phone lines.

Potential implications

We are performing under our target of customer satisfaction on our online survey. We could therefore see demand increase through alternative channels if customers cannot find the information they seek through our website. This could also increase complaints for service areas.

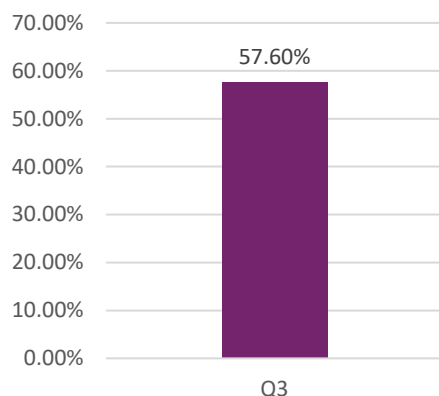
Action to be taken

Customer Experience and Insight Lead to continue to provide monthly customer satisfaction data to service managers and Ads for their review and action. Service managers to review this on a monthly basis and implement required improvements. If action is taken, we should expect to see an increase in satisfaction ratings in Q4 2022/Q1 2023. In Q4 Customer Experience and Insight Lead to attempt to map dissatisfied customers against the reason for their phone call to establish whether their dissatisfaction is due to the outcome of the phone call or the service they have received. Further insight to be provided in Q4. Service areas with higher abandonment rates to work alongside the Customer Experience and Insight Lead to continue to action improvement plans to reduce these in Q4.

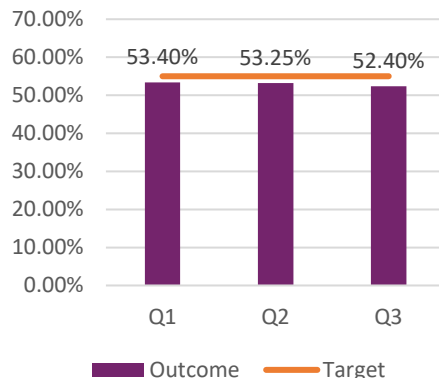
RISKS

None

Phone Survey - Overall Satisfaction



Online - Overall Satisfaction



Telephone Customer Satisfaction Survey

In Q3, we went live with our customer satisfaction survey on our contact centre lines therefore, Q3 only data is provided.

- Aside from October, we have performed above our target of 55% with a Q3 result of 57.6%.
- 163 customers out of 311 gave us an overall satisfaction rating of “satisfied”.

Online Survey

- In Q3 we have performed under our target of 55% with a result of 52.4%.
- 163 customers out of 316 respondents gave us an overall satisfaction rating of “satisfied”. A decrease when compared to Q3 of 2021. In Q3 2021 customers were more satisfied with our “on time delivery/resolution” than in Q3 2022. In Q3 2022, customers have become more dissatisfied with “our online website help”.
- We need to review the information we are providing through our online channels to ensure customers can access the information they require and to understand customer expectations in transacting on our website.

Dissatisfied Customers

The highest volume of dissatisfied customers indicated dissatisfaction with the following service areas:

- Council Tax
- Waste and Recycling

Satisfied Customers

Across both surveys, we saw the most satisfied customers in the following service areas:

- Benefits
- Council Tax
- Waste and Recycling

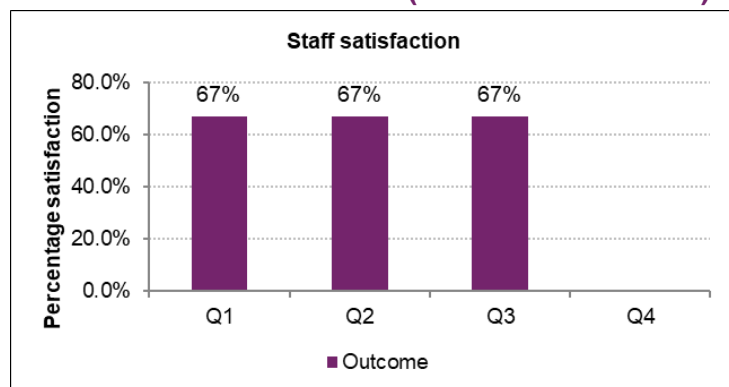
Abandonment Rates – Telephones

- The average abandonment rate on our Contact Centre lines continues to remain low in Q3 (7%). We have greatly improved performance on our contact centre lines in terms of abandonment percentages. Previously (February to July) we were seeing an average of about 13%. Continued intervention proves valuable as abandonment rates have been consistently falling since July 2022.

The average abandonment rate on our Call Queue lines in Q3 was 12%. The call queues with the highest abandonment rates for the quarter were seen in Planning.



Staff satisfaction (Measure reference 3)



Year End Success Target: Continual Improvement

COMMENTS

Portfolio holder: Cllr Adrian Dearnley

Measure Owner: Emma Hodds

Description of the performance this quarter

The annual measure is aimed at looking at the progress towards our ambition to be an employer of choice. The staff survey in June 2022 resulted in a 66% completion rate across the organisation, with a 67% total engagement score, based on average scores over the 40 questions asked. 67% indicates a good level of engagement across the workforce and we will continue to ensure these levels are not only maintained but increased. It was very encouraging to see the top four positive responses across the teams related to line managers:

- I am able to talk to my manager about any concerns I have
- My manager is fair
- I know what my manager expects of me
- I have a high trust relationship with my line manager

Potential implications

Areas with a lower satisfaction score covered areas including pay, retention of staff, workloads and trust in the more senior managers.

Action to be taken

To address these issues, action plans in every team across the organisation have been developed with managers and their teams, to identify issues and suggest solutions for improvements to all areas, but with a particular focus on the lowest scoring areas. The employee engagement model is around continuous feedback from employees, this survey is the baseline from which the future engagement surveys will be evaluated and regular Pulse surveys will also be undertaken to evaluate hot topics, such as the upcoming move to the Horizon building.

RISKS

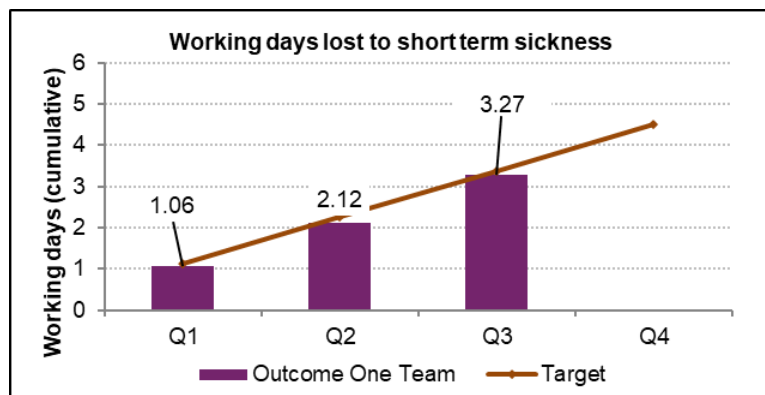
Covid-19 continues to increase sickness rates as expected, especially with some large operational staff groups not able to work from home. We have also seen an increase mental health related sickness absence, which we are working hard to tackle with earlier support interventions, mental health awareness training for all managers and more innovative, tailored support for staff. The main risk is a potential reduction in available staffing levels causing service disruption across the Councils, however this is mitigated through the active management of both long- and short-term sickness levels.

CONTEXT

Rates for Q3 2022-23 are higher than those seen for the same period in 2020-2021, which reflects the national trend with Covid-19 effecting these figures significantly.



Staff absence levels – working days lost to short term sickness per FTE (Measure reference 4)



Year End Success Target: 4.5 days

COMMENTS

Portfolio holder: Cllr Adrian Dearnley

Measure Owner: Emma Hodds

Description of the performance this quarter

For Q3, staff short term absence rates sit at 1.15 working days lost per FTE, with a cumulative number of 3.27 working days lost to the end of Q3. This falls slightly within the the One Team providing a green status. In comparison, long term sickness figures are lower at 0.95 working days lost per FTE for Q3, with a cumulative total of 3.16 at the end of Q3.

Potential implications

It is worth highlighting that an increase in sickness rates over the Winter months of October, November and December is not unusual, with the most short-term absence days lost to Coughs, Colds and Flu.

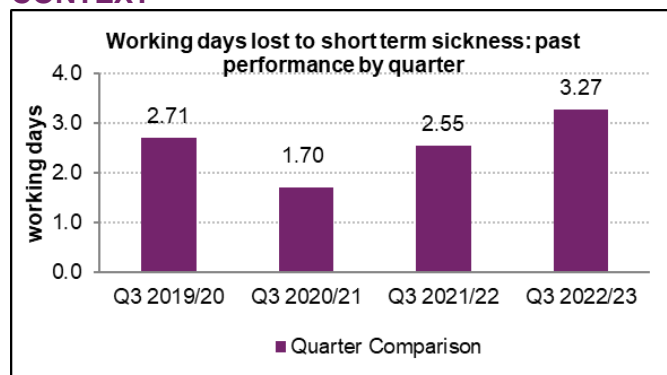
Action to be taken

Work continues to support employees off on long term sickness absence to facilitate successful returns to work where possible.

RISKS

The main risk with sickness is repeated absence which puts pressure on teams, which can in turn impact on service delivery and in turn customer satisfaction. This is mitigated through the careful and active management of both long- and short-term sickness levels along with a more focussed approach working with our occupational health provider.

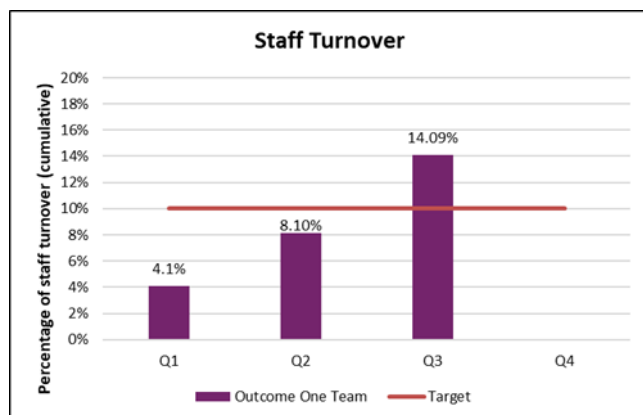
CONTEXT



Rates for Q3 2022-23 are higher than those seen for the same period in 2020-2021, which reflects the national trend with Covid-19 effecting these figures significantly.



Staff retention (Measure reference 5)



Year End Success Target: 90% retention (10% turnover)

COMMENTS

Portfolio holder: Cllr Adrian Dearnley

Measure Owner: Emma Hodds

Description of the performance this quarter

The graph to the left shows staff retention in the form of turnover. The quarterly turnover figure is 4.1% for Q1, and 4% for Q2, and 5.99% for Q3 meaning a cumulative total to date of 14.09% turnover this financial year. This has resulted in a red RAG rating as this is above the 10% turnover we would expect in Q3 of the year.

This cumulative figure of 14.09% considers all leavers including those on fixed term and casual contracts. A further breakdown of our turnover in Q3 is detailed in the below table:

	Quarter 3			Total
	Oct-22	Nov-22	Dec-22	
Total Turnover Rate (All leavers) %	2.74	1.30	1.96	5.99
Total Turnover Rate (Excluding FTC's) %	2.46	1.21	1.96	5.61
Voluntary Resignation Rate %	1.42	0.37	0.98	2.76

Potential Implications

It is recognised that in some cases, employees may feel more comfortable and open giving feedback to someone who is not their line manager. Therefore, all employees will also be given the opportunity to have a face-to-face or virtual exit interview appointment with a member of the HR Team to encourage better quality, honest feedback.

Action to be taken

A "Deep Dive" exercise is also being carried out on areas of high turnover so allow us to understand a true picture of team cultures and why people are leaving and focus support in areas where turnover is greater. An extensive review has been undertaken of exit interviews to improve the amount and quality of the data to enable trends to be identified and remedial action taken to improve retention

rates. The new process will be rolled out across the organisation in Q4 and will be completely electronic and mobile accessible

RISKS

The risk being reduced service capabilities due to a reduction in staffing levels and/or difficulties in filling vacancies due to increased competition nationally. To mitigate this risk, more innovative places and methods of recruitment are being utilised, along with an improved induction process to increase retention, particularly in the first year of employment.

CONTEXT

In comparison to the previous year, the position is very similar. This effect is likely to continue whilst the national picture continues to reflect the “Great Resignation” and the re-evaluation of priorities for people following Covid.

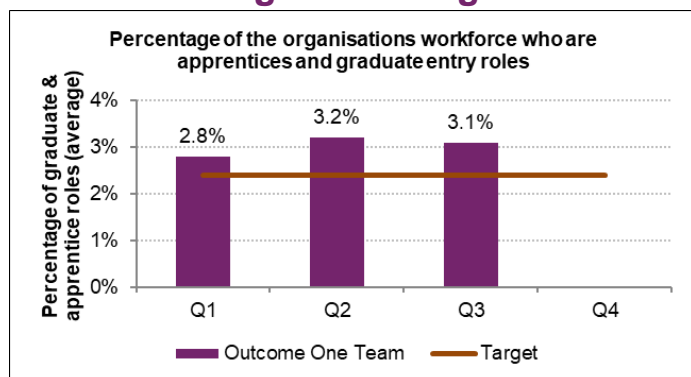
As we are unable to get local data as other Councils do not report on this measure, we have reviewed the recent national Xpert HR labour survey. This is currently reporting on 2022 data that around 1 in 6 employees i.e., 16.4% resigned from their roles in 2022 which is a notable increase from 9.6% voluntary resignation rate for 2021. Total turnover rate was 22.5% in 2022, which was again higher than the 14.6% recorded in 2021.

Note: total turnover is all leavers i.e., employer decision e.g., we have moved the staff on and staff have chosen to leave i.e. they have handed in their notice. For absolute clarity this includes; dismissals, retirements, mutual terminations, resignations, retirement, end of fixed term contracts.

Whereas voluntary resignation is just where the employee makes the decision to leave e.g., they have handed their notice in.



Percentage of the organisations workforce who are apprentices and graduate entry roles (Measure reference 6)



Year End Success Target: 18 new apprentices (2.4% of the workforce)

COMMENTS

Portfolio holder: Cllr Adrian Dearnley

Measure Owner: Victoria Finch

Description of the performance this quarter

For Q3, the percentage of the Organisations workforce in apprenticeships or graduate roles sits at 3.1% of the organisation headcount, or 31 apprentices and 1 graduate. This figure is 0.80% above the target, resulting in green RAG status. This is encouraging as it is a result of a conscious effort by the organisation to grow our own and recruit to more of these posts. The organisation continues to offer three different levels of apprentices; the more traditional entry level apprentice roles, undergraduate apprentices who study for their degree while working, for example in Environmental Health and post graduate apprentices studying for relevant qualifications, for example in Chartered Town Planning.

Potential Implications

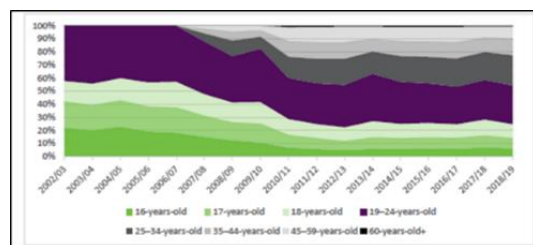
No implications this quarter.

Action to be taken

Whilst we are now spending our current monthly levy we have an excess balance built from previous years. Therefore, through discussions with managers we are looking to use more of our levy by offering apprenticeships as a way of development to colleagues where courses match skills needs. We are also exploring the transfer of 25% of our yearly levy payments to support apprentice delivery within our local SME's.

RISKS

Agile working can result in less face to face and development time for the individual. A low frequency of training providers in the local area has made it more difficult to source suitable courses for higher level apprenticeships and therefore we've not been able to use the levy when we would like to and other training options have had to be found. This may result in not spending all the levy we have available to us.

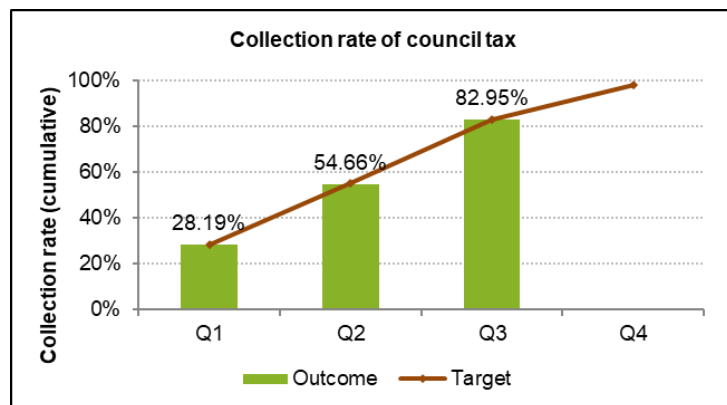


CONTEXT

The Councils were in line with other businesses with regard to apprentice and graduates starting and the LGA targets for public sector. The Councils apprenticeship strategy and recruitment activity has increased in order to fulfil our aims and quota for apprentices. Hence, the sharp increase in total numbers of apprentices and graduates seen in the figures provided.



Collection rate of Council Tax (Measure reference 7)



Year End Success Target: 98%

COMMENTS

Portfolio holder: Cllr Adrian Dearnley

Measure Owner: Rodney Fincham

Description of the performance this quarter

Collection rates are holding up well, and are in line with the target. Customer contact remains high, and the team are still reporting that the numbers of calls from customers that are experiencing financial hardship to be larger than in previous years. Renegotiating different payment arrangements makes it easier for many customers and prevents them falling into arrears. For those customers that have previously fallen into arrears, so far this year we have also collected over £1m in prior year debts.

Potential Implications

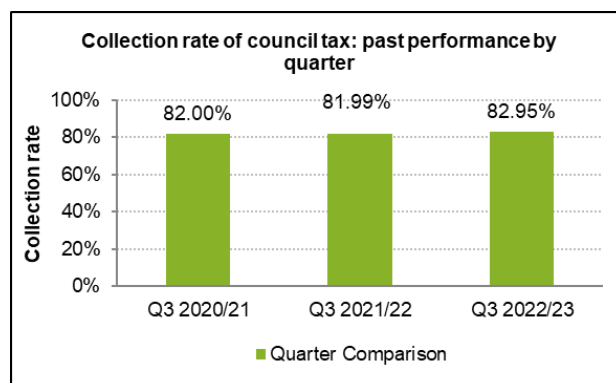
No implications this quarter

Action to be taken

No intervention required this quarter

RISKS

Conscious that the situation of individuals can change quickly so we constantly monitor payment arrangement, the levels of recovery activity (reminders etc) as well as collection rates on a monthly basis.



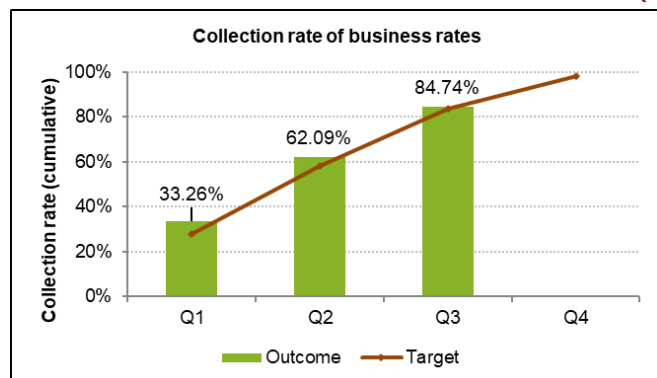
CONTEXT

Our collection rates remain amongst the best in the country. In 2021 England overall collection rate was 93% with district authorities at 95%.

Cumulative performance for Q3 22/23 is 82.95% which is ahead of the same period for 21/22 and in line with pre-pandemic collection (82.55%).



Collection of Business Rates (Measure reference 8)



Year End Success Target: 98%

COMMENTS

Portfolio holder: Cllr Adrian Dearnley

Measure Owner: Rodney Fincham

Description of the performance this quarter

Collection rates are holding up well and are in line with the target.

Applications continue to be received to the Covid Additional Relief Fund (CARF) – a fund made available to businesses that continue to suffer a downturn in trade as a result of the pandemic. Principally offered to those that could not access funding from some of the other Business Support grants. Working closely with colleagues in Economic Development £2.2m of support has been awarded to businesses across South Norfolk.

Q3 has also seen preparatory work start on new Rating Lists. Within the '2023 Reval' any properties subject to an increase will be protected by the introduction of a tapered transitional relief scheme. We continue to monitor the impact this may have on individual businesses as we head towards annual billing.

Potential Implications

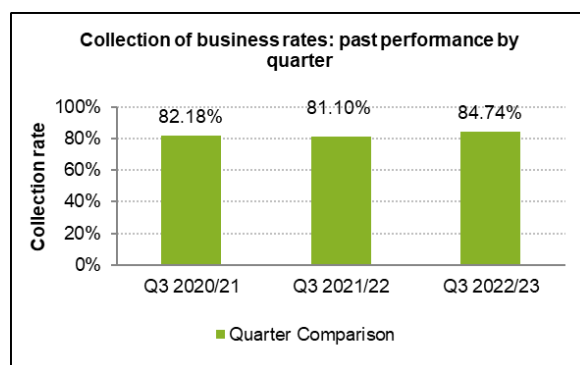
No implications this quarter

Action to be taken

No intervention required this quarter

RISKS

There are risks that collection rates could be adversely affected by a continuation of the economic downturn and, in 2023/24 by the introduction of the 2023 Revaluation. The team will be proactive in managing individual cases and will ensure that all support is provided (reliefs and discounts) where appropriate.



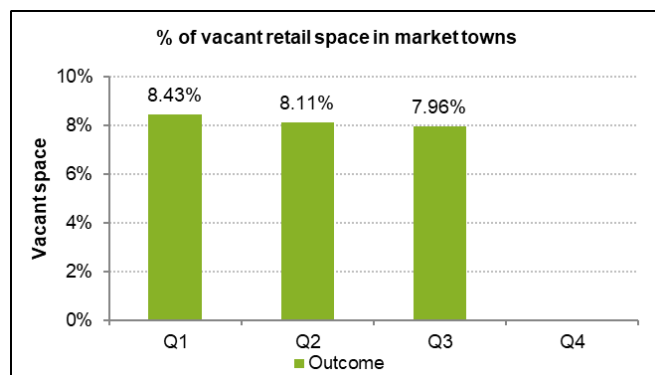
CONTEXT

Our collection rates remain amongst the best in the country.

Cumulative collection rates for Q3 (84.74%) are ahead of the same period in 2021/22 and are in line pre-pandemic levels.



Percentage of vacant retail space in market towns (Measure reference 12)



Year End Success Target: Less than 8% vacancy

COMMENTS

Portfolio holder: Cllr Lisa Neal

Measure Owner: Paul Chapman

Description of the performance this quarter

The vacancy level of retail units in the market towns across South Norfolk reduced overall across Q3. There was a reduction in the vacancy rate of 0.15% on the previous quarter end. Overall retail unit vacancy rate across the 3 market towns of Diss, Harleston and Wymondham stood at 7.96% at the end of Q3. Across Q3 the net movement is that there is one less vacant retail unit overall. Numbers of vacant units in Diss and Wymondham are currently above pre-pandemic levels, but in Harleston they are currently the same as pre-pandemic. The net shift during Q3 for each of these market towns is that there was one less empty unit in Diss, one less empty unit in Wymondham, and one more empty unit in Harleston (as a result of the McCoys chain insolvency).

Potential Implications

No implications this quarter.

Action to be taken

Note the improved situation in Diss and Wymondham. Continue to monitor the situation, particularly considering recently completed public realm improvement investment made in Harleston.

RISKS

The true economic impact of the Covid pandemic and cost of living pressures may not yet be presenting itself in terms of vacant units. Retail rate discounts are in place and will increase from 50% to 75% in 2023/24. Restrictions on retail and hospitality businesses have been fully removed but behaviour patterns of consumers formed during the pandemic may not return to their pre-pandemic levels.



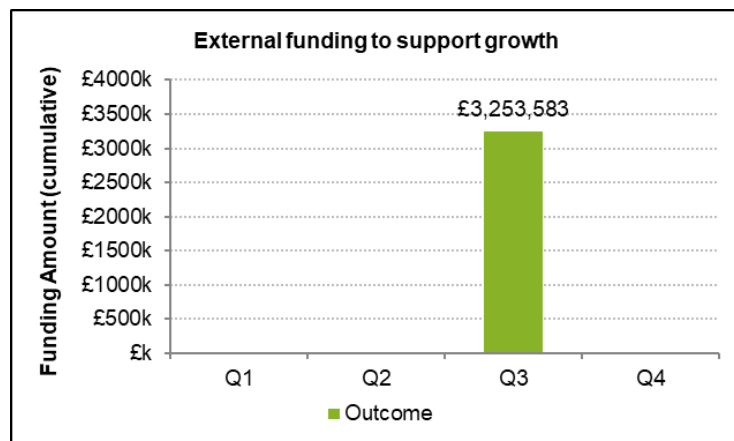
CONTEXT

The calculations of vacant retail space are based on snapshots of the Business Rates database at each quarter end date. There may sometimes be a slight delay in retail units closing or being reoccupied and information being provided to, and records updated by the Business Rates team.

The Business Builder programme of business support, training, mentoring and grants has opened in December 2022 to help support investment and growth in businesses. We are boosting the marketing of empty properties by featuring properties in our fortnightly newsletter to businesses.



External funding to support growth (Measure reference 14)



Year End Success Target: Significant investment to support the delivery of our key projects outlined in the Delivery Plan

COMMENTS

Portfolio holder: Cllr Lisa Neal

Measure Owner: Nina Cunningham

Description of the performance this quarter

Good progress has been made this quarter.

South Norfolk has signed an MoU for £1,590,485 (which includes a Council administration fee) from the UK Shared Prosperity Fund to support local businesses and communities to deliver an agreed set of outputs and outcomes by March 2025.

£1,626,098 has been secured from the Public Sector Decarbonisation Scheme. This will be used to support the refurbishment of two Council owned assets with more energy efficient heating systems. Funding can be drawn down from April 2023 and all works are expected to be completed by March 2024.

£37,000 has been secured from the Norfolk Investment Framework to develop a Hydrogen Strategy for the Cambridge Norwich Tech Corridor (CNTC) Norfolk. This represents 50% of the total award. Work is expected to start in April 2023.

Potential Implications

Delivery of new work streams are now in train.

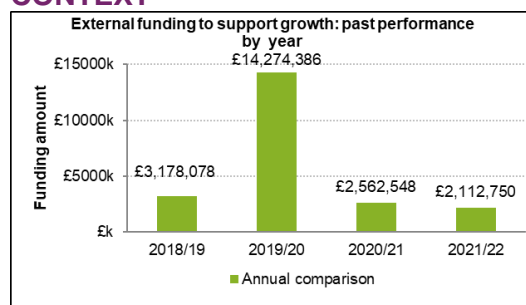
Action to be taken

Funding opportunities will continue to be sought.

RISKS

The current economic climate relating to securing additional public funding may prove challenging.

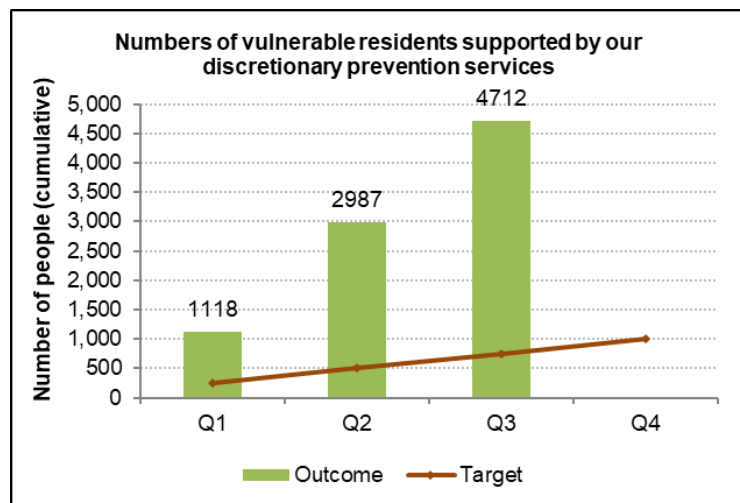
CONTEXT



Funding secured for this year to date exceeds funding for the two previous years. Work continues to identify and secure funding across the district for the delivery of identified projects.



Numbers of vulnerable residents supported by our discretionary prevention services (Measure reference 15)



Year End Success Target: 2,000

COMMENTS

Portfolio holder: Cllr Alison Thomas

Measure Owner: Mike Pursehouse

Description of the performance this quarter

The expansion of health-related activity, such as social prescribing, continues to result in an increasing volume of casework. The increased cost of living and services linked to this work, such as Household Support fund, has also led to more people contacting the Help Hub. We are working closely with the emerging health and wellbeing partnership to identify additional funding and partnership opportunities.

Potential Implications

Due to the way many of the Help Hub services are structured and funded, means that in most cases capacity has been enhanced as demand has increased. This will be monitored closely to ensure we can continue to meet demand.

Action to be taken

Continue with current activity including new pilots and projects. We will be reviewing and scoping our prevention programme in quarter four to ensure we have a sustainable model in the future.

RISKS

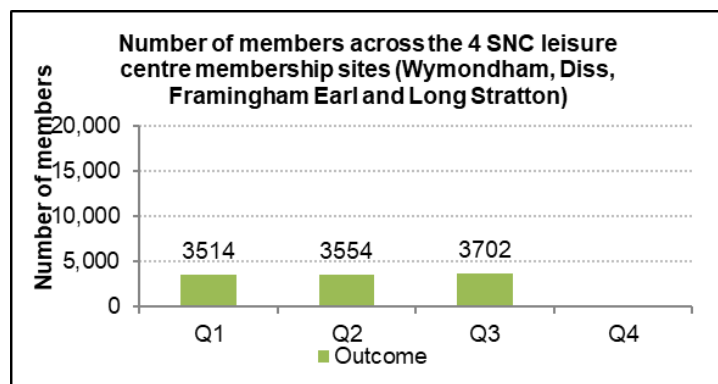
No risks in relation to target. As cost-of-living pressures continue, demand may outstrip resources and therefore will be monitoring demand closely and targeting resources where they can have the most impact.

CONTEXT

[Cost of living Cabinet report link](#) Cabinet report – December 2022



Number of members across the 4 SNC leisure centres membership sites (Wymondham, Diss, Framingham Earl and Long Stratton) (Measure reference 16)



Year End Success Target: 3,481 live members

COMMENTS

Portfolio holder: Cllr Richard Elliot

Measure Owner: Simon Phelan

Description of the performance this quarter

Total fitness membership across all centres at the end of December totalled 3,702. This is 91% of the pre-COVID level of 4,048. This is a 3% increase from quarter 2 and has increased from 2,211 in April 2021. Total fitness direct debits at the end of December totalled 3,301.

Year 2 DD recovery scenario targets by end March 2023:

- Scenario 1- 2,707
- Scenario 2- 3,229
- Scenario 3- 3,751 (100% of pre-COVID)

South Norfolk leisure centres are estimated to have added a social value to the wider community of at least £3,312,509 during the last 12 months (according to Sport England's Moving Communities data). Total footfall for the 9 months April-December 2022 is 583,871. This is 143,121 higher than the same period last year and is predicted to not be far behind the 2018/19 footfall level.

A focus on more targeted and high impact promotional messages and campaigns has been maintained. A clear marketing strategy has also been produced and bespoke marketing role for leisure will also shortly be appointed to help implement this.

As part of this improved marketing and digital presence, a new bespoke South Norfolk Leisure website will go live at the end of January. This will significantly enhance the customer journey, promote the leisure centres more effectively and help drive sales and customer engagement.

New state of the art gym equipment has been installed at Diss and Wymondham and customer and staff feedback has been very positive.

A mystery shopper exercise is now underway, along with a comprehensive customer benchmarking survey.

Potential Implications

Sport England commissioned the Sport Industry Research Centre (SIRC) at Sheffield Hallam University to quantify the financial, economic and social impact of sport and physical activity in England ('Social Value').

This research provides evidence that sport and physical activity contributes value to society across a wide range of social outcomes, and that the value of these outcomes is greater than the costs. It

also demonstrates that sport and physical activity generates impact across multiple government outcomes, potentially making it a cost-effective intervention for addressing social issues across multiple policy areas.

Action to be taken

Continue to focus on improving customer engagement, satisfaction and marketing initiatives to drive member recruitment and retention.

Ensure pricing is competitive and look at attractive added value for members.

Continue to explore mitigation to rising energy costs, such as solar and the decarbonisation scheme.

Continue with staff training to ensure a great customer experience.

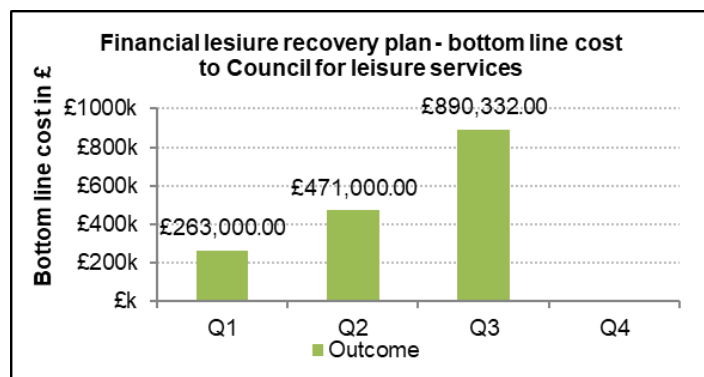
RISKS

- Cost of living crisis
- Energy cost increases - particularly in relation to swimming pool costs and government support finishing in April
- Slowing of membership growth
- Budget gyms with low-cost membership have opened near to Norwich
- Future pricing strategy - an increase in prices is likely to be needed after 3 years without one

CONTEXT

Membership numbers remain positive and showing growth are on track with recovery scenarios. A strong last quarter will be required, during a historically important period for the leisure industry. The cost-of-living crisis remains a challenge for leisure spend. With that in mind, considering future pricing strategies, against the backdrop of substantial rising operational costs will be a difficult balance. Ensuring members perceive they are receiving value for money and adding additional benefits to their membership package is more important than ever. The work around customer insight and satisfaction will help to inform decisions going forward and allow us to understand what we do well and where improvement is needed.

Financial leisure recovery plan – bottom line cost to Council for leisure services (Measure reference 17)



Year End Success Target: £946,390

COMMENTS

Portfolio holder: Cllr Richard Elliot

Measure Owner: Simon Phelan

Description of the performance this quarter

The financial position at the end of December is showing leisure £24,206 ahead of budget. This has resulted in a net cost to the Council of £890K during the 9-month period of April to December 2022.

Potential Implications

The huge rise in utility costs could result in budget and recovery scenarios not being achieved. An increase in pricing from April 2023 will be needed, in order to try and bridge this gap and reduce the subsidy required from the Council.

Action to be taken

Continue to manage costs effectively and efficiently and mitigate against rising energy costs where possible. Installation of solar panels and batteries with help with limiting the impact of rising utility costs.

RISKS

- Cost of living impact, resulting in a reduction on leisure spend
- Energy cost increases - particularly in relation to swimming pool costs and ability to achieve budget
- Potential plateau of membership numbers

CONTEXT

Agreed COVID recovery scenarios:

- Scenario one (worst case) – Would take the service back to pre-COVID position by April 2024 and cost neutral by end of March 2025.
- Scenario two (stretched target) – Would take the service to cost neutrality by April 2024.
- Scenario three – (best case/ maximum membership) – Would make the service profitable by April 2024

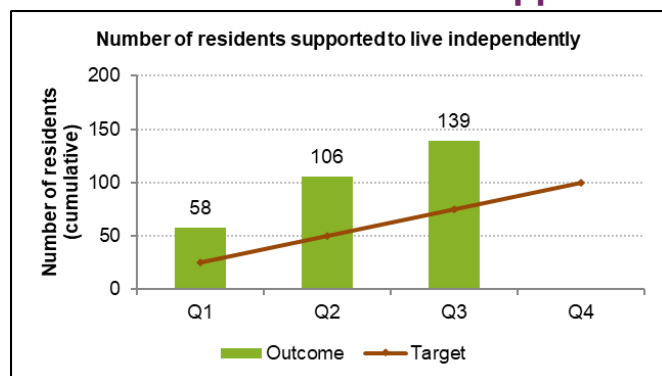
The 2021/22 end of year financial position for the leisure service, was a total bottom-line cost to the Council of £1,049,147.

The agreed maximum annual subsidy for each recovery scenario in year two is:

- Scenario one - £946,390 (in line with budget)
- Scenario two - £599,972
- Scenario three - £198,012



Number of residents supported to live independently (Measure reference 18)



Year End Success Target: 100 residents

COMMENTS

Portfolio holder: Cllr Alison Thomas

Measure Owner: Mike Pursehouse

Description of the performance this quarter

During Q3 of 2022/23, 33 Disabled Facility Grants (DFGs) and 10 additional grants have been completed, totalling 43 homes supported. These figures compare to 45 DFGs, 20 additional grants in Q3 of 2021/22.

Potential Implications

By the end of December, £921,586.01 of the Better Care Fund allocation had been spent, out of the total £1,035,425. A further amount of £469k of committed funds remained outstanding at the end of the quarter. We had a carry forward from 2021/22 of £195k and with our current case turnaround period there is no significant overspend anticipated within this financial year.

Action to be taken

Continue our current performance monitoring. We spend all our grant fund each year. Housing adaptations are an important part of prevention, but the team are scoping how we can utilise our low-level grant schemes to reduce the number of adaptations in favour of early support to help people remain independent.

RISKS

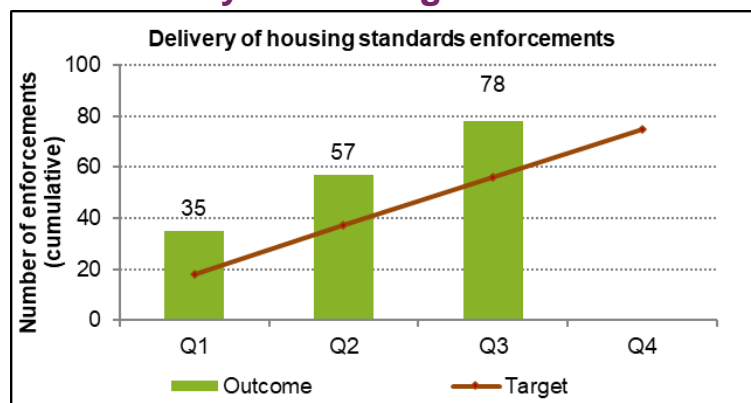
Most of the work undertaken by the Housing Standards team relates to residents who may be clinically or extremely vulnerable. We continue where it is appropriate to use PPE and social distancing, as some residents remain understandably apprehensive allowing people into their homes. Recently our work has most significantly been impacted by delays in supplies and materials for trades, as well as availability of contractors. We have expanded our contractor base to address this issue. We are also reviewing how we work with some Housing Associations, bringing these adaptations in line with our owner occupier/private tenant work.

CONTEXT

One of our key responsibilities is to support residents to remain safely in their own homes, which helps to reduce pressure on other services, as well as enabling residents to remain independent and confident in their own homes. We can support residents in a variety of ways, with our key focus being on DFGs that enable us to physically adapt properties to meet the needs to the individual. Our yearly target enables us to judge how many people we can support, by assessing trends in cost, complexity, delivery levels and resources



Delivery of housing standards enforcement (Measure reference 19)



Year End Success Target: 75 enforcements

COMMENTS

Portfolio holder: Cllr Alison Thomas

Measure Owner: Mike Pursehouse

Description of the performance this quarter

In Q3 of 2022/23, 21 disrepair complaints have been resolved, along with 1 occurrence of gypsies and travellers in the South Norfolk area. This compares to 20 disrepair complaints and no reports of travellers in Q3 of 2021/22.

Potential Implications

The team can meet present demand through our current resource. It is possible that demand may increase due to the cost-of-living crisis and greater awareness of damp issues. Housing providers have been supportive of this agenda and are engaging well with the council, our enforcement officers are able to resolve the majority of issues, through engagement rather than enforcement.

Action to be taken

Monitor demand and delivery.

RISKS

Our team have resumed inspecting most cases in person, although still with PPE use and social distancing where it is appropriate. The complaint demand is currently within our team's capacity, alongside dealing with several additional projects this quarter.

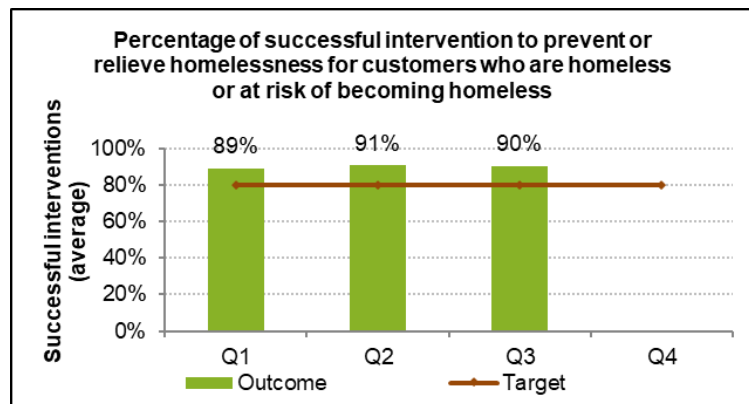
CONTEXT

A key aim of the Council is to ensure that we deal appropriately with private sector landlords who rent their properties out, and to ensure that these properties are maintained to an acceptable standard. This work includes identifying, registering, and monitoring Houses of Multiple Occupation (HMOs) to ensure they are safe, compliant and are not used for exploitation.

We ensure that unauthorised gypsy and traveller sites are dealt with appropriately, balancing the welfare of gypsies and travellers, with the impact on the local community. Through this quarter, our enforcement resource has also been impacted by the Homes for Ukraine scheme and the required support in performing home safety visits.



Percentage successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless (Measure reference 20)



Year End Success Target: 80% successful interventions

COMMENTS

Portfolio holder: Cllr Alison Thomas

Measure Owner: Mike Pursehouse

Description of the performance this quarter

Performance remains strong within the housing team to prevent homelessness at every opportunity. The team are focussed on mitigating the external factors causing additional demand on the team from an operational point and strategic view. The team are being empowered with external funding, which enables a small amount of funding to prevent homelessness, which is more efficient but also improves outcomes for residents. There continues to be a proportionately small number of residents that we cannot prevent homelessness for, which is leading to continued temporary accommodation costs. At present 50% of failed prevention are still caused by the end of private rental tenancies and domestic abuse.

Potential Implications

Workloads remain unsustainable, and demand continue to put pressure on financial resources, through increased demand, and limited move on options.

Action to be taken

Cabinet has agreed to further recruitment to ensure resilience within the team and a temporary accommodation programme to purchase additional units.

RISKS

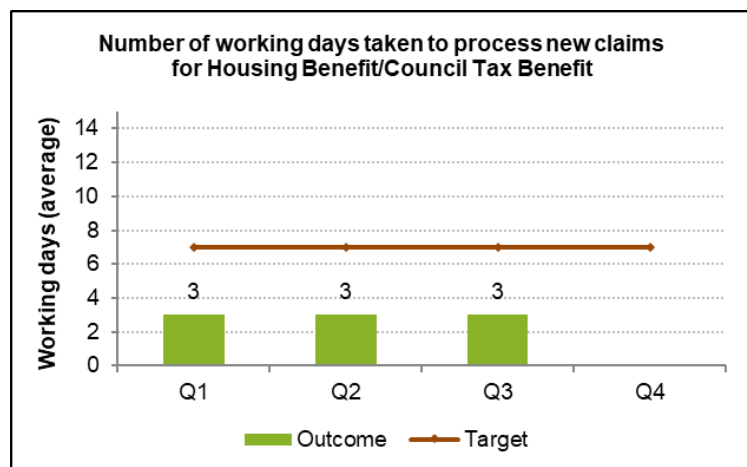
- On top of the humanitarian considerations, failure to prevent will increase revenue spend on temporary accommodation
- Continued expectations on officers holding greater than recommended caseloads will prompt mistakes and eventual sickness, which in turn will further embed the issue

CONTEXT

[Cabinet report link](#) Best in class housing report.



Number of working days taken to process new claims for Housing Benefit/Council Tax benefit (Measure reference 21)



Year End Success Target: 7 working days

COMMENTS

Portfolio holder: Cllr Alison Thomas

Measure Owner: Mike Pursehouse

Description of the performance this quarter:

Team performance remains outstanding. The now well-established team can meet sustained demand from our consistent caseload. The energy rebate scheme concluded in November, making sure circa £150k worth of additional support was provided to those most impacted by the cost of living, specifically the increase in fuel costs the team was then able to catch up with any incurred back log. The team is now also utilising the low-income family checker to find residents currently on our system who not receiving all the assistance they are eligible for so that they can visit. These are our most vulnerable residents who often do not have the ability or confidence to apply.

Potential Implications

The quick assessment of benefit claims and change of circumstances makes sure authority error remains at its lowest point, reducing customer overpayments and incurred debt. It is also making sure people are sustainably advised correctly how much council tax liability they have. The alignment of our Council tax assistance schemes and implementation of the variance scheme has allowed for this sustained level of top quartile performance making sure the team can be as proactive as they are now.

Action to be taken

No intervention required this quarter

RISKS

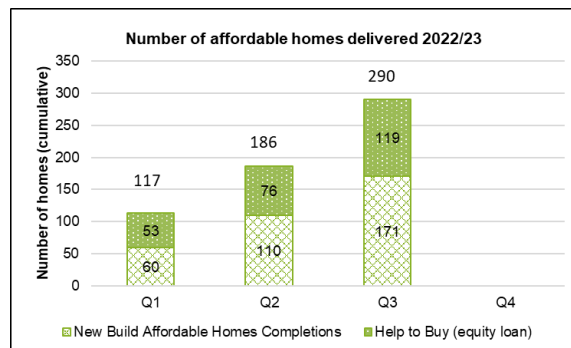
- £25.00 alternative fuel scheme is a further example of additional work being placed on the team. Whilst the team has sufficient resilience to soak up one scheme at a time the government is looking to spot scheme to meet political demands, if two were to occur at once the team would struggle
- The one team are undergoing a transition as they move onto one data system. This is going to mean more resource requirements, especially during testing and training. The team have made sure that they remain very much on top of their work so that they are not going into the new system implementation with any backlog. Risk is that this implementation work is greater than advised and expected. Officers believe this is a small risk.

CONTEXT

The team remain in a very strong position being the 14th best performing team nationally, very much top quartile.



Number of affordable homes delivered (including help to buy) (Measure reference 22)



Year End Success Target: Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment. The Local Housing Needs Assessment (HNA) for Central Norfolk (2021) indicates a yearly target of 169 new affordable homes for South Norfolk.

COMMENTS

Portfolio holder: Cllr Alison Thomas

Measure Owner: Keith Mitchell

Description of the performance this quarter

The cumulative total of new-build homes completed is 171, so the annual target for South Norfolk (169) has been achieved. The 61 completions during Q3 were by national housebuilders (in Wymondham, Hethersett and Cringleford) and by local/regional builders (in Bawburgh, Cringleford, Poringland, Swardeston and Trowse). The total includes the first two sales of First Homes in South Norfolk. Built by Persimmon Homes in Easton, using government funding, they were bought by first-time buyers at 70% of their market value. Four more homes will follow through this scheme. We have also seen continuing completion of Help to Buy (equity loan) dwellings. The government reported the sale of 43 homes through Help to Buy, bringing the cumulative total to 119. This brings to 290 the grand total of completions by the end of Q3. However, the Help to Buy scheme, funded by the Government, is to end in March 2023, so we expect figures to taper off.

Potential Implications

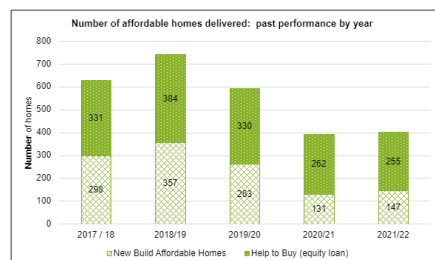
The Council continues to address the increasing housing need across the district

Action to be taken

No intervention required this quarter

RISKS

We have already achieved the Local Housing Need Assessment target for 22/23. The increase in interest rates may reduce the number of market sales during 2023, and this might delay the delivery of affordable homes through s106 planning agreements in the medium term (into 2024). However, this should be balanced by housing associations' 100% affordable schemes in Easton and Wymondham. Consequently, similar new-build totals are likely to be completed by them in 23/24.

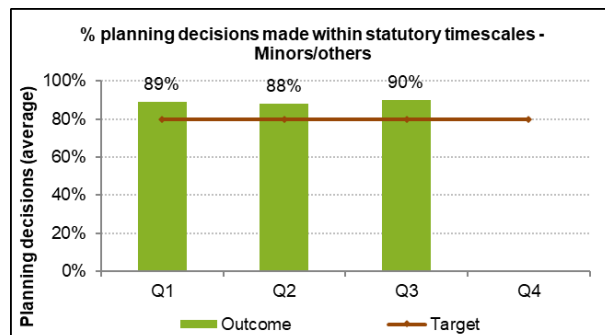


CONTEXT

Despite uncertainties caused by interest rate rises, homes being delivered through s106 planning agreements are under construction, and none of the builders and housing associations have indicated they expect major slippage. Despite the uncertainties caused by rising interest rates, we remain cautiously optimistic that the high levels of delivery can be maintained into 2023.



Percentage of planning decisions made within statutory timescales – minors/others (Measure reference 24)



Year End Success Target: 80% minors/others in agreed time

COMMENTS

Portfolio holder: Cllr Alison Thomas

Measure Owner: Helen Mellors

Description of the performance this quarter

Performance has improved this quarter with 93.8% of applications determined in time within Q3 (230 out of 245 applications) bringing the average for the year to date to 90%. 129 applications were determined in the statutory time period of 8 weeks and a further 101 were determined in an agreed extension of time.

The national average for "Other" applications determined in 8 weeks or agreed time limit for Q3 in 2021 was 84%.

We are now measured as part of a national measure for a rolling 2-year performance. If we fall below the national measure of 70%, we will have special measures introduced. Our current rolling 2-year performance for minors/others is 88.7 %, which against the national target of 70% is good, and as such the Authority is not at risk of special measures. "Other" applications include advertisement consent, Listed Building consent, Certificates of Lawfulness, etc

Potential Implications

No implications this quarter

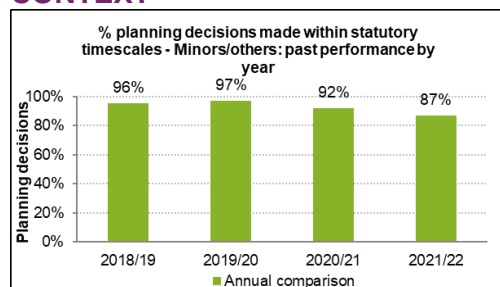
Action to be taken

No intervention required this quarter

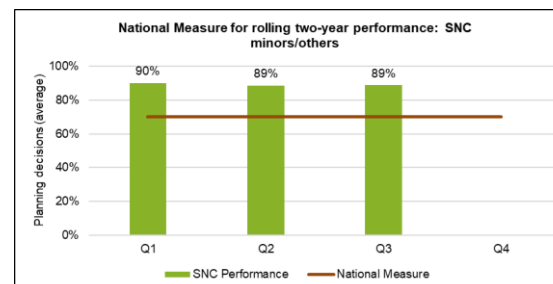
RISK

We are above our target of 80%. We are exceeding the national target of 70%, so there is currently no risk

CONTEXT



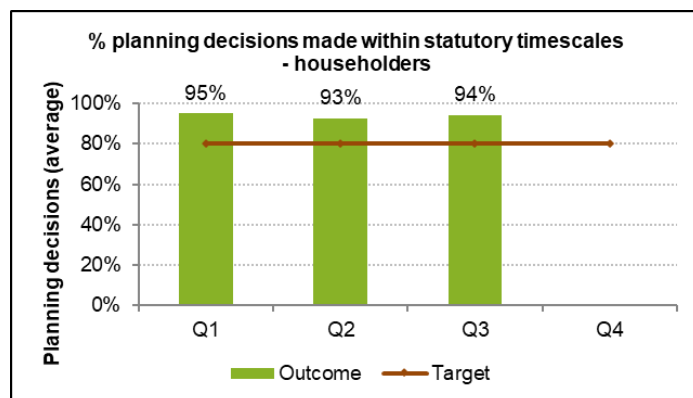
The graph above shows a comparison for previous years.



This graph above shows the 2 year rolling average



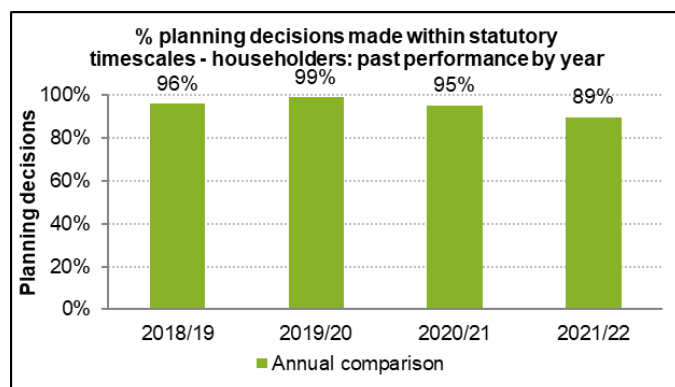
Percentage of planning decisions made within statutory timescales - householders (Measure reference 24)



Year End Success Target: 80% of decisions

RISKS

We are exceeding our measure of success of 80%. The team continues to work hard to ensure extensions of time are agreed and we continue to employ additional resources to maintain and improve performance to ensure we meet targets.



COMMENTS

Portfolio holder: Cllr Alison Thomas

Measure Owner: Helen Mellors

Description of the performance this quarter

Performance has improved this quarter with 96.8% of applications determined in time within quarter 3 (120 out of 125 applications) bringing the average for the year to date to 94%. 84 applications were determined in the statutory time period of 8 weeks and a further 37 were determined in an agreed extension of time. 14% were determined in 6 weeks or less.

Potential Implications

No implications this quarter

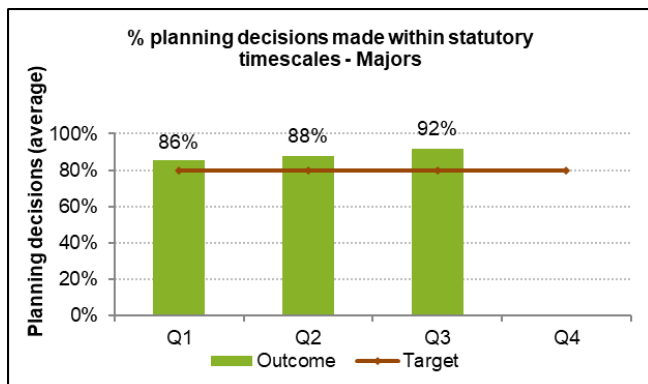
Action to be taken

No intervention required this quarter

CONTEXT

The graph to the left shows a comparison for previous years.

Percentage of planning decisions made within statutory timescales - majors (Measure reference 24)



Year End Success Target: 80% of decisions

COMMENTS

Portfolio holder: Cllr Alison Thomas

Measure Owner: Helen Mellors

Description of the performance this quarter

In Q3 100% of applications were determined in time (9 applications out of 9) bringing the average for the year to date up to 92%. 1 application was determined within the statutory time limit and 8 were determined within an agreed extension of time. The national average for "Major" applications determined in 13 weeks or agreed time limit for Q3 in 2021 was 86%. We are now measured as part of a national measure for a rolling 2-year performance. If we fall below the national measure of 60% we will have special measures introduced. Our current rolling 2-year performance for majors is 87.2%, which is against the national target of 60% means the Authority is not at risk of special measures

Potential Implications

No implications this quarter

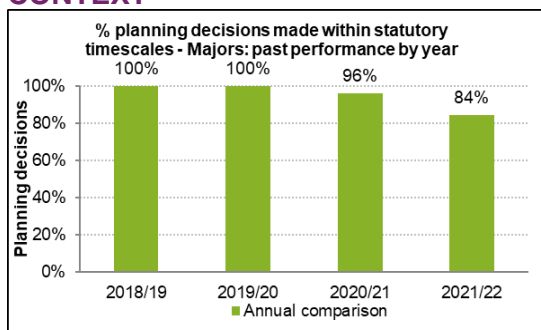
Action to be taken

No intervention required this quarter

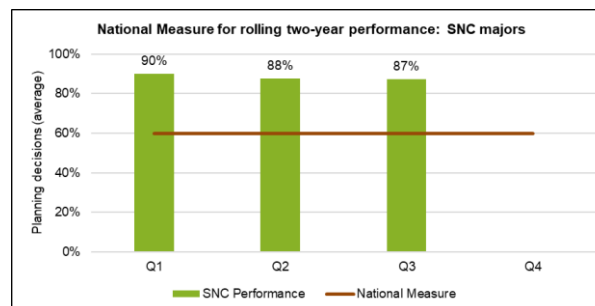
RISKS

We are above our internal measure of success of 80%. We are in excess of the national measure of 60% both for the quarter and the rolling two-year measure and as such, are not at risk of special measures. We continue to work with the team to ensure extensions of time are agreed and are seeking additional resources to ensure we meet targets.

CONTEXT



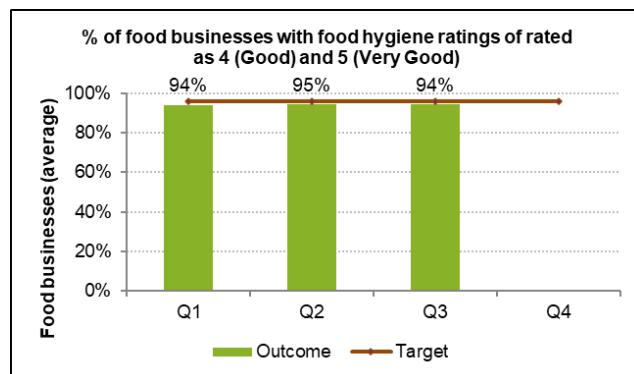
The graph above shows a comparison for previous years.



The graph above shows the 2 year rolling average performance



Percentage of food businesses with food hygiene ratings of rated 4 (Good) and 5 (Very Good) (Measure 25)



Year End Success Target: 96%

COMMENTS

Portfolio holder: Cllr Graham Minshull

Measure Owner: Leigh Chant

Description of the performance this quarter

This measure shows businesses within the Food Hygiene Rating Scheme (FHRS) with a rating of 5 (very good) or 4 (good) - representing a total of 720 and 97 businesses respectively. There are a total of 868 food businesses within the Food Hygiene Rating Scheme; 22 more food businesses than the Q2 total. In Q3 we have seen a levelling off in the impact of COVID-19 pandemic upon ratings in our higher risk food businesses.

Potential Implications

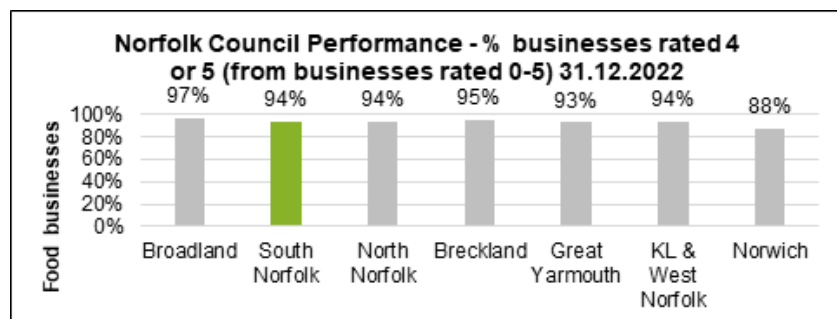
When trading in challenging economic conditions has an impact on profitability, we may see food business operators concentrating on survival and basic compliance (3-rating), rather than adopting higher standards required for 4 and 5 ratings.

Action to be taken

Continue to undertake the COVID-19 LA Recovery Plan and provide support and advice during all business contacts and intervention visits.

RISKS

We are yet to see what the impact has been upon food businesses with lower food risks (generally food retailers rather than catering), representing the bulk of inspections that will come forward in future COVID-19 LA Recovery milestones and intervention visits. Staff resources continue to be a known area of concern and were further impacted in Q2 by taking a successful prosecution (previously a zero-rated food business) and EHO staff resource commitment to the corporate IT migration project. We are also yet to see the full impact of the cost of living crisis and how customers with less disposable income impacts spending patterns in restaurant dining and food takeaways, and the longer term profitability of some food businesses.



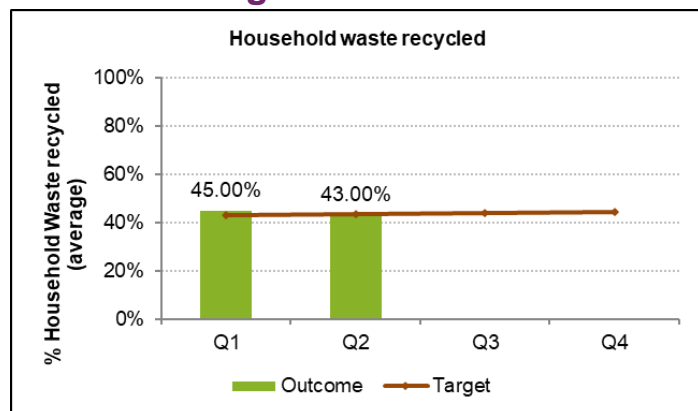
CONTEXT

The table benchmarks the percentage of food businesses with a Food Hygiene Rating of 4 or 5 in other Norfolk authorities.

Source: Food Standards Agency.



Percentage of household waste recycled (Measure reference 27)



Year End Success Target: 2% increase

COMMENTS

Portfolio holder: Cllr Graham Minshull

Measure Owner: Simon Phelan

Description of the performance this quarter

Note Q3 2022/23 data is not yet available. The information below relates to Q2 2022/23.

The total recycling rate in Q2 2022/23 was 40.9% which is a decrease of 3.9% from Q1. This decrease is mainly due to seasonal variation impacting the amount of garden waste collected. Further analysis of the data shows that the dry recycling rate showed a positive increase of 2.5% whilst the composting rate (garden waste) decreased by 6.4%.

Potential Implications

Impact on overall year-end recycling rate and reduced income from recycling credits.

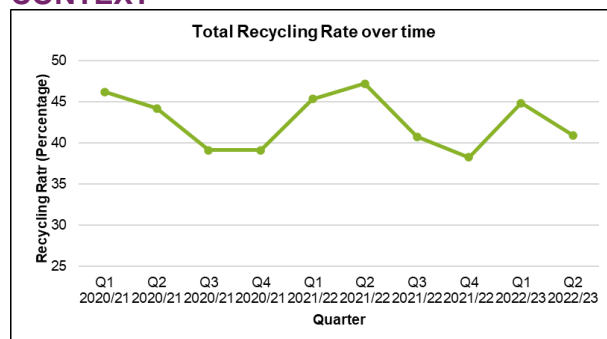
Action to be taken

The launch of the ReCollect App that includes information of recycling and the recruitment of a Strategic Recycling officer is currently underway who add extra capacity and support to driving an increase in the recycling rate. Officers are also in the process of engaging technical support, following a recent audit by WRAP, to develop a range of measures and communications aimed at driving behavioural change.

RISKS

The key risks to not being able to continue to increase the amount of household waste that is being recycled, include increasing householder apathy towards recycling, a misunderstanding over what can go in which bin, leading to contamination or potentially recyclable materials being put in the residual waste.

CONTEXT



Comparing the amount of garden waste collected in this quarter to the same quarter last year shows there was a 1,867t decrease due to the dry summer, Q3 did show some recovery due an external growing season.

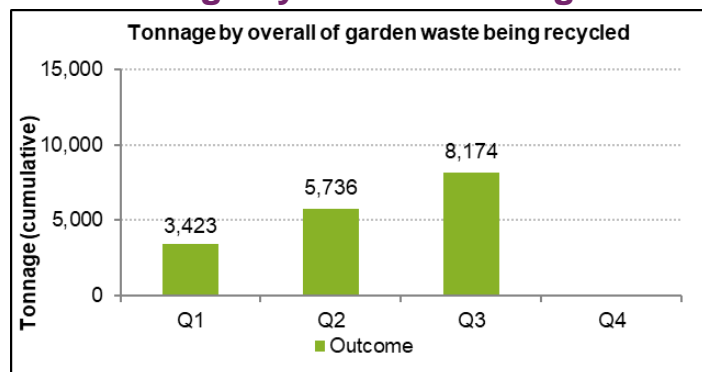
During Q2 the Council:

- Had a stand at the Norfolk Show to engage with residents
- Held a WEEE recycling event (small electricals) in Diss Recycling and rubbish information leaflet sent out to all households

The total recycling rate for all Norfolk authorities decreased in Q2 2022/23 compared to the same quarter last year, according to Waste Data Flow. This is due to a decrease in all authorities' garden waste tonnages due to the extremely dry summer.



Tonnage by household of garden waste being recycled (Measure reference 28)



Year End Success Target: Increase in tonnage

COMMENTS

Portfolio holder: Cllr Graham Minshull

Measure Owner: Simon Phelan

Description of the performance this quarter

2,438t of household garden waste was recycled in Q3 2022/23, this was a slight reduction of 64t compared to the same quarter last year and is a result of continued issues with the dry summer.

Potential Implications

Negative impact on overall year-end recycling rate and amount of recycling credits received, but this is off-set by reduced disposal costs.

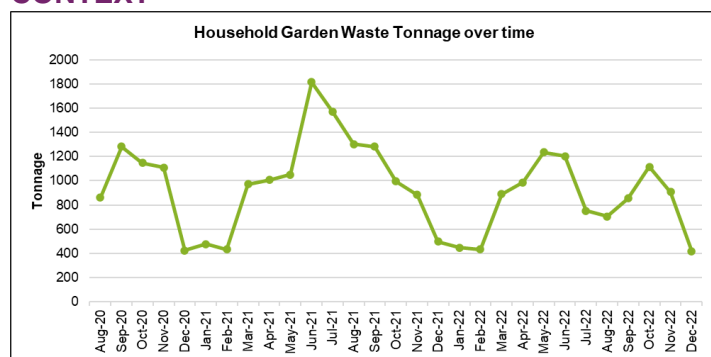
Action to be taken

No Intervention required this quarter

RISKS

- **Weather.** Drier and hotter months will lead to reduced growing and overall lower weight of garden waste in the service.
- **Pandemic behaviour changes.** National / international restrictions influencing whether residents are likely to stay at home or have more holidays that can influence gardening patterns.
- **Subscriber numbers.** Reduced number of subscribers due to financial pressures.

CONTEXT



Q3 2022/23 data is not yet available on Waste Data Flow to provide a comparison with other Norfolk authorities.



KGs of residual waste collected per household (Measure reference 29)

COMMENTS

Portfolio holder: Cllr Graham Minshull

Measure Owner: Simon Phelan

Description of the performance this quarter

Note Q3 2022/23 data is not yet available. The information below relates to Q2 2022/23.

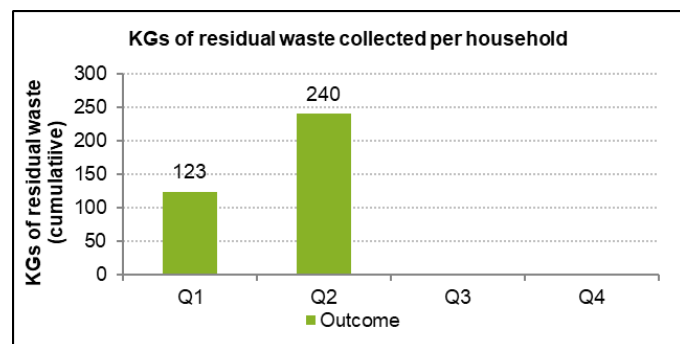
The total kgs of residual waste collected per household in Q2 2022/23 was 117.4kg/hh compared to 120kg/hh in Q1 2022/23. This is a positive decrease of 2.63kg/hh or 2.2%.

Potential Implications

Positive impact on overall year-end recycling rate as a reduction residual waste should have the impact of increasing the recycling rate.

Action to be taken

Continued promotion of recycling to encourage residents to place recyclable materials in the recycling bin rather than in the residual bin.

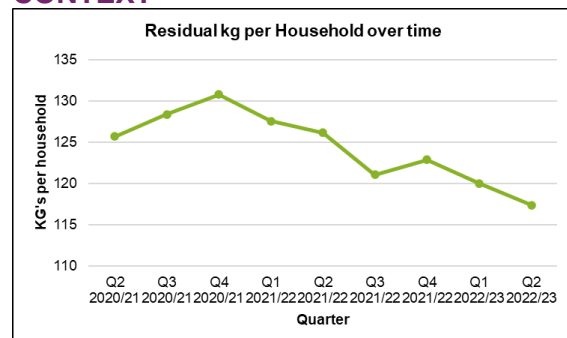


Year End Success Target: Decrease in KGs of residual waste collected per household

RISKS

Householder apathy to recycling or lack of knowledge over what can be recycled leading to materials that could be recycled being put into the residual waste and behaviour changes linked to the pandemic.

CONTEXT



Comparing Q2 2022/23 to the same quarter in 2021/22 shows that there has been a positive downward trend of 8.8kg/hh or 7.2% reduction in residual waste.

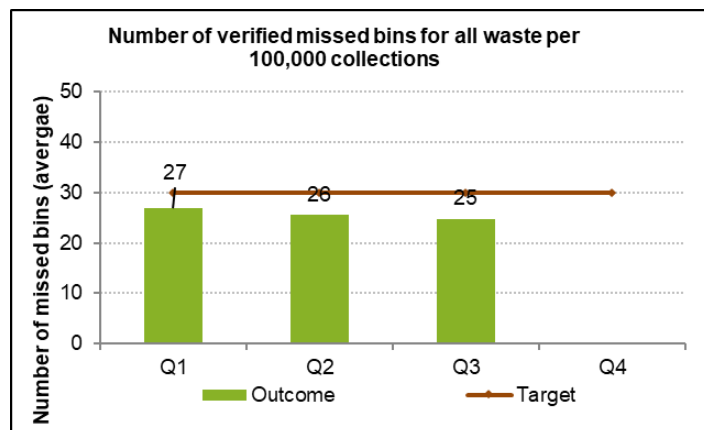
During Q2 the Council:

- Had a stand at the Norfolk Show to engage with residents
- Held a WEEE recycling event (small electricals) in Diss Recycling and rubbish information leaflet sent out to all households

Comparative data with other Norfolk authorities for Q2 2022/23 and the same period in 2020/21 shows a decrease in kgs of residual waste per household for all authorities. The largest decrease for this period was Norwich recording a 20.5kg/hh reduction.



Number of verified missed bins for all waste per 100,000 collections (Measure reference 30)



Year End Success Target: Less than 30 justified missed bins per 100,000 collected

COMMENTS

Portfolio holder: Cllr Graham Minshull

Measure Owner: Steve Williams

Description of the performance this quarter

22.86 (25 cumulative across Q1-3)

Potential Implications

Continued improvement from last quarter

Action to be taken

Continue to utilise in-cab technology to minimise the number of missed bins.

RISKS

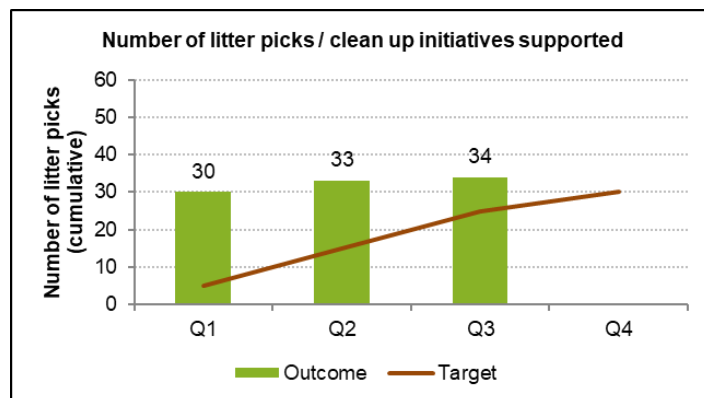
Housing growth within the district will necessitate additional waste collection rounds. Unfortunately, space constraints at Ketteringham Depot preclude expansion and opportunities to purchase additional land in the vicinity of the Depot have been explored and not developed any alternative solutions. This raises the requirement to purchase and develop a new depot site within a circa 24-month period.

CONTEXT

Missed bin performance continues to improve mirroring the trend for Q1 and Q2. The rationale for the improvement is the use of in-cab technology where the crews accurately report bins not being placed out for collection by residents, at the appropriate juncture and contamination. These categories would have previously increased the missed bin figures. The low rate of justified missed bins per 100,000 collected, is testament to the hard work and dedication of the collection crews and the efficient and effective organisation of the logistical operation at Ketteringham Depot.



The number of litter picks / clean up initiatives supported (Measure reference 31)



Year End Success Target: 30 litter picks/clean up initiatives

COMMENTS

Portfolio holder: Cllr Graham Minshull

Measure Owner: Simon Phelan

Description of the performance this quarter

Only one volunteer group was supported this quarter.

Potential Implications

The colder temperatures have meant that very few volunteers litter picks have taken place during the months of Q3. We support volunteer litter picking all year round, but most volunteers tend to organise litter picks in the spring/summer months.

Action to be taken

Plans are underway for The Big South Norfolk Litter Pick 2023 which will be advertised to volunteer groups and the public in Q4.

RISKS

Weather - Wetter cooler weather may discourage volunteers from taking part.

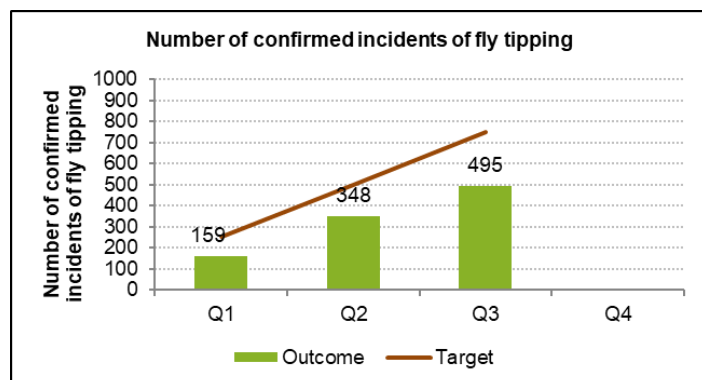
Financial pressures – Apathy towards volunteering during a cost-of-living crisis leading residents to prioritise their time, effort and how they spend their money

CONTEXT

The dates for The Big South Norfolk Litter Pick 2022 scheme coincides with the Great British Spring Clean scheme run by Keep Britain Tidy which took place from March 25 to April 10, 2022. According to Keep Britain Tidy, the Great British Spring Clean 2022 saw a total of 449,406 bags collected in the UK.



Number of confirmed incidents of fly tipping (Measure reference 32)



Year End Success Target: No more than 1,000

COMMENTS

Portfolio holder: Cllr Graham Minshull

Measure Owner: Nick Howard

Description of the performance this quarter

147 incidents of fly tipping were recorded in Q3, lower than both the previous two quarters figures. This bodes well for the achievement of the annual target nevertheless and may indicate that more people are listening to enforcement messages and disposing of waste responsibly.

Potential Implications

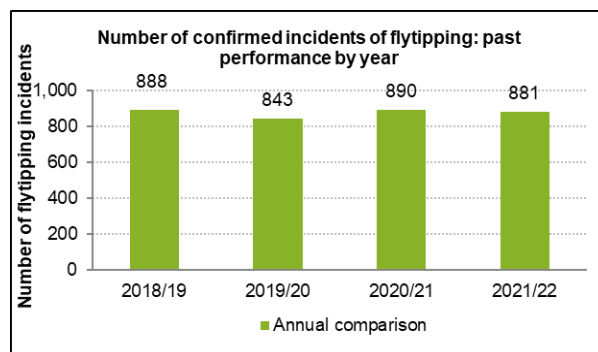
No implications this quarter

Action to be taken

Investigation and enforcement activity remains strong and the Early Intervention ASB Officers have been providing increased visibility and reassurance to affected communities. In line with the new Regulatory Enforcement Policy, prosecutions for environmental offending will by default be published on the Council's website. This will help to further deter fly tipping in future.

RISKS

Officers will continue to monitor incidents and offending behaviours closely, to detect offenders and target hotspot locations, and to robustly enforce legal responsibilities. Fly tipping offending rates are sensitive to economic pressures and there remains concern that rising cost of living pressures could worsen both residential and commercial / trade offending levels but this is yet to be seen. Strong messaging about the unacceptability of fly tipping and the harm caused will be a key focus going forwards alongside 'duty of care' awareness and – where possible – publicising the Council's fixed penalty notice enforcement.



CONTEXT

Previous year data is shown in the graph.

Appendix 3
South Norfolk Council – Strategic Risk Register
Last reviewed – February 2023



South Norfolk Council – Strategic Risk Management

The risk appetite of the Council is outlined by a risk appetite statement as set out below:

South Norfolk and Broadland are both dynamic, innovative and commercially minded Council's that empower staff to make well-rounded decisions and take proportionate risks within our boundaries based on intelligence, reason and insight, seizing opportunities to enhance the wellbeing of our communities, economy and staff, reimagining the role of local government.

The statement outlines the Council's approach to risk appetite and is accompanied by a risk scoring matrix (see below) which indicates whether the combined risk likelihood and impact score is above the appetite of the Council. The appropriate approach for managing the risk is then highlighted depending on the combined score.

Any risk with a combined score of 10-25 is outside the risk appetite and action must be taken to reduce the score down to an acceptable level to protect the achievement of the Council's strategic aims and objectives. The following pages of this report sets out the current Strategic Risks to the Council, their current risk scores and the actions being taken to reduce the scores.


Risk Scoring Matrix		1	2	3	4	5
		Insignificant	Minor	Moderate	Significant	Severe
5	Expected	Medium 5	Medium 10	High 15	Very High 20	Very High 25
4	Highly Likely	Low 4	Medium 8	High 12	High 16	Very High 20
3	Likely	Low 3	Medium 6	Medium 9	High 12	High 15
2	Not Likely	Very Low 2	Low 4	Medium 6	Medium 8	Medium High 10
1	Rare	Very Low 1	Very Low 2	Low 3	Low 4	Medium 5
Very High 20-25		Risks scored here represent a severe threat to the delivery of the Council's objectives and service delivery and are outside of the risk appetite of the Council. Risks scored at this level should be treated as a priority and should either be reduced to a score within tolerance or removed. Reporting on progress will be required at Cabinet/Audit Committee and at CMLT until risk level is reduced to tolerance.				
High/Medium High 10-16		Risks scored here represent a significant threat to the delivery of the Council's objectives and service delivery and are outside the risk appetite. Action is required to reduce the rating to a score within tolerance. Reporting on progress is required at Cabinet/Audit Committee and CMLT until risk level is reduced to tolerance.				
Medium 5-10		Risks scored here represent a moderate threat to the delivery of the Council's objectives and service delivery and are within the risk appetite of the Council with some proportionate mitigation and regular monitoring required. These risks can be managed at operational/service level but regular management review of assurance on control effectiveness should occur. Routine reviews should also be carried out to ensure there is no change.				
Low 3-4		Risks here represent a minor threat to the delivery of the Council's objectives and service delivery and are within the risk appetite. Review required to ensure risk score does not change/increase, however these risks can be managed at operational/service level.				
Very Low 1-2		Risks scored here represent an insignificant threat to the delivery of the Council's objectives/service delivery and are within the risk appetite. No further action is required.				



Key Changes to Strategic Risks

The most recent review of the strategic risk register has generated the following changes:

Risk Ref	Risk Score Change	Risk description change	Risk consequence change	Risk mitigations change	Risk owner change	New Strategic Risk	Commentary
SNCM1				Yes			
SNCM6							
SNCM9							Additional mitigating action added
SNCM11							
SNCGE1							
SNCGE3							Risk to be de-escalated to the Place Directorate Risk Register as the risk score is within our risk appetite.
SNCM12							
SNCSI2							
SNCP1	Yes	Yes	Yes	Yes			Likelihood score reduced as some decisions are starting to be released and good progress is being made towards a longer term mitigation strategy. Risk has been updated to include the risk impact on Big Sky.
SNCSI3							This risk has been folded into SNCSI4. The Ukraine programme is embedded into the Council and is part of core business. The main risk from the programme is associated with SNCSI4 therefore these risks has been merged.
SNCSI4		Yes	Yes	Yes			This risk now incorporates cost of living and Ukraine risks due to the main strategic risk to the Council from both these issues being the increased demand on housing services which this risk covers.
SNCP2	Yes						Risk score reduced from 15 to 10 as progress towards consultation is being make
SNC I15							This risk has been folded into SNCSI4. Whilst the cost of living remains an issue, the strategic risk to the Council is increased demand on housing services, therefore the risks have been combined.


Strategic Risk Register

						Risk with existing Controls								Current Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions during Quarter 3	
Moving with the times, working smartly and collaboratively	SNC M1	<p>Risk - Financial - The Council fails to anticipate and respond to large scale changes in the external environment that impacts on our ability to deliver our MTFP.</p> <p>Consequence - A negative impact on the Council's finances, either from reductions in income or funding, or from increased cost pressures.</p>	<p>Medium Term Financial Plan (MTFP) budget process and scenario planning.</p> <p>Quarterly review of performance and risks to the organisation.</p> <p>Regular Horizon Scanning.</p> <p>CMLT relationship building and liaison with key stakeholders such as central Government departments and professional bodies.</p> <p>Implementing Broadland/South Norfolk Collaboration.</p> <p>Active Membership of different groups such as the DCN, LGA, RSN etc.</p>	2	5	10	Reduce	<p>1. Lobby government for adequate funding, acknowledging impact on costs & demand of cost of living rises.</p> <p>2. Respond to Government Consultations to ensure any potential impact on the Council finances is conveyed to Government.</p> <p>3. Feed into any relevant networks e.g LGA and DCN to influence policy creation.</p> <p>4. Ensure local MPs are aware of the Council financial position and potential impact of any forthcoming Government policies as part of the regular MP briefings.</p> <p>5. Continued regular horizon scanning and policy updates to CMLT and management team to ensure we stay abreast of changes and are able to have influence.</p> <p>6. Regular monitoring of our current position and</p>	Director of Resources	<p>1. Prior to Autumn budget</p> <p>2. As appropriate when consultations open</p> <p>3. As Appropriate</p> <p>4. At regular MP Briefings</p> <p>5. Monthly</p> <p>6. Quarterly</p>	2	5	10 	No	<p>No change to the risk score</p> <p>1. Requirement to continue to lobby for a multi-year settlement in future & recognition that cost of living rise will squeeze council budgets as both costs & demand for services increase.</p> <p>2. As appropriate when consultations open.</p> <p>3. As Appropriate.</p> <p>4. At regular MP Briefings.</p> <p>5. Monthly horizon scanning and policy reports are developed for CMLT.</p> <p>6. Completed on a quarterly basis.</p>	

						Risk with existing Controls							Current Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions during Quarter 3
								reporting to Members.							
Moving with the times, working smartly and collaboratively	SNC M6	<p>Risk - The Council fails to take advantage and act quickly and proactively on the opportunities of Local Government Reform and devolution.</p> <p>Consequence - Failure to achieve potential for greater devolved funding and/or decision making to the region and the benefits this would bring for residents and businesses in our area.</p>	<p>Regular Horizon Scanning.</p> <p>Active Membership of different groups such as the DCN, LGA, RSN etc</p> <p>Implementing Broadland/South Norfolk Collaboration.</p> <p>Quarterly review of performance and risks to the organisation.</p> <p>CMLT relationship building and liaison with key stakeholders such as central Government departments and professional bodies.</p>	3	4	12	Reduce	<p>1. Review the outcomes of the Devolution White Paper when it is released.</p> <p>2. Continued regular horizon scanning and policy updates to CMLT, management team and Members to ensure we stay abreast of changes and are able to have influence.</p> <p>3. Lobby MPs on specific policy issues and the implications for our residents.</p> <p>4. Work with our partners where appropriate to present a collaborative response to political changes.</p> <p>5. Respond to the Deal for Norfolk consultation</p>	Director of Resources	<p>1. Through 22/23</p> <p>2. Amend approach during Q1/2 22/23</p> <p>3. Continue through 22/23</p> <p>4. Continue to implement through 22/23.</p> <p>5. Relocate Jan 2023</p> <p>6. Minimise costs Q2/3 & Dispose of site Q3</p>	3	3	9 	No	<p>No change to the risk score</p> <p>1. Transformation guides and toolkits continue to be developed and cascaded to teams through Connect. We have also introduced Improvement Apprenticeships across the transformation network to drive forward projects.</p> <p>2. New resource had been recruited to (Project Management Officer Lead) to take forward the project and programme office approach. Programme portfolios for Transformation now taking shape.</p> <p>3. The joint Finance and Income systems have been implemented and are now being embedded, although work continues training, processes and procedures. Work continues the implementation of the Idox project covering planning, food & licensing, environmental health and elements of waste.</p> <p>4. The Customer Services Strategy and Charter has been approved by Cabinet and is in the process of being implemented.</p> <p>5 / 6 The agreement by both Councils to purchase and move to a single office at the Horizon Centre will deliver significant savings together with cultural and environmental benefits. The closure of South Norfolk House & temporary relocation to Thorpe Lodge has assisted in minimising costs during the transition period.</p>
Moving with the times, working	SNC M9	Risk - The Council is unable to take advantage of the benefits and	Transformation approach (SPARK) and programme of work in place based on the	3	4	12	Reduce	1. Embed the SPARK transformation	Director of Resources	1. Through 22/23	3	3	9 	No	<p>No change to risk score</p> <p>1. Transformation guides and toolkits continue to be developed and cascaded to teams through Connect.</p>

						Risk with existing Controls							Current Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions during Quarter 3
smartly and collaboratively		<p>opportunities from collaborative working with Broadland Council and other key partners through autonomous policy decision-making.</p> <p>Consequence - Failure to achieve efficiency savings through economies of scale and increased chance of not delivering the collaboration Feasibility Roadmap.</p>	<p>collaboration roadmap.</p> <p>ICT/Digital Strategy in place which aligns systems and transformation to deliver a First-Class Customer Service, with increased resilience, while enabling efficiencies and savings to be realised at the same time.</p> <p>Customer Service Strategy developed and agreed by Council which sets out our approach to enhancing and providing a consistent customer service.</p> <p>CTCF committee has Member oversight and steering of the collaboration programme.</p> <p>Regular updates and briefings to CMLT (6 weekly) and CTCF on the collaboration.</p> <p>Collaboration costs and savings tracked half yearly.</p>					<p>programme across the organisation.</p> <p>2. Establish a corporate Programme and Projects Office to provide support to the Project Programmes, to ensure that we manage our resources efficiently to deliver the collaboration roadmap.</p> <p>3. Following agreement of ICT/Digital Strategy, business cases to be developed and taken through for approval for each IT system.</p> <p>4. Implementation of the Customer Service Strategy.</p> <p>5. Purchase and relocation to a single office at the Horizon Centre.</p> <p>6. Minimise office costs during transition to the Horizon Centre and Disposal of South Norfolk House.</p>		<p>2. Amend approach during Q1/2 22/23</p> <p>3. Continue through 22/23</p> <p>4. Continue to implement through 22/23.</p> <p>5. Relocate Jan 2023</p> <p>6. Minimise costs Q2/3 & Dispose of site Q3</p>					<p>We have also introduced Improvement Apprenticeships across the transformation network to drive forward projects.</p> <p>2. New resource had been recruited to (Project Management Officer Lead) to take forward the project and programme office approach. Programme portfolios for Transformation now taking shape.</p> <p>3. The joint Finance and Income systems have been implemented and are now being embedded, although work continues on training, processes and procedures. Work continues on the implementation of the Idox project covering planning, food & licensing, environmental health and elements of waste.</p> <p>4. The Customer Services Strategy and Charter has been approved by Cabinet and is in the process of being implemented.</p> <p>5 / 6 The agreement by both Councils to purchase and move to a single office at the Horizon Centre will deliver significant savings together with cultural and environmental benefits. The closure of South Norfolk House & temporary relocation to Thorpe Lodge has assisted in minimising costs during the transition period.</p>
Moving with the times, working smartly and collaboratively	SNC M11	<p>Risk - Capability and capacity does not meet organisational requirements.</p> <p>Consequence - Poor standards of service</p>	Four-year Strategic Plan developed and in place which sets out the ambitions for the Council over the coming years.	4	4	16	Reduce	<p>1. Scope and develop a talent management programme.</p> <p>2. Build our own talent - Develop projects to consider</p>	<p>1 - 4 Chief of Staff</p> <p>5 - 6 Director of Resources</p>	<p>1. April 2022 - March 2023</p> <p>2. March 2021 - completed strategy, ongoing placements are</p>	4	4	16	No	<p>No change to risk score</p> <p>1. This work will continue into the next financial year and be part of an updated OD Strategy, likely to be completed by September 2023.</p> <p>2. BAU</p>

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		delivery, service disruption, slow or minimal transformation and inability to meet savings targets as a result. This could also lead to budget underspends if the lack of capacity leads to projects being delayed.	<p>Delivery Plan for the Council developed and in place which sets out the detailed projects and BAU for the Council in the coming year to 2022.</p> <p>Management/ Leadership Training and Development in progress.</p> <p>Regular Budget Monitoring.</p>					<p>our use and opportunities of apprenticeships, internships, career placement, graduates etc.</p> <p>3. Succession planning to ensure capacity is maintained.</p> <p>4. Implement successful recruitment campaigns particularly in service areas where there are specific needs for skills which are hard to recruit to or shortage of resource available (e.g. nationally). Agile Working Policy enables a broader approach to recruitment.</p> <p>5. Amendments to programme and project management processes to improve how we manage our capacity to deliver.</p> <p>6. Additional financial monitoring of key projects.</p> <p>7. Delivery of agile working approach and cultural shift to better attract and retain talent.</p> <p>8. Local authority benchmarking across the region and wider to ensure</p>	7 - 9 Chief of Staff	<p>now BAU</p> <p>3. April 2022 - March 2023</p> <p>4. New recruitment approach trialled summer 2021 through apprenticeships. This is to be reviewed and rolled out across the board for all appointments.</p> <p>5. Amend approach during Q1/2 22/23</p> <p>6. From Aug 22.</p> <p>7. June 2022 onwards, formal policy before moving to the Horizon Centre Jan 2023.</p> <p>8. Data submission and access available August 2022.</p>					<p>3. This work will need to continue into the new financial year, as succession planning will be part of the year end discussions.</p> <p>4. BAU</p> <p>5. New resource had been recruited to (Project Management Officer Lead) to take forward the project and programme office approach.</p> <p>6. New governance structure is in operation with a reviewed guidance to project management documents. Dedicated resource secured for embedding and enhancing project and programme management skills</p> <p>7. BAU</p> <p>8. Information through local benchmarking is progressing slowly and other avenues are being explored</p>


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								pay and benefits on a role specific basis remain comparable and competitive.							
Growing the Economy/ Supporting individuals and empowering communities	SNC GE1	<p>Risk – The Council is unable maintain memberships and income levels at its Leisure Centres as a consequence of Covid-19.</p> <p>Consequence – Membership levels decrease. Expenditure levels exceed income levels and the commercial viability of the service decreases.</p>	<p>Detailed Covid-19 procedures in place</p> <p>Regular contact with existing members</p> <p>Marketing campaigns to increase membership</p> <p>Review of existing member offer and pricing structures</p> <p>Budget monitoring</p>	4	5	20	Reduce	<p>1. Provide a range of incentives to encourage existing and new members to return</p> <p>2. Delivery of the savings through reduced staff resources and utility costs</p> <p>3. Look for further income generating opportunities and review of membership offer</p>	Assistant Director Community Services	All timelines are in line with the Leisure Recovery Plan to March 2024 1. Ongoing 2. Ongoing 3. Ongoing	4	4	16 	No	<p>No change to risk score</p> <p>1 and 3 - The service continues to provide a range of incentives and marketing campaigns in conjunction with TA6 to encourage membership take up. A review of the future pricing structure is underway for implementation from April 2023. and a new more interactive website is being developed.</p> <p>2. The increase in utility costs, particularly electricity has continued to have a negative impact upon expenditure currently projected to be in the order of c£150k by Q4 but the installation of solar panels will help to reduce the impacts.</p>
Growing the Economy	SNC GE3	<p>Risk - Failure to provide a regulatory function that meets the demand and statutory requirements arising from a fast-changing external environment. Big resignation, labour market is shrinking, employee driven labour market.</p> <p>Consequence - Detrimental impact on local businesses and residents, including unmanageable demands on council services.</p>	<p>Two councils staffing resources provide resilience.</p> <p>Regular horizon scanning and professional networking.</p> <p>Recruitment to apprenticeships within regulatory services to provide additional support.</p> <p>Regular response to consultations to ensure we play an active influencing role in changing regulatory policies.</p>	4	3	12	Reduce	<p>1. Collaborate locally and nationally to ensure a collective response and optimised sharing of burdens is available in the event that sudden re-training or changes in resource deployment become necessary.</p> <p>Understand One Team demographic and succession plan accordingly i.e invest in skills development in area which has an aging workforce (long term). Offer skills development for mid careers movers (short/med term). Apply Hybrid</p>	Assistant Director Regulatory	<p>1. Ongoing - short/med/long term solutions</p> <p>2. Ongoing over five-year minimum qualifying period, 21/22 to 26/27.</p> <p>3. Raised currently for CMLT consideration.</p> <p>4. Proposed for reporting in Q4 21/22 (Licensing service review) and Q3 22/23 (Food & Safety service review).</p> <p>5. Ongoing</p>	3	3	9	Yes	Risk to be de-escalated to the Place Directorate Risk Register as the risk score is within our risk appetite.

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								Working Policy to positively attract Talent from any region to assist with skills shortages (short term). 2. Optimise development of environmental health, planning, surveyor apprentices to help secure future workforce. 3. Identify scope for market supplements to enhance ability to attract professional recruits, and to help retain existing staff. (Equally applies to Regulatory and Planning professionals). 4. Temporary contractor support secured, and service reviews planned for Licensing (in 21/22) and Food & Safety regulation (in 22/23). 5. Temporary additional resources secured over short term (22/23) for Community Protection to help meet exceptional demand.							
Moving with the times, working smartly and collaboratively	SNC M12	Risk - There is a heightened threat of a cyber-attack in the current climate due to the volatile situation in Ukraine and the	Geo-blocking of traffic originating from black-listed countries. Timely application of security updates to all	3	5	15	Reduce	1. Ensure the effectiveness of the Controls - commission a third-party review of the Council's security	Director of Resources	Ongoing	3	5	15 ↕	No	No change to the risk score 1. Final version of the cyber maturity assessment report received and reviewed by the ICT and Digital Manager and summary findings and action plan presented to CMLT

						Risk with existing Controls							Current Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions during Quarter 3
		<p>potential for state-sponsored attacks to NATO members, including the UK.</p> <p>Consequence - A successful cyber-attack could render the ICT infrastructure and line of business systems unusable for a protracted period of time, significantly impacting the Council's ability to function.</p>	<p>software and firmware</p> <p>Ensuring Anti-Virus software updated and functioning</p> <p>Monitoring of adherence to security policy ensuring there are no exceptions</p>					<p>posture</p> <p>2. Review the organisation structure to ensure clear accountability for the effective implementation of security controls and the day to day monitoring and management of security events</p> <p>3. Raise awareness of the risk of cyber-attack with the business and the importance of adhering to the security policy</p> <p>4. Ensure ICT staff adequately trained and skilled to apply security controls and manage security events</p> <p>5. Ensure Members are aware of Cyber-security risks through the completion of SkillGate</p>							<p>2. An existing vacant post within the IT Structure to create a dedicated CISO role. Role is out to advert with interviews scheduled by the end of Jan</p>
Supporting individuals and empowering communities/ Growing the Economy	SNC SI2	<p>Risk – Increasing energy costs for leisure and depot, plus unsecure or disruption to supply of fuel (gas/diesel/HVO)</p> <p>Consequence – Increase costs of operating the facilities and risk to be able to deliver the waste operations</p>	Energy supplies purchased through ESPO framework agreements and established relationship with fuel supplier	5	4	16	Reduce	<p>1. Purchase of 31K storage tank at depot 200% increase in fuel storage - 3 weeks supply</p> <p>2. Diversification of fuel types being used in vehicles to include HVO</p> <p>3. Regular</p>	Assistant Director Community Services	<p>1. March 2022</p> <p>2. Ongoing</p> <p>3. Ongoing</p> <p>4. Ongoing</p> <p>5. Ongoing - survey completed, procurement commencing, estimated delivery by the end of the calendar year</p>	3	4	12	No	<p>No change to the risk score</p> <p>The costs of diesel and electricity have continued to remain stable across the quarter, while electricity costs will remain high between Oct to March 2023, the unit costs, will then reduce down to pre-inflated levels. The project to install solar panels on the leisure centres is progressing and will help to reduce electricity costs from April 2023.</p>

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								discussion with suppliers to understand current position in market, availability and costs 4. Develop contingencies to be able to transport staff into depot if there are fuel shortages 5. Investigating installation of PCVs on roofs of leisure centres to reduce reliance upon external electricity supplies							
Protecting and improving our natural and built environment, whilst maximising quality of life	SNC P1	<p>Risk – Nutrients Neutrality advice impacts all planning decisions for overnight accommodations.</p> <p>Consequence – Potential adverse impact upon the ability to demonstrate delivery of sites in Five Year Land Supply leading to speculative development pressures outside of the affected catchment area.</p> <p>Council's own Development Company (Big Sky) cannot continue to</p>	Working with NE and key stakeholders to understands the implications and potential mitigation measures.	5	4	20	Reduce	<p>1. Lobbying Govt to suspend Housing Delivery Test and housing land supply</p> <p>2. Working with partners and stakeholders on mitigation measures</p> <p>3. Regular briefing for members</p> <p>4. Regular engagement with applicants</p> <p>5. Regular monitoring of position</p> <p>6. Big Sky models scenarios around the impact on its finances & informs the Council, however sales are strong on all phases to date & the company are</p>	Director of Place	<p>1. Ongoing, via PAS and other organisations</p> <p>2. Short-term mitigation of impact on planning - ongoing, Long term mitigation strategy 9-12 months</p> <p>3. Ongoing</p> <p>4. Ongoing</p> <p>5. Ongoing</p> <p>6. Ongoing</p>	4	4	16 ↓	No	<p>Risk score reduced from 20 to 16</p> <p>1. Ongoing. We continue to meet with local MPs to raise these points. Changes to the housing delivery test and housing land supply are currently being consulted upon as part of the changes to the NPPF.</p> <p>2. Good progress being made by consultants in identifying the nutrient load. Long term mitigation strategy expected in Feb 23. Regular meetings are held with all interested parties to progress short term mitigation options and NE are actively looking at mitigation in Norfolk area. Approvals are being progressed for the establishment of a Joint Venture.</p> <p>3. Portfolio Holders and Leaders are regularly updated at scheduled fortnightly/weekly catch ups</p> <p>4. Regular contact and update meetings with strategic site promoters. Some developers are now coming</p>

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		build out at Cringleford, impacting profits and ability to repay Council loans, although most loans are secured on assets apart from working capital.						looking into how they can offset.							forward with their own mitigation schemes. 5. Ongoing 6. Ongoing
Supporting individuals and empowering communities/Growing the Economy	SNC SI3	<p>Risk- The safeguarding and welfare of Ukrainian refugees arriving in South Norfolk and Broadland. The reputational risk and extra strain on Council services if placements breakdown.</p> <p>Consequence- Besides reputational risk to the Councils and the extra pressure on already strained temporary accommodation services, there is potential for Ukrainians to be abused intentionally or unintentionally by host families and suffer further displacement and loss.</p>	<p>Housing suitability and welfare visits are being undertaken prior to the Ukrainian family arriving to ensure suitability to prevent these breakdowns.</p> <p>Temporary accommodation options are being investigated and agreed for emergency accommodation in the event of placement breakdown and lack of contact with Home Office prior to Visas being granted.</p> <p>Email address provided to send placement failures to alert the Home Office to lack of suitable placement.</p> <p>A list of visiting officers is being compiled with the intention of getting priority fuel for those officers undertaking visits to ensure they can be carried out.</p> <p>Requested MPs assistance with pushing</p>	4	5	20	Reduce	<p>1. Regular updates, actions and discussion at Internal Steering Group, Bronze Group and wider County groups to ensure the most affective joined-up approach is being taken.</p> <p>2. Keep track of updates and information from the Home Office.</p> <p>3. Additional staffing and temporary accommodation resources put in place, with the money made available by Govt, to manage additional demand on the housing, benefits and housing standards and communities teams</p>	Director of People and Communities	<p>1. Ongoing</p> <p>2. Ongoing</p> <p>3. In place</p>	3	5	15	No	The Ukraine programme is embedded into the Council and is part of core business. The main risk from the programme is associated with SNCSI4 and these risk has been merged.

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			for information from the Home Office. Keeping up to date with Home Office information and guidance.												
Supporting individuals and empowering communities	SNC S14	Risk - There is insufficient private and social housing stock to meet the demand on the Council, and temporary accommodation Consequence - Unable to provide a housing throughput which results in blockages to temporary accommodation. This will result in increased costs and poorer outcomes for vulnerable residents. This will also have an impact on our partners and the wider system such as care leaver and the system will rapidly become silted up.	Well managed allocation policy, and clear banding guidelines. Online form to allow early access to support, including linking to help hub infrastructure. Current team resources in place and funded. Housing enablement partnership in place to consider options to increase additional stock.	4	5	20	Reduce	1. Maintain current staff resource levels, which is being worked through in customer journey report. 2. Additional funding to provide temporary accommodation to ensure adequate emergency options are available to residents (completed) 3. TA review looking at future housing options including buying more property which will offset longer term costs. (completed) 4. More strategic approach to future housing strategy and delivery, including being confident to explore new and different options. 5. Manage housing register more closely to reflect reality and demand alongside support. 6. Long term move on plan for Ukraine residents in place.	Assistant Director of Individuals and Families	1. Staff resource in place by April 2023. 2. In place from Oct 2022 (completed) 3. Report due Nov/Dec 22(completed) 4. Ongoing 5. Ongoing. 6. Ongoing. 7. Ongoing..	3	5	15 	No	No change to risk score Report agreed in Q2, a project board and action plan will be set up in Q3 to take project forward. This measure now incorporates cost of living and Ukraine risks due to the main corporate risk to the Council from both these issues is the increased demand on housing services which this risk covers

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								7. Cost of living demand monitored.							
Protecting and improving our natural and built environment, whilst maximising quality of life / Growing the Economy	SNC P2	<p>Risk- The inability to find Gypsy and Traveller sites to meet the need and enable the Greater Norwich Local Plan to be found sound</p> <p>Consequence- The local plan will not be found sound which leaves the Council without an adopted local plan and open to speculative development</p>	Working with Greater Norwich partners to identify appropriate G&T sites.	4	5	20	Reduce	1. Continue to work with partners to find suitable sites	Assistant Director Planning	1. Ongoing	2	5	10 ↓	No	<p>Risk score reduced from 15 to 10</p> <p>1. G&T sites proposals are expected to be agreed for consultation by the end of January. Inspectors have accepted Partnerships proposed process which should enable adoption in or around Q4 2023/24.</p>
Supporting individuals and empowering communities	SNC S15	<p>Risk - As a consequence of the cost of living crisis, there may be a significantly increased demand for council services</p> <p>Consequence - This could lead to service areas becoming overwhelmed meaning the council is unable to support residents in need with both statutory and discretionary support.</p>	<p>One Team staffing resource provides resilience</p> <p>A programme manager is in post to manage the council's humanitarian and community response to the cost-of-living crisis.</p>	4	5	20	Reduce	1. We are currently looking at options to maintain supernumerary staffing levels in the housing team utilising external funding, to support possible Ukraine placement breakdowns. 2. An options appraisal on methods to provide for the projected levels of required temporary accommodation sustainably is being conducted. 3. We are proactively targeting and prioritising support for those	Assistant Director Individuals and Families	1. Q4 2022 2. Q4 2022 3. Ongoing 4. Ongoing	3	4	12	No	<p>This risk is folded into SNCSI4. Whist cost of living remains an issue, the strategic risk to the Council is increased demand on housing services</p>

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								estimated to be most greatly affected by hardship using council data (the 'LIFT' - Low Income Family Tracker) 4. The council officer team is providing place leadership to partners to ensure complementary and effective collective use of resources in other statutory and voluntary sector agencies.							

De-escalated/closed risks in 22/23

Risk Ref	Reason risk was de-escalated/closed	Quarter risk was de-escalated/closed
SNC A1 Risk - Our ICT Infrastructure fails due to running old infrastructure at near capacity with intention of increasing the load. Delay in our new Infrastructure project due to global shortage in switches.	Risk was closed due to mitigating actions being implemented.	Quarter 1 22/23
SNC SI1 Risk - The Council is unable to respond effectively to further waves of the Covid-19 Pandemic.	Risk was de-escalated to People and Communities Directorate Risk Register as it is within our risk appetite.	Quarter 1 22/23
SNC GE3 Risk - Failure to provide a regulatory function that meets the demand and statutory requirements arising from a fast-changing external environment. Big resignation, labour market is shrinking, employee driven labour market.	Risk de-escalated to the Place Directorate Risk Register as the risk score is within our risk appetite.	Quarter 3 22/23