

## **STRATEGIC PERFORMANCE, RISK AND FINANCE REPORT FOR QUARTER 3 2023/24**

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**Portfolio:**                                Finance  
Transformation and Organisational Development

**Wards 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 Quarter 3 2023/24 performance (detailed 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).
4. to agree to purchase a further £49,900 £1 shares in Broadland Living to bring the total equity investment to £50,000.

## 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. The new Delivery Plan for 24/25 has been agreed and will commence from 1<sup>st</sup> April 2024. This Quarterly Report covers Quarter 3 of 2023/24 and uses an exception-based approach. Where the targets have not been met and/or where there is declining performance an explanation of performance is provided.

## 2. Background

- 2.1. This report summaries the Council's performance and finance position for Quarter 3 with additional detail set out in the appendices as per below.

Appendix 1 – Finance

Appendix 2 – Performance Report for Quarter 3 2023/24

Appendix 3 – Strategic Risk Register.

## 3. Current Position / Findings

- 3.1. The sections below provide a summary for finance, performance and risk data.

### Financial Summary

- 3.2. As at the end of December, BDC is facing a number of inflationary and demand pressures. Overall, there is a total pressure of £341,000 on the cost of core services, and action will be taken to try to reduce this overall cost pressure over the remaining part of the year. However, this is offset by buoyant investment income, due to having higher cash balances and higher interest rates than expected.

- 3.3. As at the end of December BDC has spent £9.606m on capital schemes in 2023/24.

### Finance Revenue Dashboard Overview

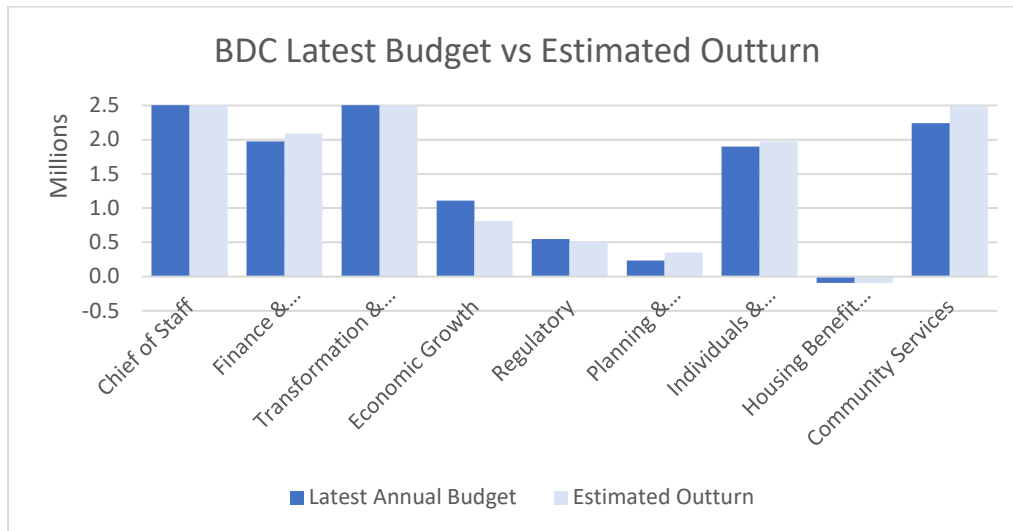
- 3.4. The following table provides a summary of the revenue estimated budget position.

	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date (P10) £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000
<b>CORE SERVICES</b>					
Chief of Staff	2,573	2,598	1,947	2,541	57
Finance & Corporate Costs	2,132	1,975	1,828	2,091	-116
Transformation & ICT / Digital	2,489	2,502	1,468	2,568	-66
Economic Growth	1,105	1,110	1,745	919	191
Regulatory	514	547	383	503	44
Planning & Business Support	212	234	338	353	-119
Individuals & Families	1,759	1,901	835	1,977	-76
Housing Benefit Payments	-91	-91	141	-91	0
Community Services	2,231	2,242	2,119	2,498	-256
	<b>12,924</b>	<b>13,018</b>	<b>10,805</b>	<b>13,359</b>	<b>-341</b>
Community Services - Food Waste Expansion	500	500		630	-130
<b>Transfer (from) Waste Reserve</b>	<b>-500</b>	<b>-500</b>		<b>-630</b>	<b>130</b>
<b>COVID SUPPORT</b>					
COVID Support			212	212	212

	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date (P10) £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000
Transfer (from) Covid Reserve			-212	-212	-212
<b>OTHER PROJECTS</b>					
Opportunity Revenue Projects		6	152	152	-146
Transfer (from) Op Project Reserve				-152	152
<b>OTHER INCOME &amp; EXPENDITURE</b>					
Internal Drainage Board Levy	288	288	294	294	-6
Interest Payable / Minimum Revenue Provision	1	1	0	1	0
Investment Income	-1,108	-1,108	-1,511	-1,748	641
Council Tax Surplus	-51	-51	0	-51	0
<b>TRANSFERS</b>					
Transfers to / (from) Earmarked Reserves	746	719	650	719	0
Transfers to / (from) General Reserves	0	-74	0	300	-300
<b>Total to be Funded by Taxpayers and Government Grants</b>	<b>12,800</b>	<b>12,800</b>	<b>10,391</b>	<b>12,800</b>	

- 3.5. **Chief of Staff** is predicting is a favourable variance of £57k against budget for the following main reason.
- Additional new burdens funding received from Government (£68k).
- 3.6. **Finance** is predicting an adverse variance of £116k against budget for the following reasons.
- Additional temporary staff costs of £42k for Finance to cover a vacancy and to provide additional support for the Financial Transactions Team to cover an increased volume of transactions being processed.
  - £71k for Revenues and Benefits to cover vacancies and additional agency staff costs related to the implementation of the new system.
- 3.7. **Transformation and ICT / Digital** is predicting an adverse variance of £66k against budget for the following reasons.
- £93k additional IT costs for several reasons including higher usage spend than budgeted for on data and mobile phones, data line costs are higher than expected due to increased resiliency requirements and additional firewall costs of £14.5k have been incurred. There have also been unexpected software costs relating to retaining legacy Revenues and Benefits system following consolidation to one system.
  - £37k of savings are forecast from the transformation team restructure with £64k of savings forecast from customer services due to unfilled vacancies.
  - Thorpe Lodge was budgeted for 6 months as an unoccupied building, however occupancy continued for another 2 months until the end of May for which SNC have been recharged their share. This led to higher costs such as utilities, maintenance and rates together with an ongoing holding cost which will continue until the disposal of the building. A shortfall in income in relation to rental at the Horizon Centre is anticipated to be £26k.
- 3.8. **Economic Growth** is predicting a favourable variance of £191k against budget for the following main reasons.
- There is a net £104k saving on staffing, due to an establishment post being funded by a project and savings in vacancy turnover/reduced hours.
  - Forecast increased costs for public conveniences and car parking of £34k.

- An overall positive variance on community asset costs of £48k.
- 3.9. **Regulatory** is predicting a favourable variance of £44k against budget for the following main reasons.
- £120k predicted increase in private hire licensing income.
  - Additional costs in Community and Environmental Protection including £55k for agency staff costs for an interim Environmental Protection Officer and £10k works in default costs incurred on the Thorpe Island sewage pipe (some of these costs may be recovered from the landowner in the future, although this is still uncertain).
- 3.10. **Planning and Business Support** is predicting an adverse variance of £119k against budget for the following reasons.
- Planning application income is currently £191k short of predicted income. Lower fee income has partially been offset by additional Planning Performance Agreement and Government grant income.
  - Planning Policy is predicting a favourable variance of £67k, mainly due to the fact that the budget for the Design Code is unlikely to be spend this year and will need to be carried forward to 24/25.
  - There are vacancy savings from Business Support from positions unlikely to be filled in the short term. These savings have been offset by lower land charge income caused by the downturn in the housing market.
- 3.11. **Individuals & Families** is predicting an adverse variance of £76k against budget for the following reasons main.
- A £15k cost due to the correction of coding of a post to BDC only (Handyman).
  - Increased demand for spot purchased accommodation for rough sleepers. Funding supports seven cases, however current number supported is 17, leading to increased costs of £15k.
  - Higher demand for spot purchased accommodation in benefits and housing. The overall variance is £58k adverse. Increased expenditure has been mitigated by authority owned housing stock and Government funding.
- 3.12. **Housing Benefits** is predicting to be on budget.
- 3.13. **Community Services** is predicting an adverse variance of £257k against budget for the following significant reasons.
- Additional costs of £241k attributable to waste consisting of -
  - Additional waste costs of £26k because of the Coronation bank holiday; additional container management costs of £139k (currently the subject of a challenge with the contractor); £35k matched funding costs for hydrotreated vegetable oil as set out in the Veolia contract and £52k costs for additional instructed collections for 'missed' bins.
  - Additional garden waste service costs of £28k.
  - Additional recycling strategy costs of £26k.
  - Net savings of £24k in recyclable waste due to a reduction in overall tonnage collected.
- 3.14. A more detailed analysis of the variances is attached as Appendix 1
- 3.15. The estimated outturn position is shown graphically below.



### Business Rates Income / NDR Pooling

3.16. Norfolk local authorities participate in a business rates retention pool. Any gain from pooling is shared between the Local Authorities. We do not know at this stage what the pool dividend (if any) will be for 23/24.

### Investments

3.17. **Investment Income Interest** is received on external cash investments. The budget was increased for 2023/34 to reflect increases in interest rates and higher levels of cash balances. Further base rate increases by the Bank of England have led to increasingly higher investment rates being available to the authority and we are currently forecasting income of £1.748m, exceeding the budgeted amount of £1.108m.

3.18. **Equity Investment in Broadland Living** Broadland Living was incorporated on 31 October 2023, and the current equity investment in Broadland Living is 100 £1 shares. The company is in the process of acquiring the six resettlement properties that have been part funded by the Government's Local Authority Housing Fund.

3.19. The level of initial equity has therefore been reviewed to ensure that the balance of loan and equity is appropriate, and that Broadland Living has sufficient cash in order to function as a trading entity. Consequently, **Broadland Cabinet are requested to agree to purchase a further £49,900 £1 shares in Broadland Living to bring the total equity investment to £50,000.**

## Finance Capital Dashboard Overview

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

	Budget Manager	Provi- sional	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
<b>Supporting Individuals - Housing</b>								
Broadland Growth Developments	Debbie Lorimer	Y	3,000	-	3,000	-	-	Budget not required in the current year.
Travellers Sites	Helen Mellors	Y	-	300	300	-	-	Budget not required in the current year.
Temporary Accommodation Security Improvements	Mike Pursehouse		15	9	24	19	19	
Temporary Accommodation - Property Purchase	Mike Pursehouse		904	1,452	2,356	2,309	2,309	Purchase of Harvard Court.
Local Authority Housing Fund - Property Purchase	Mike Pursehouse		-	2,032	2,032	278	1,832	
Opportunities Funding - Temporary Accommodation	Richard Dunsire		-	26	26	11	26	
Social Housing (S106 Funded)	Mike Pursehouse		-	-	-	12	12	
<b>Supporting Individuals - Health and Leisure</b>								
Disabled Facilities Grants (Grant Funded)	Kevin Philcox		1,000	139	1,139	813	1,139	
Minor Improvement Grants	Kevin Philcox		30	-	30	-	-	This budget is an enabling budget to allow us to proceed with empty homes policy, rarely used.
<b>Improvements in the Public Realm</b>								
Street Lighting	Matthew Yates		35	216	251	-	240	-
Car Park Improvements	David Disney		25	128	153	2	153	£100k extra budget agreed by Cabinet in September.
Youngs Park Aylsham (GNGB Co-funded)	Steve Peet		250	-	250	-	250	This is money that will be paid out from Broadland District Council to reimburse Aylsham Football Club for their 3G pitch build. It will be claimed back from the Greater Norwich Growth Board.

	Budget Manager	Provi- sional	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
Bure Valley Railway / MW (Bridges)	Petra Maryon		90	-	90	66	90	Programme on works is underway which will fully use this budget.
Public Conveniences	Petra Maryon		164	12	176	-	128	Projects provisionally include Salhouse toilets (£48k) and Ranworth toilets (£50k) refurbishment.
Historic Buildings Grants / Buildings at Risk	Chris Bennett		15	24	39	19	19	-
One Public Estate - Taverham	George Denton	Y	1,500	-	1,500	-	-	Budget not required in the current year.
Shared Prosperity Grant Funded Projects	Debra Baillie-Murden		42	14	56	30	56	DLUHC have approved slippage of £14,250 from 2022/23 (received in 22/23). All funds must be spent in year.
Rural Prosperity Grant Funded Projects	Debra Baillie-Murden		142	-	142	83	142	DEFRA have approved investment plan; funds have been received. All funds must be spent in year.
<b>Protecting the Environment</b>								
Green Homes Grants (Fully Externally Funded)	Kevin Philcox		-	-	-	2,225	2,225	Expenditure matched by external grant funding.
Social Housing Decarbonisation Grants (Fully Externally Funded)	Kevin Philcox		-	-	-	1,638	1,638	Expenditure matched by external grant funding
Renewable Energy Projects and/or Associated Infrastructure	Annie Somazzi	Y	-	1,000	1,000	-	-	Budget not required in the current year.
<b>Investment in the Economy</b>								
Broadland Food Innovation Centre	George Denton		-	-	-	23	23	There is a retention on the construction contract of £60,000 which may need to be paid before the end of the financial year.
<b>Our Own Needs</b>								
Thorpe Lodge - Disposal	Neil Dyball		-	-	-	4	4	-
Horizon Centre - Capital Maintenance	Neil Dyball		30	724	754	782	782	-

	Budget Manager	Provi- sional	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 - Public Sector Decarbonisation	Annie Somazzi		489	28	517	-	517	Expected to be fully spend as project end date is 31/3/24.
IT - PC Replacement Programme/BAU	Angela Schug		216	42	258	61	258	Expenditure to date includes replacement laptops and audio-visual equipment.
IT - Infrastructure	Angela Schug		341	204	545	194	419	Expenditure to date includes firewall upgrades and server replacement.
IT - Transformation Projects	Corinne Lawrie		184	307	491	205	317	Revenues/Benefits and Payroll system projects completed by year end.
IT - WIFI - Horizon Centre	Angela Schug		-	178	178	42	178	-
IT - Remote Working Solution	Angela Schug		-	180	180	41	50	£110k in total for two councils. The firewall capability from the Microsoft 365 project has been utilised for this enabling overall savings on the project.
Waste Vehicles	Simon Phelan		421	-	421	662	662	Additional vehicles delivered in October.
Waste Depot	Simon Phelan		3,141	1,124	4,265	14	14	Planning permission now secured. Work on site unlikely to commence until March 24.
Wheeled Bins Purchase	Simon Phelan		175	-	175	73	191	Updated forecast from our contractor/supplier given full picture from last year and projected property growth.
<b>Total Provisional Projects</b>			<b>4,500</b>	<b>1,300</b>	<b>5,800</b>	<b>0</b>	<b>0</b>	
<b>Total Approved Projects</b>			<b>7,709</b>	<b>6,839</b>	<b>14,548</b>	<b>9,606</b>	<b>13,693</b>	
<b>GRAND TOTAL</b>			<b>12,209</b>	<b>8,139</b>	<b>20,348</b>	<b>9,606</b>	<b>13,693</b>	



## Performance Dashboard Overview

3.30. This report includes Delivery Measures which are used to assess performance against the Councils Delivery Plan throughout the year. At the end of December 2023, 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

<b>Green</b>	<b>18</b>
<b>Amber</b>	<b>5</b>
<b>Red</b>	<b>3</b>

### Direction of Travel

Improving ↑	12
Static ↔	2
Declining ↓	12

## Performance exceptions

### 3.31. Off target Measures: close monitoring

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
<i>Consolidated demand on housing including homelessness prevention work and housing register (Measure reference 20)</i>	1,930 (cumulative)	2,774 (cumulative)	1,645	<b>Red</b>	↓

**Measure Owner:** Mike Pursehouse, Assistant Director – Individuals & Families

- **Description of the performance this quarter:** Demand on the housing services remains high however this quarter did see a reduction in total demand to 844 from 1046 in the previous quarter. This is expected as Christmas, and the run up to Christmas often results in fewer family breakdowns. The total demand however still remains significantly above the full year target of 1645 as people continue to face a reducing private rental sector and household affordability issues.
- **Potential Implications:** The team is managing at present although the demand on the housing register for lower need remains a concern as those facing homelessness from private rental continue to face no other option than falling back upon the social rented sector thus reducing move on options for those now unsuitably housed within their housing (for example overcrowded).
- **Action to be taken:** A workstream regarding managing the sustained increase demand from private rental sector (PRS), and the reducing capacity for PRS to be utilised as a prevention/sustainable home option will be forthcoming to cabinet within the next quarter.

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
<i>External Funding to support growth (Measure reference 14)</i>	£78,195 (cumulative)	£123,323 (cumulative)	Significant Investment	<b>Red</b>	↓

**Measure Owner:** George Denton, Assistant Director – Economic Growth

- **Description of the performance this quarter:** : £32,586 has been secured to support the from Pride in Place work programme. Successful recipients included The Bircham (Reepham) and Hellesdon Community Centre. £90,737 has been secured from private sector funding to support the Rural Business Builder programme.

- **Potential Implications:** The level of external funding secured is proportional to the delivery of outputs and outcomes delivered.
- **Action to be taken:** Work is ongoing to identify and secure external to supplement the delivery of the Economic Strategy

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
<i>Staff retention (Measure reference 5)</i>	7.98% (cumulative)	11.73% (cumulative)	90% retention or 10% turnover	Red	↑

**Measure Owner:** Emma Hodds, Chief of Staff

- **Description of the performance this quarter:** The quarterly total turnover figure for Q3 was 2.88%, which is a decrease of 1.45% compared to Q2. For Q3 turnover reduced significantly which is really encouraging, this brings our rolling 12-months average turnover to 3.75%. If our turnover maintains at this level throughout Q4, our cumulative turnover figure would be 15.48%. This is above the target of 10% but an improvement on last year's total turnover over which was 18%.
- **Potential Implications:** Following the launch of our new Exit Interview process we now have much better-quality feedback to work with. We have received an 85% completion rate of our exit interviews in Q3.
- **Action to be taken:** The HR Team continues to support managers with reducing their turnover using exit interview feedback and continuous coaching through the employee cycle. Feedback from the staff opinion survey well will inform action plans to take forward with individual areas.

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
<i>Collection rate of Council Tax (Measure reference 7)</i>	55.12% (cumulative)	81.93% (cumulative)	98%	Amber	↓

**Measure Owner:** Rodney Fincham, Assistant Director – Finance

- **Description of the performance this quarter:** The collection rate for quarter 3 of 81.93% is 0.56% below the quarter 3 performance in 22/23. A drop in collection was expected as we implemented the Civica Revenues Benefits system in December, which resulted in 4 weeks of downtime during the conversion and court recovery work having to be suspended.
- **Potential Implications:** Increased customer contact, staff resources to deal with workload and to resume recovery timetable in Q4.
- **Action to be taken:** We are working with the supplier to resolve issues, and the team are working extra hours to catch up with the work.

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
<i>Collection of Business Rates (Measure reference 8)</i>	58.40% (cumulative)	82.87% (cumulative)	98%	Amber	↓

**Measure Owner:** Rodney Fincham, Assistant Director – Finance

- **Description of the performance this quarter:** The collection rate for quarter 3 of 82.89% is 2.15% below the quarter 3 performance in 22/23. A drop in collection was expected as we implemented the Civica Revenues Benefits system in December, which resulted in 4 weeks of downtime during the conversion and court recovery work having to be suspended.
- **Potential Implications:** Increased customer contact, staff resources to deal with workload and to resume recovery timetable in Q4.
- **Action to be taken:** We are working with the supplier to resolve issues, and the team are working extra hours to catch up with the work.

### 3.32. Off target measure: light touch monitoring

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>Customer satisfaction survey (%) (Measure reference 2)</i>	61.14% (cumulative)	60.42% (cumulative)	65%	Amber	↓
<i>Percentage of Percentage of food businesses with food hygiene ratings of rated 4 (Good) and 5 (Very Good) (Measure reference 26)</i>	97% (average)	97% (average)	98%	Amber	↔
<i>Percentage of fly tips removed within 1 working day (Measure reference 34)</i>	92% (average)	92% (average)	100%	Amber	↑

### On target measures

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>	£61,289,213 (cumulative)	£2,046,319 (cumulative)	£8.6m over 5 years	Green	↑
<i>Staff satisfaction (Measure reference 3)</i>	67% (cumulative)	70% (cumulative)	Continual improvement	Green	↔
<i>Staff absence levels – working days lost to short term sickness per FTE (Measure reference 4)</i>	2.07 days (cumulative)	3.17 days (cumulative)	4.5 days	Green	↑
<i>Percentage of the organisations workforce who are apprentices and graduate entry roles (Measure reference 6)</i>	2.4% (average)	2.8% (average)	2.4%	Green	↑
<i>Percentage of vacant retail space in market towns (Measure reference 12)</i>	8.09% (Quarter end)	6.94% (Quarter end)	Less than 8%	Green	↑
<i>Number of residents accessing support via the Help Hub (Measure reference 15)</i>	1884 (cumulative)	3005 (cumulative)	3,500	Green	↓
<i>Number of residents supported to live independently (Measure reference 18)</i>	410 (cumulative)	601 (cumulative)	700	Green	↓
<i>Delivery of housing standards enforcement (Measure reference 19)</i>	50 (cumulative)	68 (cumulative)	75	Green	↓
<i>Percentage successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless (Measure reference 21)</i>	92% (average)	91% (average)	80%	Green	↓
<i>Number of working days taken to process new claims for Housing Benefit/Council Tax benefit (Measure reference 22)</i>	5 (average)	6 (average)	7	Green	↓

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
<i>Number of affordable homes delivered (including help to buy) (Measure reference 23)</i>	130 (cumulative)	242 (cumulative)	Sufficient housing	Green	↓
<i>Percentage of planning decisions made within statutory timescales – minors/others (Measure reference 25)</i>	86% (average)	90% (average)	80%	Green	↑
<i>Percentage of planning decisions made within statutory timescales - householders (Measure reference 25)</i>	86% (average)	90% (average)	80%	Green	↑
<i>Percentage of planning decisions made within statutory timescales - majors (Measure reference 25)</i>	96% (average)	94% (average)	80%	Green	↓
<i>Participation levels in household food waste recycled (Measure reference 27)</i>	79.51% (snapshot)	80.31% (Snapshot)	Increase by 2%	Green	↑
<i>Percentage in household waste recycled (Measure reference 28)</i>	57% (average)	n/a	Increase by 2%	Green	↑
<i>Participation levels in garden waste service (Measure reference 29)</i>	35003 (snapshot)	35398 (snapshot)	35,100	Green	↑
<i>KGs of residual waste collected per household (Measure reference 29)</i>	194.76kg (cumulative)	n/a	Decrease of 10Kgs	Green	↑

### Strategic Risk Dashboard

- 3.33. During Q3 23/24, the CLT have reviewed and updated the Strategic Risk Register (SRR) 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, CLT 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
- 3.34. As part of our ongoing continuous improvements to the way we manage and report risk, CLT have reviewed the format of the strategic risk register and have now included columns showing Inherent Risk as well as Mitigated Risk. This is to support Members and Staff to fully understand the impact of our mitigating actions and to ensure that we are able to track progress of the risk through its lifecycle. This was taken recently to Audit Committee for review.
- 3.35. Inherent Risk - we will now be using the first risk score in the register to score the inherent risk to the organisation. This is the score which reflects the natural risk level in an environment where the risk has not been controlled or new/additional mitigating actions taken. This score can change over time if the inherent risk changes e.g., the external environment changes.
- 3.36. Mitigated Risk (current risk) score will be used to reflect how effective the mitigating actions have been on the inherent risk. This score should be lower than the inherent risk if the mitigating actions are effective.

3.37. Since the risk register was last seen by the committee, no new strategic risks have been identified.

3.38. Two strategic risks have had their scores reduced. These are:

- BDCM4: Ambitions in the Delivery Plan do not match the capacity of the organisation - The likelihood of occurrence has reduced as we begin to progress the mitigating actions owned by the Project Management Office.
- BDCP3: Implications arising from the Government’s Resources and Waste Strategy and the Environment Act 2021 - In October the Government published the response to the Consistency in Collections consultation which included that Local Authorities could continue to charge for garden waste collections, and from April 2026 all Local Authorities will receive revenue funding to meet the cost of providing a weekly food waste service. This has reduced the likelihood and impact scores of this risk.

3.35. 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 3, 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				BDCP3 – Government’s Waste Strategy (risk reduced)	BDCM5 – Cyber attack (no change)
3	Likely				BDCM2 – Reform and Devolution (no change) BDCM4 - One Team Capacity and Capability (risk reduced)	
2	Not Likely					BDCM1 – Financial (no change) BDCS13 – Housing demand (no change)
1	Rare					

#### 4. Proposed action

4.1. Cabinet is asked to endorse 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 provided 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. The organisation is currently developing a strategic risk register where strategic risks will be managed.

## 7. Conclusion

- 7.1. The report has provided an overview of the position of the Council for performance, risk and finance for Q3 2022/23.

## 8. Recommendations

1. To endorse the revenue and capital position for quarter 3 (variance details in Appendix 1).
2. To endorse the Quarter 3 2023/24 performance (detailed 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).
4. To agree to purchase a further £49,900 £1 shares in Broadland Living to bring the total equity investment to £50,000.

## Appendix 1

<b>Chief of Staff</b>	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	396	396	332	407	-11	Additional meeting room connectivity and Disability Discrimination Act compliance costs. Additional costs Local Government Association conference costs.
Chief of Staff	45	44	37	44	0	-
Governance	894	899	549	839	60	£68k New burdens funding received to offset running costs.
Electoral Services	54	54	261	46	9	Savings on elections canvassing agency staffing.
Marketing & Comms	372	374	245	331	43	Contracted Services expected to be higher.
Internal Audit	63	63	39	66	-3	
Human Resources	504	508	282	531	-23	Job advertising savings, offset by other various costs. Savings on training costs will be offset by new Learning and Development software.
Apprentices	245	260	201	277	-18	Additional apprentice staffing costs.
	<b>2,573</b>	<b>2,598</b>	<b>1,947</b>	<b>2,541</b>	<b>57</b>	

<b>Finance &amp; Corporate Costs</b>	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	1,338	1,154	794	1,157	-3	-
Finance & Procurement	445	452	447	494	-42	Agency costs to cover Finance vacancy, and additional support for Financial Transactions Team due to volume of work.
Council Tax	404	421	496	482	-61	Agency costs to support system change and cover vacancies. Reduction in income from court summons.
Business Rates (NNDR)	-54	-52	92	-42	-9	Agency costs to support system change and cover vacancies.
	<b>2,132</b>	<b>1,975</b>	<b>1,828</b>	<b>2,091</b>	<b>-116</b>	

<b>Transformation &amp; ICT / Digital</b>	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	1,347	1,350	1,041	1,444	-93	Higher usage expenditure than budgeted for on data and mobile phones. Data line costs are higher than expected due to increased resiliency requirements. Additional firewall costs of £14.5k. Unexpected software costs relating to retaining the Revenues and Benefits system beyond the new system consolidation, upgrades to Pay360 and one-off costs to continue with Arbitas. Ongoing vacancies will provide savings of £87k.
Strategy and Transformation	402	274	274	365	37	Salary savings from transformation team restructure.
<i>Transformation – Future Council Fundng</i>	-	-	-730			<i>Expenditure fully funded from Government grant for pilot programme.</i>
Customer Services	289	293	177	229	64	Salary savings from team vacancies.
Facilities	454	457	706	530	-74	Thorpe Lodge was budgeted for 6 months as an unoccupied building, however occupancy continued for another 2 months until the end of May for which SNC have been recharged their share. This led to higher costs such as utilities, maintenance and rates together with an ongoing holding cost which will continue until the disposal of the building. A shortfall in income in relation to rental at the Horizon Centre is anticipated to be £26K.
	<b>2,489</b>	<b>2,502</b>	<b>1,468</b>	<b>2,568</b>	<b>-66</b>	



<b>Economic Growth</b>	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	654	657	592	493	164	There is a net £104k saving on staffing, due to an establishment post being funded by a project and savings in vacancy turnover/reduced hours.
Property	0	0	775	-3	3	
Car Parking and Public Conveniences	129	129	145	163	-34	Increased utility expenditure in public conveniences and increased costs for car park maintenance.
Community Assets	321	324	233	266	58	No increase for Bure Valley Railway rental. The company are taking on maintenance costs. An electricity rebate has been received for Hellesdon street lighting.
	<b>1,105</b>	<b>1,110</b>	<b>1,745</b>	<b>919</b>	<b>191</b>	

<b>Regulatory</b>	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	409	412	384	482	-70	Agency staff costs for the interim Environmental Protection Manager have been incurred. Works in default costs have been incurred on the Thorpe Island sewage pipe. Some of these may be recovered from the landowner in the future.
Food Safety & Licensing	105	135	-1	21	114	One off Private Hire licensing income means that income has exceeded expectations.
	<b>514</b>	<b>547</b>	<b>383</b>	<b>503</b>	<b>44</b>	

<b>Planning &amp; Business Support</b>	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	466	479	464	547	-68	Some planning non-pay savings have been achieved but additional costs have been incurred on agency staff to cover vacancies. Planning fee income is currently forecast to not reach budgeted levels, but the lower fee income has been partially offset by additional Planning Performance Agreement and Government grant income. Design Code preparation work has been delayed so that budget will need to be carried forward to 24/25. Some Neighbourhood Plan costs have been delayed until 24/25.
CIL	-371	-370	-280	-370	0	
Building Control	38	38	32	38	0	
Business Support	78	86	122	137	-51	There are vacancies within the team which are unlikely to be filled in the short term. These savings are offset by lower land charge income caused by the downturn in the housing market.
	<b>212</b>	<b>234</b>	<b>338</b>	<b>352</b>	<b>-119</b>	

<b>Individuals &amp; Families</b>	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
Leisure Community Development	0	5	0	0	5	
Communities & Help Hub	475	558	394	557	1	
Communities & Help Hub - External	0	9	-175	0	9	Funding confirmed to cover salary uplift.
Housing Standards & Independent Living	288	294	216	309	-15	Correction of BDC Handy person post to BDC only.
Housing Standards & Independent Living - External	0	0	-35	0	0	
Partnership and Innovation	56	58	43	58	0	
Partnership and Innovation – External	0	0	-224	0	0	
People from Abroad Programme – External	0	3	-473	0	3	
Benefits & Housing	786	816	698	822	-6	The overspend is predominantly due to the cost of the agency staff required to manage the ongoing demands of processing the Housing Register applications.
Benefits & Housing – Accommodation	154	154	366	212	-58	At the end of Q2, the forecast expenditure on spot purchased accommodation was expected to exceed budget by £173k., offset by the additional income received from private sector leased properties of £82k and the new Dereham Road properties that were forecast to provide a net income of £108k. Additional funding from the Homeless Prevention Grant of £143k was transferred (as permitted by the grant) to offset the further rise in temporary accommodation costs which are now forecast to exceed budget by £351k.
Benefits & Housing - External	0	4	25	18	-15	Increased Spot purchased accommodation for rough sleepers, as funding accounts for up to 7 rough sleepers being accommodated. Current figure is 17.
	<b>1,759</b>	<b>1,901</b>	<b>835</b>	<b>1,977</b>	<b>-76</b>	
Housing Benefit Payments	-91	-91	141	-91	0	

<b>Community Services</b>	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
Waste Management	318	327	268	324	3	
Waste	1,789	1,599	1,441	1,840	-241	Additional waste costs of £26k because of the Coronation bank holiday; additional container management costs of £139k (subject to challenge); an allowance for contractual property count uplift of £33k, £50k matched funding costs for hydrotreated vegetable oil as set out in the Veolia contract and £52k costs for additional collections
Recyclable Waste	1,047	1,069	919	1,045	24	The overall tonnage expected to be collected this year has been reduced from 13,000T to 11,700T, resulting in a saving of £97.5k from disposal costs, and reduced recycling credit income by 64.4k, giving a net saving of £33k. The corrected property count number increased the contract cost by £9k.
Garden Waste	-1,855	-1,810	-1,902	-1,781	-28	The service will miss its increased subscription income target by £28k, however a small increase in disposal tonnage has provided an additional net income of £8k, but additional contract costs, for recovery of bins from ended subscriptions, of £8k .
Food Waste	352	397	854	397	0	
Street Scene	498	540	438	526	14	Additional income, as a result of recovery of disposal costs for fly tips, from Norfolk County Council.
Recycling Strategy	84	121	100	147	-26	Within the Recycling Strategy team, additional costs due to approved growth (Strategy Manager - approved cabinet Feb 23), maternity costs, and additional Norfolk Waste Partnership costs (£19k).
	<b>2,231</b>	<b>2,242</b>	<b>2,119</b>	<b>2,498</b>	<b>-257</b>	

## **Appendix 2**

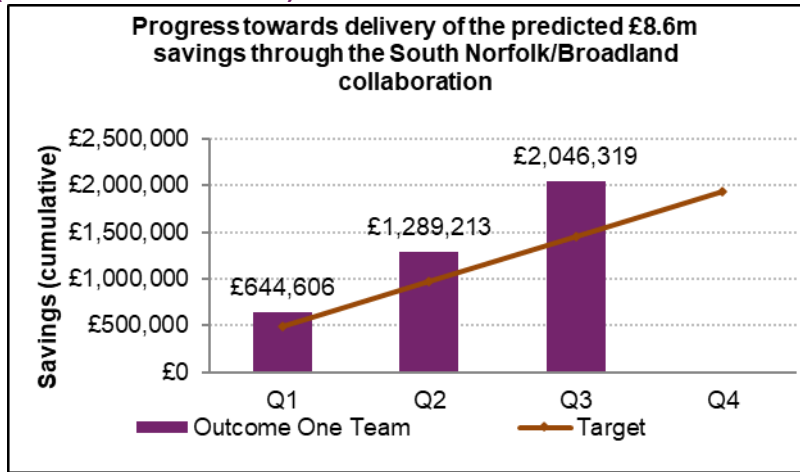
# **Broadland District Council – Delivery Measure Performance for Quarter 3 2023/24**

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)



**End Success Target: £8.6m savings over 5 years**

### COMMENTS

**Measure Owner:** Rodney Fincham

**Portfolio Holder:** Cllr Steve Riley

**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 £8.5m, this saving is split 45/55 (BDC/SNC). The figure net of one officer team transitional costs is £7.235m - One Team transitional costs were charged to the relevant Council.

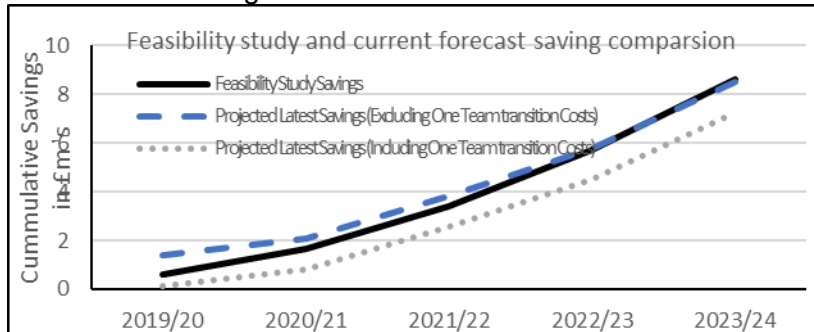
Some of the one officer team savings were delayed, due to the impact of the Covid-19 pandemic. However, we are still on track to deliver annual savings of £2.6m a year by year 5.

### 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.

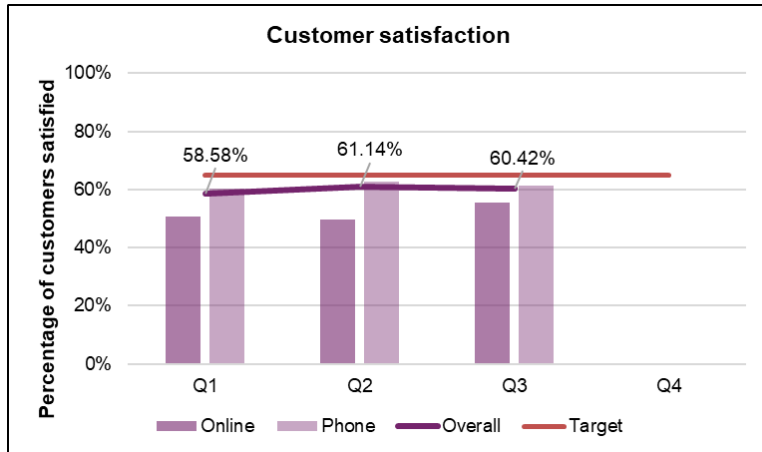
### CONTEXT

The table on the right 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	4,872	6,919
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
	<b>1,385</b>	<b>2,079</b>	<b>3,802</b>	<b>5,771</b>	<b>8,500</b>
One Team transition costs	-1,265	-1,265	-1,265	-1,265	-1,265
	<b>120</b>	<b>814</b>	<b>2,537</b>	<b>4,506</b>	<b>7,235</b>

**A Customer satisfaction (Measure reference 2)**



**End Success Target: 65%**

**COMMENTS**

**Measure Owner:** Corinne Lawrie

**Portfolio Holder:** Cllr Dan Roper

**Description of the performance this quarter:** This measure focuses on overall satisfaction of our communication channels as part of our programme of work to deliver a First-Class Customer Service. In Q3, we implemented our new telephony system and alongside this took the opportunity to review our Customer Satisfaction Survey. In November, we soft launched our new online survey, this appears on our website homepage. Development work is taking place to add in an automated pop up to invite customers to complete the survey. Work is currently taking place to launch the survey on our telephony system, and we expect this to be completed by the end of February.

In Q3 we received a total of 384 responses (321 phone, 63 online) with an overall satisfaction rating of 60.4%. There is a reduction of responses when compared to the previous quarter due to the switch over of the phone system and the online survey being amended and launched in November of Q3.

Out of 384 responses:

- 232 customers were satisfied (197 phone, 35 online).
- 131 customers were dissatisfied (107 phone, 24 online).
- 21 customers were neither dissatisfied nor satisfied (17 phone, 4 online).

**Potential implications:** Across both of our online and phone surveys we are performing below our target. There could be a risk that we could see increased demand through our telephony channel if customers are unable to find the information through our website. This demonstrates the importance of the work we have recently commissioned relating to First Class Customer Service specifically looking at people, process and technological improvements to enhance the customer experience and drive efficiency.

**Action to be taken:**

- Online survey to be developed to automatically pop up on the website during the customers navigation.

- Following the full implementation of the improved surveys, Customer Experience and Insight Lead to provide survey results to service areas monthly with detailed response data to enable service improvements.
- Explore the opportunity to gain customer service accreditation as part of the First-Class Customer Service programme.
- In Q4, more enhanced data on why customers were dissatisfied with the service areas will be provided in this report.
- Customer Experience and Insight Lead to work with the services who are seeing a high percentage of abandoned calls to help make changes to improve these for Q4.

## **RISKS**

If the online customer journey does not meet customer expectation, we are unlikely to see an increasing demand down our telephones which is a more costly service.

## **CONTEXT**

### **Telephone Customer Satisfaction Survey**

- In Q3, the telephone customer satisfaction survey was only live in October due to the implementation of the new telephony system. Work is underway to get the survey live on the new system by the end of February.
- Our overall satisfaction rating for October on our phone survey was 61.37%.

### **Online Customer Satisfaction Survey**

- In Q3, our overall satisfaction rating for our online survey was 55.56%.

### **Abandonment Rates**

- The abandonment rate on our Contact Centre lines continued to remain low in Q3 (6%), this was a 1% decrease compared to Q2. This is within the green rating.
- The abandonment rate on our Call Queue lines in Q3 was 13%, this was a 3% increase compared to Q2. This is within the amber rating.





## Staff satisfaction (Measure reference 3)



**Year End Success Target: Continual Improvement**

### COMMENTS

**Measure Owner:** Emma Hodds

**Portfolio Holder:** Cllr Dan Roper

**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 2023 engagement survey took place between 30 October – 29 December 2023. 74.6% of One Team completed the survey which is an increase of 25% from 2022. 2023 survey saw an increase in overall staff engagement to 69% (from 67% in 2022) based on average scores over 26 questions asked. The survey responses indicate a good level of engagement both in terms of completion which provides a majority perspective on questions asked and a good level of engagement across One Team. Focus areas will be identified so we can continue to increase this engagement score over the coming months into next year. It was very encouraging to see the top five positive responses across the Council's related to line managers and working environment:

- I am trusted by my line manager to manage my own workload.
- I understand what my line manager expects of me.
- I have not experienced bullying, harassment or discrimination within the last 12 months.
- I feel valued by my line manager.
- My line manager supports me with my wellbeing.

**Potential implications:** Areas with a lower satisfaction score included retention of staff, career progression and senior management decision making and impact.

**Action to be taken:** The results of the engagement survey will be communicated via local teams and actions plans put in place to focus on the lower scoring satisfaction scores / areas that teams would like to see improvement. Feedback from the Horizon survey will be shared with the Horizon project team for review and action.

### RISKS

Ability of all employees to partake in engagement survey outcome cascade such as unconnected or community-based colleagues, this risk has been mitigated by cascading the feedback via local teams to communicate as part of regular and ongoing conversations.

### CONTEXT

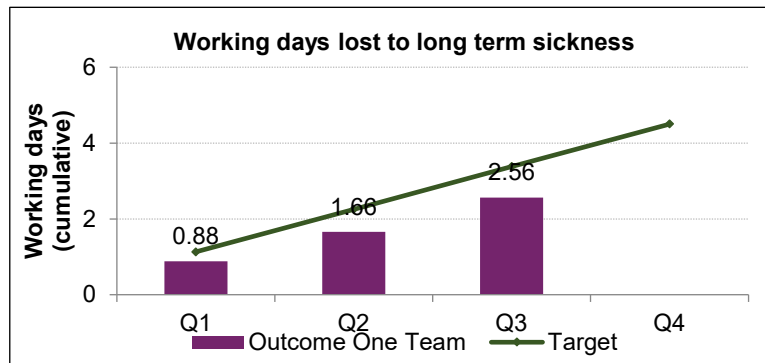
We have seen an improvement in 2023, in engagement, both in terms of number of respondents completing the survey and an improvement to the employee engagement score.

**Horizon survey:** 46.3% of respondents of the engagement survey completed the Horizon survey (not all respondents from the engagement survey regularly use the Horizon Centre such as Leisure & Depot colleagues). 67% of respondents are satisfied (strongly agree/agree) with the working environment at Horizon. 58.8% prefer working in Horizon to previous buildings with positive feedback including appreciation for the modern office environment and facilities. Cleanliness, noise levels and ability to sit with teams were recurring themes for improvement.

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



**Year End Success Target: 4.5 days**



**COMMENTS**

**Measure Owner:** Emma Hodds      **Portfolio Holder:** Cllr Dan Roper

**Description of the performance this quarter:** For Q3, short term absence rate sits at **1.10** working days lost per FTE. For Q2 this was 0.92 days, which means short term absence has increased by this quarter of **0.18** days. Based on the average levels over the year, it is likely we should remain within the tolerance target for Q4.

In comparison, long terms sickness absence has also slightly increased in Q3 with **0.90** days lost per FTE, compared to **0.78** days last quarter. Long terms sickness is also on track to remain within target for Q4.

**Potential implications:** We saw an increase in Covid-19 in Q3, making up 12.5% of the Q3 short term absence. Gastro-Intestinal and Respiratory were the other main contributors to short term absence (28%), this is not unusual for the time of year. With long-term absence in Q3, Mental Health Illness is biggest outlier, increasing to 31% of long-term absence days lost this quarter. Musculo Skeletal long-term absence reduced to 10% which is a significant improvement on last quarter which was 23.24%.

As mentioned in previous reports, Mental Health continues to be a key concern locally and nationally. Mental health UKs 2023 Annual report shows over a third of adults experienced high or extreme levels of pressure and stress always or often in the past year, the report warns that the UK is at risk of becoming a 'burnt-out nation'.

**Action to be taken:**

Focus on our highest causes of absence continues. Our Assistant Business Partners work closely with managers to support staff on an ongoing basis to prevent long term sickness occurrences and enable swift returns to work.

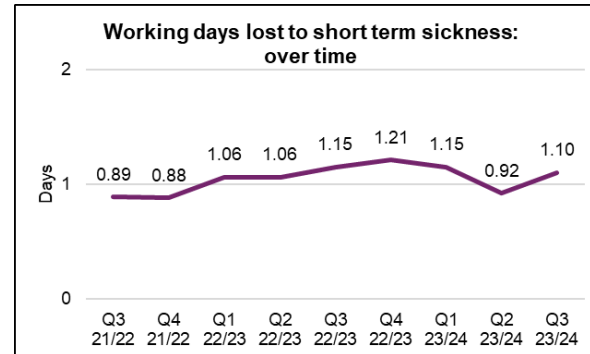
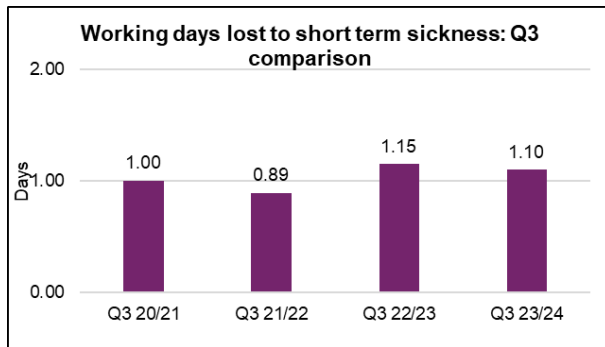
Other support available to help with reducing sick absences includes:

- Occupational Health Support
- Employee Assistance Programme
- Bespoke manager training
- Tailored mental health initiatives such as Lions Barbershop Initiatives
- Private counselling
- Private Menopause support via Spire Clinic
- Physio Support

## 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-term and short-term sickness levels along with a more focussed approach working with our occupational health provider

## CONTEXT

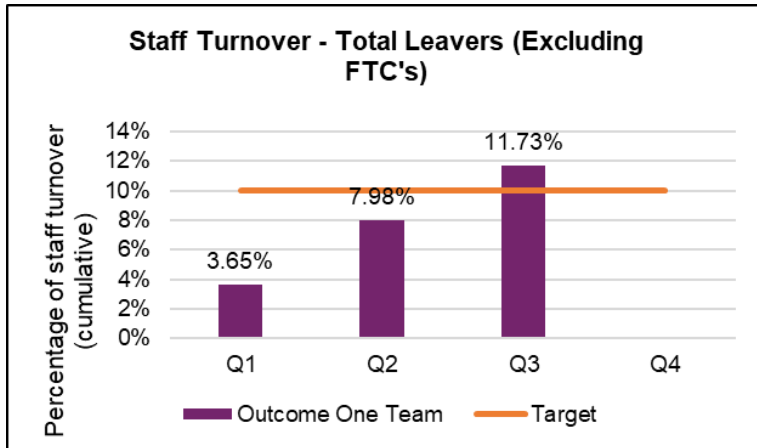


The national average sickness days lost per FTE in the UK sits at 7.8 according to CIPD, which gives reassurance that our own absence is relatively low and managed well.

Whilst our total days lost to sickness have slightly increased, our days lost to some of our highest concerns in recent months, such as Musculo-skeletal issues has reduced, and people are returning from mental health absence much sooner. This a positive indication that the actions we have put in place is taking the effect.

The 2023 CIPD Health and Wellbeing report highlights that across the UK, our managers have a significant impact on our mental health at work, this could be how different management styles affect us or how well we are supported when we are struggling. We are currently designing our new Management Development program which will include specific training on supporting team members with mental health issues.

**R Staff retention (Measure reference 5)**



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

**COMMENTS**

**Measure Owner:** Emma Hodds

**Portfolio Holder:** Cllr Dan Roper

**Description of the performance this quarter:** The graph to the left shows staff retention in the form of turnover. The quarterly total turnover figure for Q3 was 2.88%, which is a decrease of 1.45% compared to Q2. The cumulative turnover figure for Q1, Q2 & Q3 is 11.73%.

2.69% of this was voluntary turnover, which means those who resigned from their post and chose to leave, the remaining 0.19% left us for other reasons such as dismissal and redundancy.

For Q3 turnover reduced significantly which is really encouraging, this brings our rolling 12-months average turnover to 3.75%. If our turnover maintains at this level throughout Q4, our cumulative turnover figure would be 15.48%. This is above the target of 10% but an improvement on last years total turnover over which was 18%.

**Q3 Turnover Breakdown**

	Oct	Nov	Dec	Total
<b>Total turnover rate % (Excluding FTC's*)</b>	<b>1.05</b>	<b>0.57</b>	<b>1.26</b>	<b>2.88</b>
<b>Voluntary turnover rate % (Resignations)</b>	<b>0.86</b>	<b>0.57</b>	<b>1.26</b>	<b>2.69</b>

\*Excluding Fixed Term Contracts

**Potential Implications:** Exit interviews completion has risen again in Q3 to 85%. A breakdown of what leavers told us they liked and disliked about the One Team is below:

Positives feedback themes:

- The flexible approach to working is really beneficial to work life balance
- People like the new office and felt it is a relaxed and engaging working environment
- People valued their relationships with colleagues and felt they had a bond through a sense of shared purpose.
- 

Potential areas to review:

- Some leavers didn't like the desk booking arrangement (not always able to sit with colleagues they work closely to and the nature of some teams work can be noisy)
- Some leavers felt their can be miscommunication from management, this is more relevant in operational areas with multiple managers across teams.
- Some leaver found the IT systems and remote working challenging

**Action to be taken:** The HR Team continues to support managers with reducing their turnover using exit interview feedback and continuous coaching through the employee cycle. Feedback from the staff opinion survey well will inform action plans to take forward with individual areas.

As detailed in last quarters update, the labour market remains very tight and we are one of the many employers trying to position ourselves better and improve retention by upskilling existing staff and raising wages. We are hopeful that the recent pay award and pending move to a pay progression model, will help us with our retention.

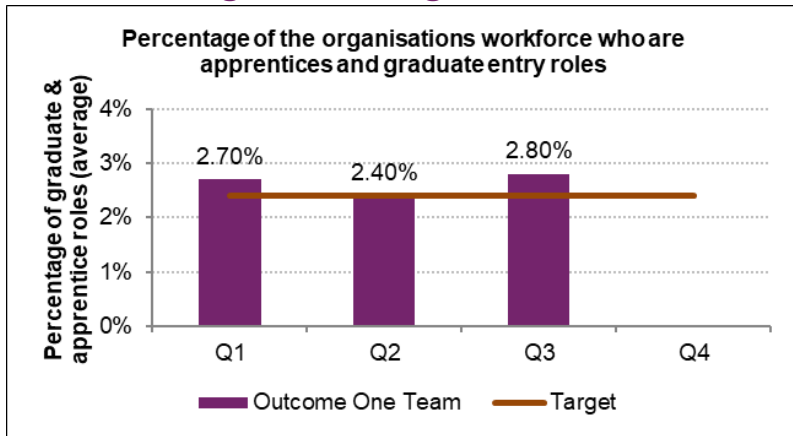
## **RISKS**

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 the immediate aftermath of the Covid pandemic, a collective revaluation of the workplace coupled with a tight labour market triggered what many dubbed the 'Great Resignation'. The national picture continues to reflect this trend with employee turnover across all sectors increased markedly again in 2022. The latest data from Cendex shows 16.4 per cent of UK employees resigned in 2022, a noticeable increase on the 9.6 per cent voluntary resignation rate in 2021, and one that pushed the total labour turnover rate to 22.5 per cent, compared to 14.6 per cent in 2021. Other councils do not report on this measure, so it is difficult to source comparison data. However, the CIPD Spring 2022 Market Outlook report the labour market continues to be tight which will undoubtedly affect how well organisations can retain talent. The report says "under-pressure public sector employers are more likely to be struggling to find the staff they need to deliver public services, with more than half (52%) reporting hard to-fill vacancies.

**G 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**

**Measure Owner:** Emma Hodds

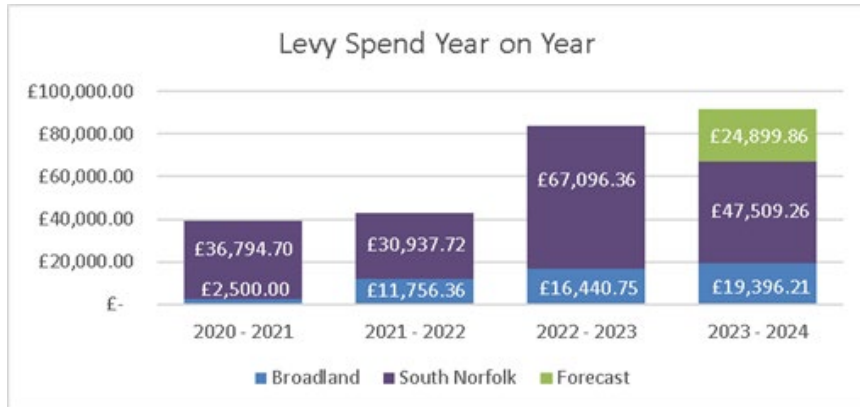
**Portfolio Holder:** Cllr Dan Roper

**Description of the performance this quarter:** For Q3, the percentage of the organisation’s workforce in apprenticeships or graduate roles sits at 2.8% of the organisation headcount, that is 25 apprentices and 2 graduates. This figure is above our target, resulting in green RAG status and an increase from Q2. We also have a further 9 officers undertaking an apprenticeship as professional development.

**Potential implications :** Whilst we have not had any levy funds expire this year, the risk of not reducing the levy balance may mean we see funds expire in future.

**Action to be taken:** To retain use of our full levy funding within Broadland and South Norfolk Councils we are looking to further reduce our levy balance through use of apprenticeships for officer career development where apprenticeship standards, location and timing of training matches the learning need.

**CONTEXT**



The Councils’ apprenticeship strategy and recruitment activity has continued to increase in order to fulfil our aims for providing career entry roles and developing a pipeline of talent into hard to recruit areas.

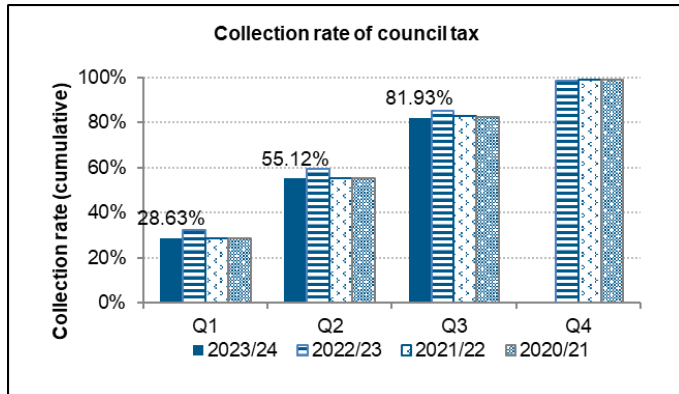
Spend of this year’s levy income has continued to increase for Broadland to 109% however for South Norfolk it has dropped to 80% due to forecasted levy payments moving into next quarter. Due to the income from previous years, despite increasing our total levy spend once again this year, we are forecasting to spend only 48% of our total balance over the next 12 months.

Forecasted remaining balance at year end:

- South Norfolk £130,897.04
- Broadland £36,826.02

It should be noted that the levy fluctuates monthly depending on the number of employees we have in the organisation and when we have new apprentices start and finish. The levy balances income against expiring funds, funds expire after 24 months.

**A** **Collection rate of Council Tax (Measure reference 7)**



**Year End Success Target: 98%**

**COMMENTS**

**Measure Owner:** Rodney Fincham

**Portfolio Holder:** Cllr Steve Riley

**Description of the performance this quarter:** The collection rate for quarter 3 of 81.93% is 0.56% below the quarter 3 performance in 22/23.

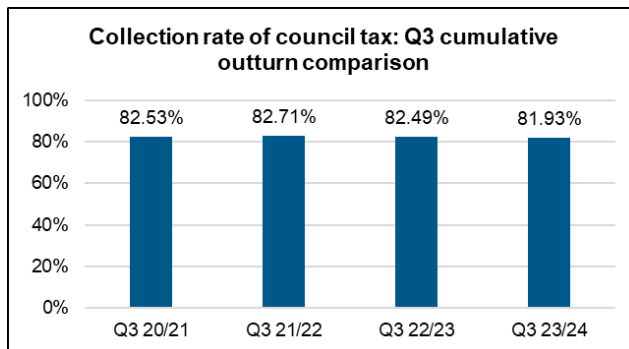
A drop in collection was expected as we implemented the Civica Revenues Benefits system in December, which resulted in 4 weeks of downtime during the conversion and court recovery work having to be suspended. Since the new system has gone live, we have had a number of implementation system issues.

**Potential implications:** Increased customer contact, staff resources to deal with workload and to resume recovery timetable in Q4.

**Action to be taken:** We are working with the supplier to resolve issues, and the team are working extra hours to catch up with the work.

**RISKS**

None this quarter.

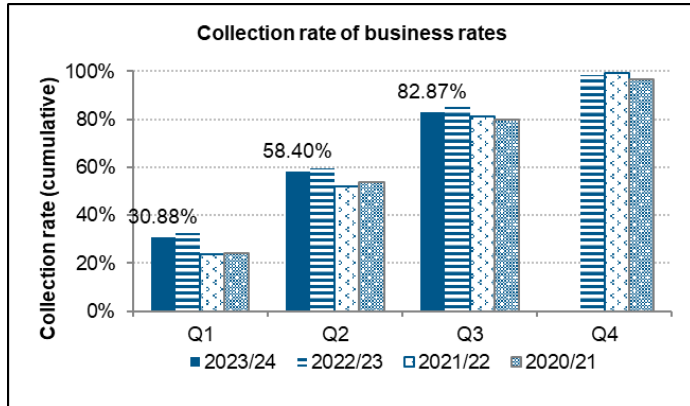


**CONTEXT**

The graph to the left shows the Q3 collection rate in comparison to previous years.



**A** **Collection of Business Rates (Measure reference 8)**



**Year End Success Target: 98%**

**COMMENTS**

**Measure Owner:** Rodney Fincham

**Portfolio Holder:** Cllr Steve Riley

**Description of the performance this quarter:** The collection rate for quarter 3 of 82.89% is 2.15% below the quarter 3 performance in 22/23 but remains higher than Q3 in 20/21 & 22/23.

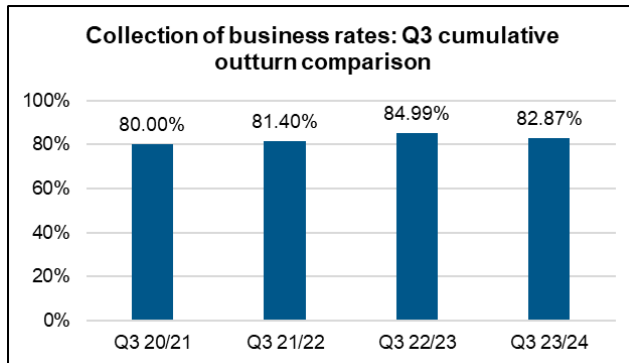
A drop in collection was expected as we implemented the Civica Revenues Benefits system in December, which resulted in 4 weeks of downtime during the conversion and court recovery work having to be suspended. Since the new system has gone live, we have had a number of implementation system issues.

**Potential implications:** Increased customer contact, staff resources to deal with workload and to resume recovery timetable in Q4.

**Action to be taken:** We are working with the supplier to resolve issues, and the team are working extra hours to catch up with the work.

**RISKS**

None this quarter.

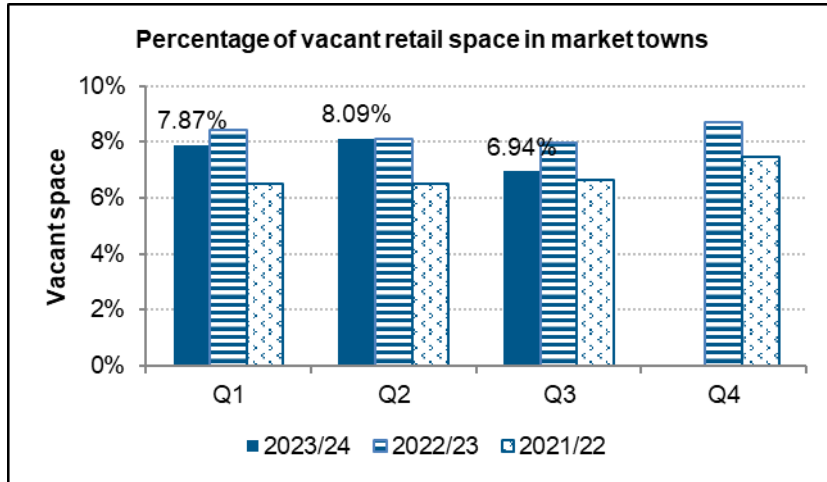


**CONTEXT**

The graph to the left shows the Q3 collection rate in comparison to previous years.



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



**COMMENTS**

**Measure Owner:** George Denton

**Portfolio Holder:** Cllr Martin Booth

**Description of the performance this quarter:**

- There has been a reduction of two vacant units in the market towns across Broadland during Q3.
- The overall percentage vacancy rate reduced by 1.15% on the previous quarter end. Total retail unit vacancy rate across the three market towns of Acle, Aylsham and Reepham stood at just under 7% at the end of Q3.
- Across Q3 the net movement is that there was one less vacant unit in each of Aylsham and Reepham, and no change in Acle.
- Numbers of vacant units in each of Acle and Reepham are currently above pre-pandemic levels, and in Aylsham they are at the same level as four years earlier.

**Potential implications:** Note the improved situation in Aylsham and Reepham for the second quarter in succession.

**Action to be taken:** Continue monitoring the situation and use business newsletters to promote availability of units.

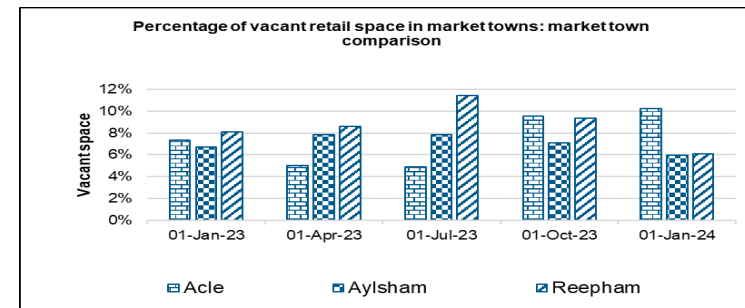
**Year End Success Target:** Less than 8% vacancy

**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 have increased from 50% to 75% in 2023/24 and will continue at this level again for 2024/25. 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**

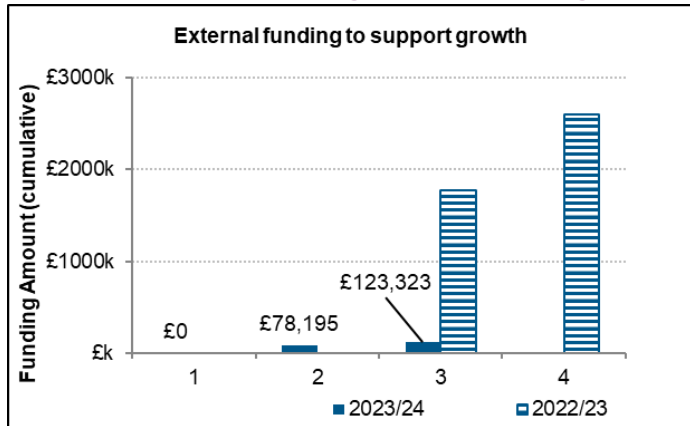
The calculations of vacant retail space are based on snapshots of the Business Rates database at each quarter end date. There may sometimes be a slight delay in retail units closing or being reoccupied and information being provided to, and records updated by the Business Rates team.

The Business Builder programme of business support, training, mentoring and grants opened in October 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.



R

**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**

**Measure Owner:** George Denton

**Portfolio Holder:** Cllr Martin Booth

**Description of the performance this quarter:** £32,586 has been secured to support the from Pride in Place work programme. Successful recipients included The Bircham (Reepham) and Hellesdon Community Centre

£90,737 has been secured from private sector funding to support the Rural Business Builder programme.

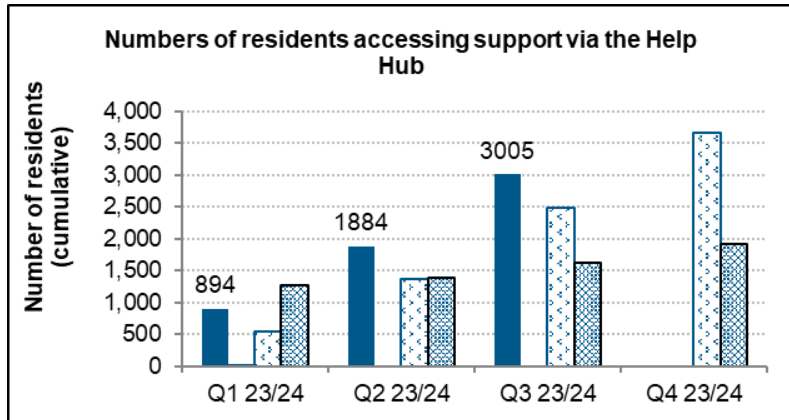
**Potential implications:** The level of external funding secured is proportional to the delivery of outputs and outcomes delivered.

**Action to be taken:** Work is ongoing to identify and secure external to supplement the delivery of the Economic Strategy .

**RISKS**

Securing significant amounts of external funding continues to be a highly competitive process with no guarantees of success.

**G** **Number of residents accessing support via the help hub (Measure reference 15)**



**Year End Success Target: 3,500**

**COMMENTS**

**Measure Owner:** Mike Pursehouse

**Portfolio Holder:** Cllr Natasha Harpley

**Description of the performance this quarter:** As expected, demand on Help Hub services continues to increase, led by increased public awareness of the service in Broadland as well as wider social issues, such as the cost of living. Projects such as Household Support Fund also increase the number of referrals into the service.

**Potential Implications:** Exponential increase in cases could place pressure on administrative elements of the Help Hub and could overwhelm end-point advice provision. This is not the case at this stage however, and the Sub-directorate is working to ensure that we have the staff resources in the right place to ensure we can maintain performance. We have planned in a wider review of demand in next financial year to understand our performance and demand which will be presented to Overview and Scrutiny.

**Action to be taken:** Continue to track demand and local and national trends.

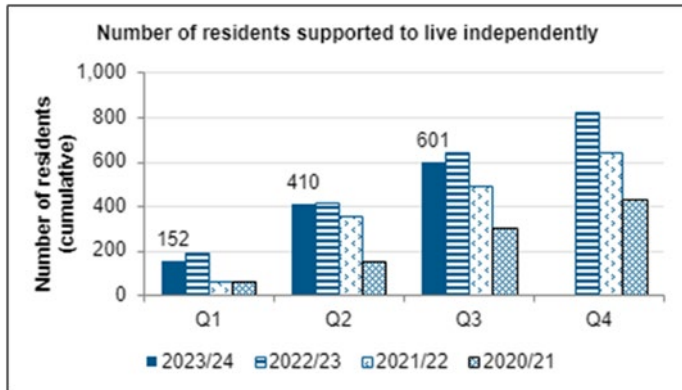
**RISKS**

Pressure from too many referrals could slow the administrative processes of the Help Hub and overstretch resource. This will be monitored, however is currently being coped with.

**CONTEXT**

Advice and support services locally and nationally are seeing comparable trends in advice demand.

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



**Year End Success Target: 700 residents**

**COMMENTS**

**Measure Owner:** Mike Pursehouse **Portfolio holder:** Cllr Natasha Harpley

**Description of the performance this quarter:** During Q2 of 2023/24, 17 Disabled Facility Grants (DFGs), 5 additional grant and 29 low level grants (LLGs) have been completed, along with 145 handyperson visits, totalling 196 homes supported. These figures compare to 42 DFGs, 19 additional support grants, 42 LLGs and 137 handyperson visits in Q3 of 2022/23.

**Potential Implications:** By the end of December, our spend for the 2023/24 financial year totalled £813,423. Our budget from the Better Care Fund is £1,013,705, plus additional funding of £88,465. This gives us a total budget for 23/34 of £1,102,161.

**Action to be taken:** Continue our current performance monitoring throughout the next financial year.

**RISKS**

Ultimately demand is outstripping available funds through the better care fund, and we are working as a County wider strategic group to understand how we can reduce demand on our system by improving the health of our residents.

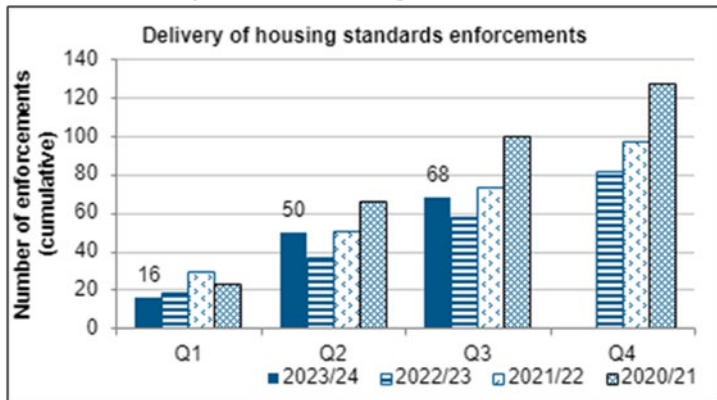
**CONTEXT**

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.

Additionally, the Council's Handyperson+ scheme offers small household repairs and minor adaptations. Our yearly target enables us to judge how many people we can support, by assessing trends in cost, complexity, delivery levels and resources.

**G**

**Delivery of housing standards enforcement (Measure reference 19)**



**Year End Success Target: 75 enforcements**

**COMMENTS**

**Measure Owner:** Mike Pursehouse

**Portfolio holder:** Cllr Natasha Harpley

**Description of the performance this quarter:** In Q3 of 2023/24, 18 disrepair complaints have been resolved, along with 2 occurrences of gypsies and travellers in the Broadland area. This compares to 21 disrepair cases and 2 reports of travellers in Q3 of 2022/23.

**Potential Implications:** The team can meet present demand through our current resource and currently have a full complement of staff with the skills to deliver in this area.

**Action to be taken:** Continue to monitor demand and appropriately adjust delivery if required.

**RISKS**

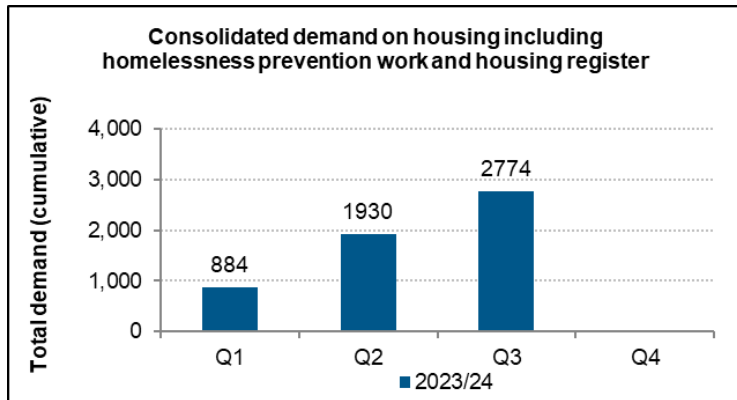
It is possible that demand may increase due to the cost-of-living crisis and greater awareness of damp issues, alongside with the proposed implication of new standards to rented homes. This will be monitored.

**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.

**R Consolidated demand on housing including Homelessness prevention work and Housing register (Measure reference 20)**



**Year End Success Target: 1,645**

**COMMENTS**

**Measure Owner:** Mike Pursehouse

**Portfolio Holder:** Cllr Natasha Harpley

**Description of the performance this quarter:** Demand on the housing services remains high however this quarter did see a reduction in total demand to 884 from 1046 in the previous quarter. This is expected as Christmas, and the run up to Christmas often results in fewer family breakdowns. The total demand however still remains significantly above the full year target of 1645 as people continue to face a reducing private rental sector and household affordability issues.

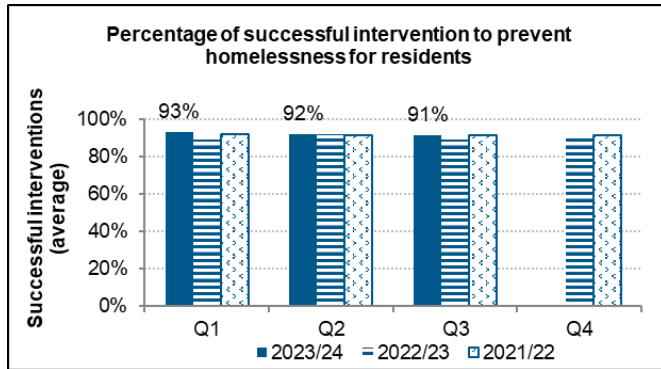
**Potential Implications:** The team is managing at present although the demand on the housing register for lower need remains a concern as those facing homelessness from private rental continue to face no other option than falling back upon the social rented sector thus reducing move on options for those now unsuitably housed within their housing (for example overcrowded).

**Action to be taken:** The team continues to perform very well under the circumstances. This is evidenced in performance measure 21 as our prevention ethos continues to provide very positive results. A workstream regarding managing the sustained increase demand from private rental sector (PRS), and the reducing capacity for PRS to be utilised as a prevention/sustainable home option will be forthcoming to cabinet within the next quarter.

**RISKS** - That demand continues to be sustained and currently low-level housing need becomes more serious prompting further high-level demand. Risks also remain regarding the cost of Temporary Accommodation. However, the purchase of more stock and co-investment through the local authority housing fund has mitigated the significant revenue spend

**CONTEXT** - We remain a highly regarded council with customer service at our core. Our prevention ethos, as a housing team individually but as part of the wider help hub means that although demand is high it is less than it may otherwise be. We are also not sitting still, we continue to develop out temporary accommodation offer, we have recently put in place a new homeless prevention officer and a people from abroad specialist housing solution officer. Our prison release officer continues to obtain success mitigating any further homelessness and possible risk to residents.

**G Percentage successful intervention to prevent homelessness for residents - (Measure reference 21)**



**Year End Success Target: 80%**

**COMMENTS**

**Measure Owner:** Mike Pursehouse

**Portfolio Holder:** Cllr Natasha Harpley

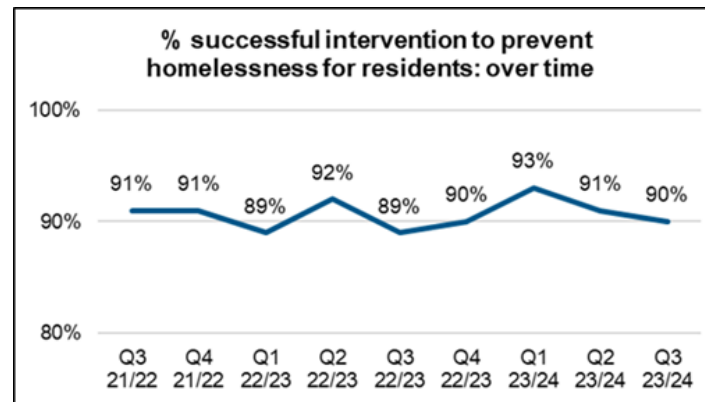
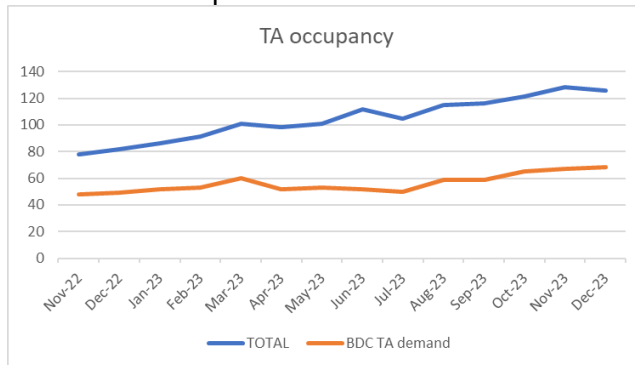
**Description of the performance this quarter:** Our prevention ethos continues to shine through with 91% (92% for the year) of total approaches prevented. This figure means that of the 2774 people who have approached the team we have provided holistic support, guidance and proactive homeless prevention advice to make sure 2552 residents have not had to face the ordeal of losing their home. With the reduction in private rental the upturn in domestic abuse and family breakdowns is incredibly hard to prevent, therefore, to prevent this for many residents is an incredible achievement. To note these figures do not include overall approaches to the help hub, a collective service whose primary focus is to prevent hardship to our residents, including housing concerns.

**Potential Implications:** This ethos must continue if we are to minimise the impact on temporary accommodation spend and potential growth of service. It is therefore encouraging to see such sustained service performance.

**Action to be taken:** To maintain performance at this level.

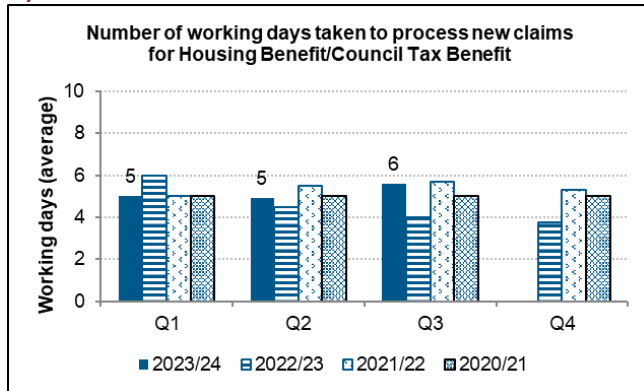
**RISKS –** There remains significant risk if this performance slips, however due to the team infrastructure and culture in place, officers remain confident that this risk remains contained

**Context -** Our performance remains consistent as shown in the graph.





**G** **Number of working days taken to process new claims for Housing Benefit/Council Tax benefit (Measure reference 22)**



**Year End Success Target: 7 working days**

**COMMENTS**

**Measure Owner:** Mike Pursehouse

**Portfolio Holder:** Cllr Natasha Harpley

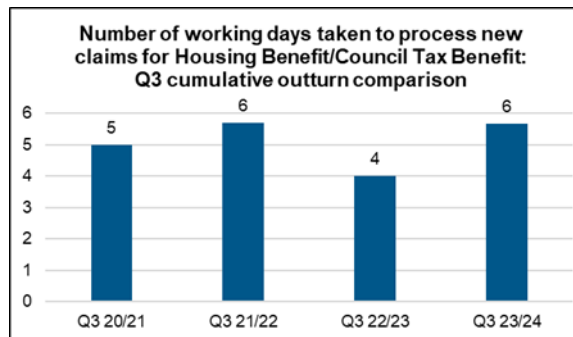
**Description of the performance this quarter:** Performance remained high for this quarter. The team during this period worked incredibly hard to bring the service completely up to date in preparation for the new system implementation. The upturn in days was due to this approach as all work items, no matter their complicated nature, were completed in a very small period. Traditionally the completion of such work items is spread out, well within acceptable customer levels as we endeavoured to make sure they were correct.

**Potential Implications:** In respect to this performance there are no concerns or implications, however the next two quarters will show a downturn as the new system is embedded. Whilst performance will be down in the short term, the new system will support our customers and save circa £1,000,000 over the next 7 years.

**Action to be taken:** None required

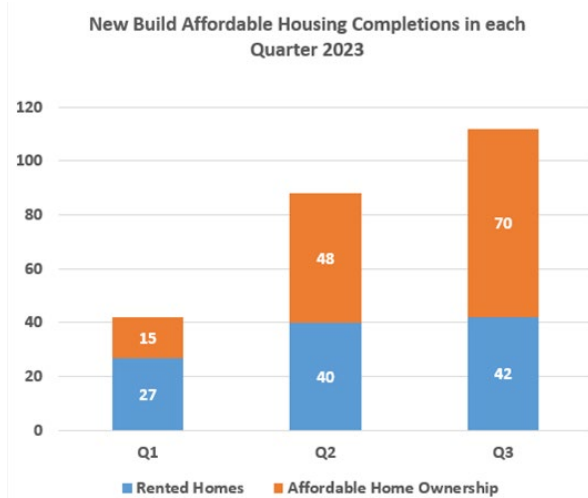
**RISKS** – The new system is presenting some challenges; however, this will be addressed in the next quarterly performance report. Officers are working incredibly hard to prioritise the most important work, both from a council financial prospective but more importantly a customer base.

**CONTEXT** - We continue to be a high performing Council in this area and remain top quartile.





**G** **Number of Affordable Homes delivered (Measure reference 23)**



**Year End Success Target: Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment**

The Local Housing Needs Assessment for Central Norfolk (2021) indicates a yearly target of 95 new affordable homes for Broadland.

**RISKS**

Due to the exceptional new build delivery levels in 22/23 the affordable housing completions delivery levels are expected to be lower for the current year. Nutrient neutrality issues have not greatly delayed the completion of affordable homes during 2023/24. However, we may start to see an impact on delivery in future years.

**CONTEXT**

Compared with 2022-2023 it is anticipated that there will be fewer completions through S106 obligations. However, the Housing Enabling team continues to work with house builders and Housing Associations to ensure ongoing delivery of new build affordable homes – to good space standards and including wheelchair accessible dwellings.

**COMMENTS**

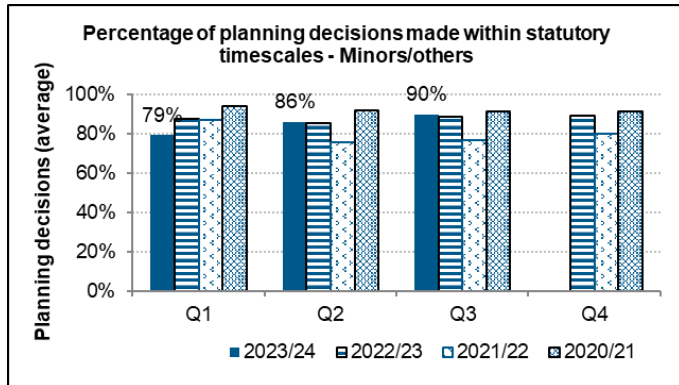
**Measure Owner:** George Denton    **Portfolio Holder:** Cllr Martin Booth

**Description of the performance this quarter:** Up to the end of December 2023 we saw a further 112 new affordable homes delivered of which 42 are Affordable Housing for Rent and 70 are for Affordable Home Ownership (AHO) all as Shared Ownership. All new build affordable units have been handed over by the house builders to Housing Associations (Registered Providers). These recent completions provide a combined total affordable housing delivery for Q1 to Q3 of 242 new build units. This therefore considerably exceeds the Broadland target of 95 units per annum - as required by the Greater Norwich Local Housing Needs Assessment. We have seen high delivery continue on Land of Smee Lane at Postwick (Allison Homes for L&G). The early delivery Phase is providing a high level of additional affordable units (non S106). These are mainly for Affordable Home Ownership (Shared Ownership). In Q3 there was also new homes delivered in Blofield Corner, Drayton, Spixworth, Rackheath and Hellesdon. There were also final units completed at Rackheath (Trinity Meadow) and Acle (St Edmund’s Park).

**Potential implications:** The number of affordable homes completed during 2023/24 (242) is already in excess of the annual target (95). However, new build affordable housing delivery may start to slow down over the next year and any economic downturn or uncertainty could also reduce the number of new build affordable homes delivered.

**Action to be taken:** None at present but continue to monitor the situation.

**G Percentage of planning decisions made within statutory timescales – minors/others (Measure reference 25)**



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

**COMMENTS**

**Measure Owner:** Helen Mellors **Portfolio Holder:** Cllr Stuart Beadle

**Description of the performance this quarter:** 97% of applications were determined in time in Quarter 3 (158 out of 163 applications) bringing the average for the year to date to 90%. 92 applications were determined in the statutory time period of 8 weeks and a further 66 were determined in an agreed extension of time.

The national minors / others measure excludes applications for advertisement consent, Listed Building consent, Certificates of Lawfulness, etc, however, when measured against all applications, which includes applications for advertisement consent, Listed Building consent, Certificates of Lawfulness, etc the combined figure is 98.8% (96% for all minor applications and 97.6 % for all other applications). We determined a total of 179 applications in this quarter and 177 agreed in time.

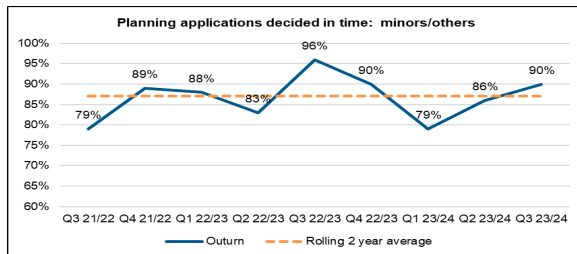
We are now measured as part of a national measure for a rolling 2-year performance. If we fall below the national measure of 70%, we will have special measures introduced. Our current rolling 2-year performance for minors/others is 89.2 %, which against the national target of 70% is good, and as such the Authority is not at risk of special measures.

**Potential Implications:** None.

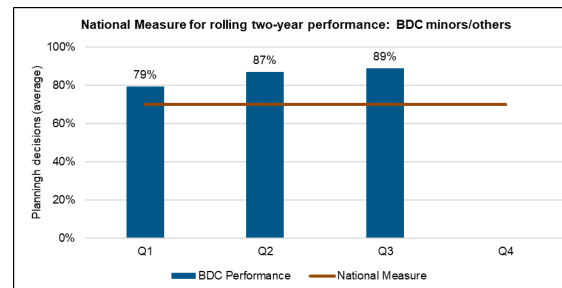
**Action to be taken:** Ensure all officers are meeting the national target.

**RISKS –** We are above our target of 80%. We are exceeding the national target rolling 2-year target of 70% and so there is no risk of special measures being introduced. We continue to work with the team to ensure extensions of tie are agreed and are seeking additional resources to ensure we meet targets.

**CONTEXT –**

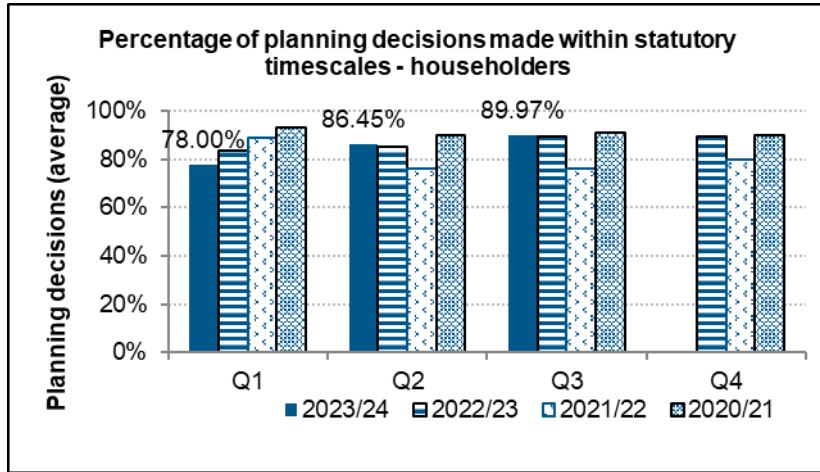


The graph above shows a comparison for previous years



The graph above shows the performance against the rolling 2-year average.

**G Percentage of planning decisions made within statutory timescales - householders (Measure reference 25)**



**COMMENTS**

**Measure Owner:** Helen Mellors      **Portfolio Holder:** Cllr Stuart Beadle

**Description of the performance this quarter:** 97% of applications were determined in time within quarter 3 (103 out of 106 applications) bringing the average for the year to date to 89.97%. 74 applications were determined in the statutory time period of 8 weeks and a further 29 were determined in an agreed extension of time. 33% were determined in 6 weeks or less

Note the number of householder applications determined in time are part of the other category measured in the above national category.

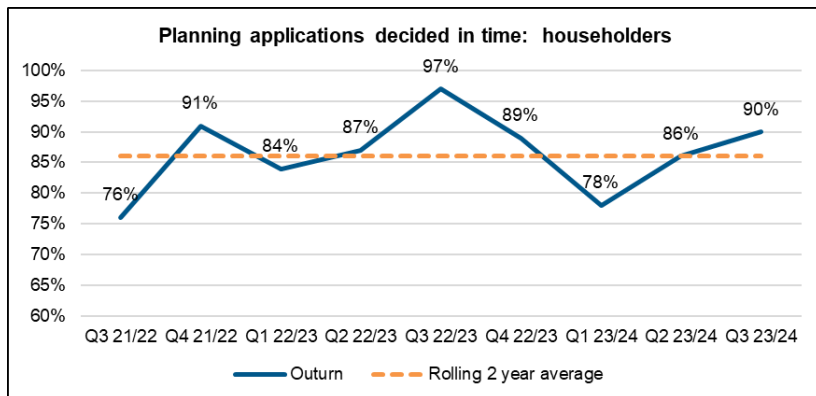
**Potential Implications:** None

**Action to be taken:** None

**Year End Success Target:** 80% of decisions

**RISKS**

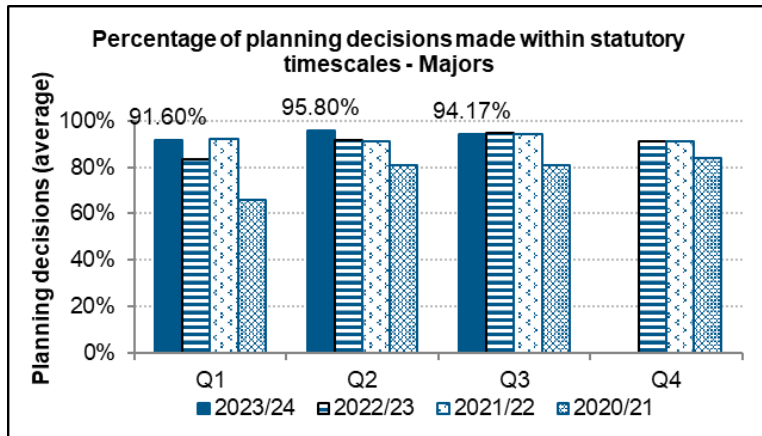
We are exceeding our target of 80%. We continue to work with the team to ensure extensions of time are agreed and are seeking additional resources to ensure we meet targets



**CONTEXT**

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

**G Percentage of planning decisions made within statutory timescales - majors (Measure reference 25)**



**COMMENTS**

**Measure Owner:** Helen Mellors

**Portfolio Holder:** Cllr Stuart Beadle

**Description of the performance this quarter:** 90.9% of applications were determined in time within quarter 3 (10 out of 11 applications) bringing the average for the year to date to 94.17%. 3 applications were determined in the statutory time period of 13 weeks and a further 7 were determined in an agreed extension of time.

The national average for "Major" applications determined in 13 weeks or agreed time limit for Q3 in 2022 was 88%. 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 90.3%, which is against the national target of 60% means the Authority is not at risk of special measures.

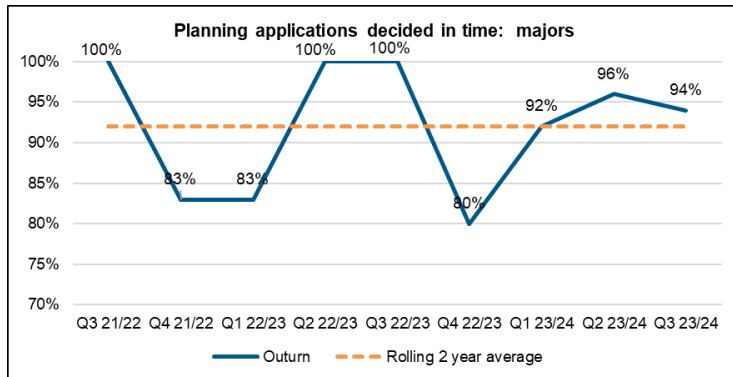
**Year End Success Target:** 80% of decisions

**Potential Implications:** None

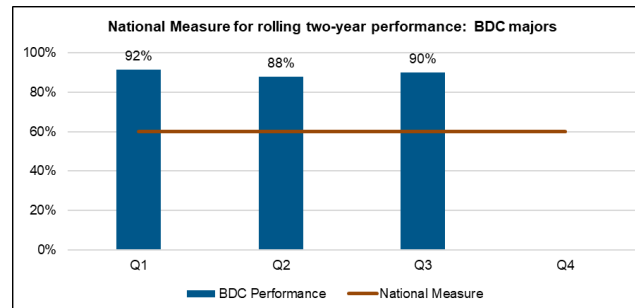
**Action to be taken:** None

**RISKS** - We are above our target of 80% and above the national measure of 60% both for the quarter and the rolling two-year measure. We continue to work with the team to ensure extensions of tie are agreed and are seeking additional resources to ensure we meet targets.

**CONTEXT**

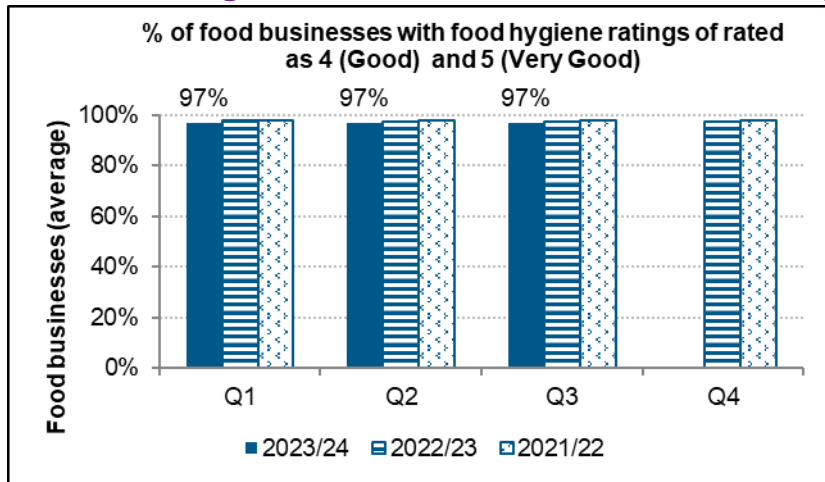


The graph above shows a comparison for previous years.



The graph above shows the performance against the rolling 2-year average.

**A Percentage of food businesses with food hygiene ratings of rated 4 (Good) and 5 (Very Good) (Measure reference 26)**



**COMMENTS**

**Measure Owner:** Nick Howard

**Portfolio Holder:** Cllr Jan Davis

**Description of the performance this quarter:** This quarterly measure remains static, where 96.8% represents a total of 841 (5-rated) and 101 (4-rated) businesses respectively out of 973 food businesses within the Food Hygiene Rating Scheme in Q3. A total of 109 food safety interventions were carried out and new ratings issued under the Brand Standard. Strong performance was noted in the timeliness and support to newly registered food businesses, with the cycle of those 'awaiting inspection' numbering only 13 businesses (high performing).

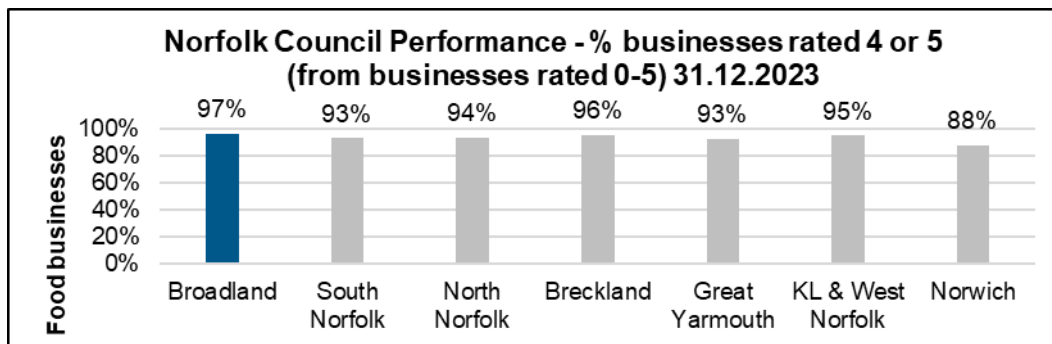
**Potential Implication:** When trading in challenging economic conditions has an impact on profitability, we may see Food Business Operators concentrating on survival and basic compliance (3-rating), rather than adopting higher standards linked with 4 and 5 ratings.

**Action to be taken:** Continue to adapt to new Food Standards Agency (FSA) advice for local authorities in the planning and implementation of our food intervention programme, plus continuing to provide early start-up 'best advice'.

**Year End Success Target: 98%**

**RISKS**

Higher food hygiene ratings indicate stronger protection for consumers and is a cornerstone of the Food Standards Agency (FSA) strategy of 'food you can trust'. Our regulatory activity aims to ensure that food produced locally or sold in Broadland is safe to eat. Limited staffing resources continue to be stretched by heavy reactive demand, in addition to new direction being provided to local authorities by the FSA for 2023/24. We have also yet to see the full impact of the cost-of-living crisis and implications for consumer spending patterns that may affect the longer-term profitability of some food businesses.

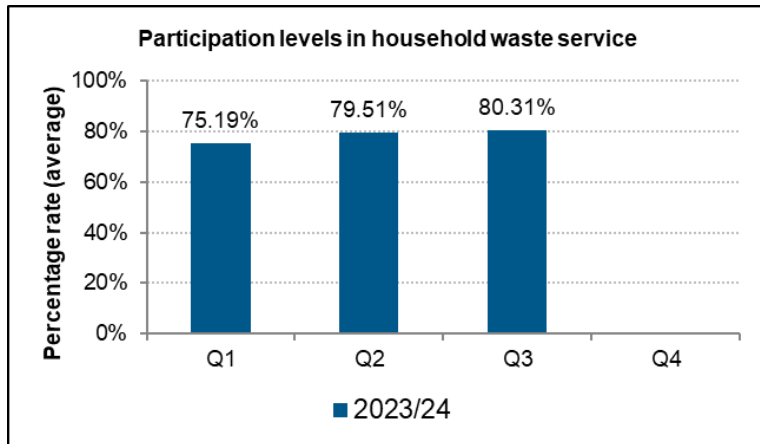


**CONTEXT**

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.

**G Participation levels in household food waste service (Measure reference 27)**



**Year End Success Target: Increase in the overall set out rate by 2% against Benchmark.**

**COMMENTS**

**Measure Owner:** Simon Phelan

**Portfolio Holder:** Cllr Jan Davis

**Note this is a revised indicator which replaces ‘Household food waste recycled’ – Benchmark set at 70%. Description of the performance this quarter based on Participation Survey**

- Survey period - October 2023 – December 2023
- Number of households sampled 9,100 across one area

**Description of the performance this quarter:**

**The Q3 2023/24 survey showed:**

- **Set-Out Rate:** the percentage of households that put out their food waste container on any one collection. For the period October 2023 - December 2023 the **set-out rate was 80.31%**.
- **Participation Rate:** the percentage of households that put out their food waste container at least once in a defined three-week period. For the period covered 7th - 25th October 2023 the **participation rate was 81.37%**.

Further analysis of the data showed that the overall food waste tonnage in Q3 2023/24 was 982.03t. This is a slight decrease of 62.55t in comparison to Q3 2022/23 with 1,044.58t.

**Potential Implications:** Impact on overall year-end recycling rate.

**Action to be taken:** The Council will continue to promote the use of the service wherever possible and continue to raise awareness that putting out even small quantities of food waste is important.

**RISKS**

- Behavioural barriers and hygiene concerns (flies, smells)
- Failure to provide households with free liners and households unwillingness to pay for additional liners

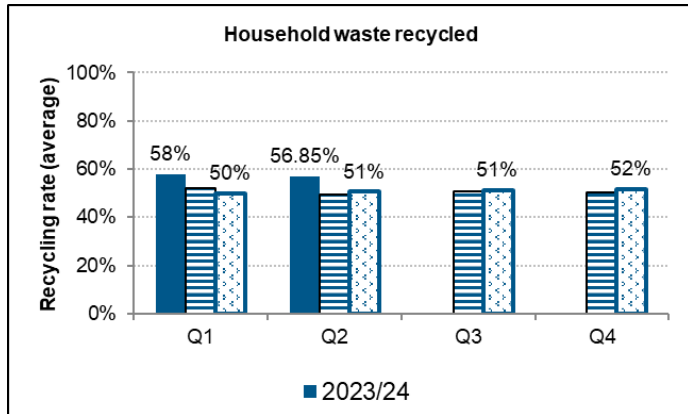
**CONTEXT**

- A comparator audit undertaken by WRAP (Waste & Recycling Action Programme) showed that the average participation rate for those local authorities providing a food waste collection service was between 35-55% (2021).



**G**

**Percentage of household waste recycled (Measure reference 28)**



**Year End Success Target: 2% increase against a baseline of 50.60% (Oflog Family Group Mean 44.95% 2021/22)**

**COMMENTS**

**Measure Owner:** Simon Phelan

**Portfolio Holder:** Cllr Jan Davis

**Description of the performance this quarter:**

**Note Q3 2023/24 data is not yet available. The information below relates to Q2 2023/24.**

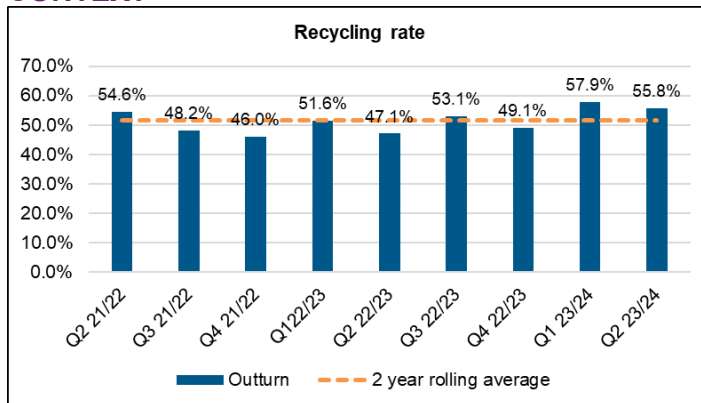
The overall recycling rate in Q2 2023/24 was 55.8% which is a decrease of 2.1% from the 57.9% recorded in Q1 2023/24. Further analysis of the data shows that the dry recycling rate decreased only by 0.07% while the composting rate (food and garden waste) decreased by 2.05% compared to Q1 2023/24.

**Potential Implications:** Impact on overall year-end recycling rate.

**Action to be taken:** The Council will continue to encourage residents to recycle as much as possible and promote the ReCollect App.

**RISKS:** Not being able to continue to increase the amount of household waste that is being recycled through 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.

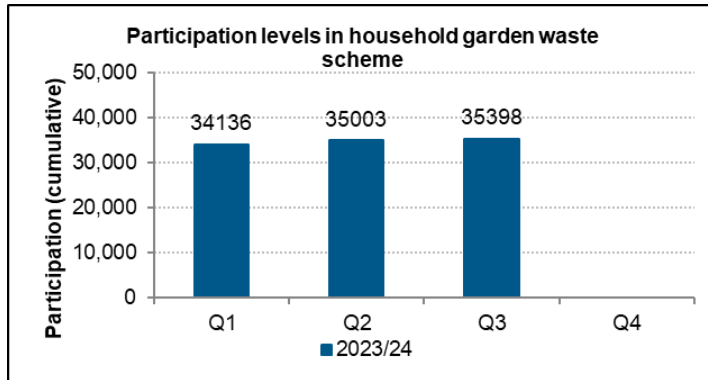
**CONTEXT**



During Q2 the Council:

- Held a recycling information stand at the Aylsham Agricultural Show in collaboration with Veolia (28th August). Gave away goodie bags and informational leaflets about recycling right, answered residents' questions about the kerbside recycling collection service the Council provides in the district.
- Arranged several recycling talks in the district (Sprowston, Wroxham, Aylsham).
- Provided bin stickers/tags for communal bins – reminding residents what can and can't be recycled at home.

**G Participation levels in household garden waste service (Measure reference 29)**



**Year End Success Target: Increase of 500 in the total number of subscribers over the year – baseline at start of year being 34,600**

**COMMENTS**

**Measure Owner:** Simon Phelan

**Portfolio Holder:** Cllr Jan Davis

**Note this is a revised indicator which replaces ‘Tonnage by household of garden waste being recycled’ – Benchmark set at 34,600 end of March 2023**

**Description of the performance this quarter:**

The total number of subscribers to the garden waste collection service was 35,398 as of the end of Quarter 3 2023/24.

**Potential Implications:** Impact on overall year-end recycling rate and income from garden waste subscriptions.

**Action to be taken:** The Council will continue to work with Veolia to promote garden waste service to the residents to dispose the garden waste in an environmentally friendly way.

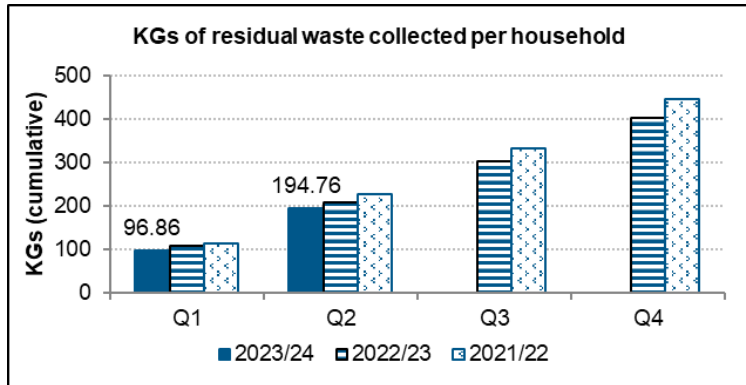
**RISKS** The collection of garden waste contributes to the council’s recycling performance figures and any reduction in garden waste volumes because of households cancelling subscriptions to the waste service will affect the overall recycling rate figure.

**CONTEXT** All authorities in Norfolk provide a paid for garden waste collection service, the Council also work closely with Norfolk County Council to promote the sale of discounted home composting bins as an alternative option.



**G**

**KGs of residual waste collected per household (Measure reference 30)**



**Year End Success Target: Decrease of 10KGs of residual waste collected per household**

**COMMENTS**

**Measure Owner:** Simon Phelan

**Portfolio Holder:** Cllr Jan Davis

**Description of the performance this quarter:** Note Q3 2023/24 data is not yet available. The information below relates to Q2 2023/24 - (Baseline set at 446 kg/hh/yr BDC (Oflog Family Group Benchmark figure 2021/22))

The total kgs of residual waste collected per household in Q2 2023/24 was 97.9 kg/hh compared to 96.86 kg/hh in Q1 2022/23. This is an increase of 1.04 kg/hh or 1%.

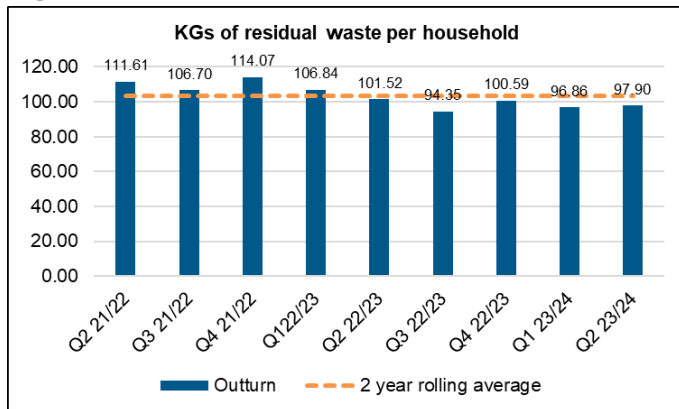
**Potential Implications:** Impact on overall year-end recycling rate.

**Actions to be taken:** The Council will continue a range of recycling campaigns to encourage households to recycle and to tackle contamination thus increasing the quality and quantity of recyclables collected.

**RISKS**

- Householder apathy to recycling overall and lack of knowledge and environmental consciousness over what can or cannot be recycled
- Materials that could and should be recycled being put into the residual waste

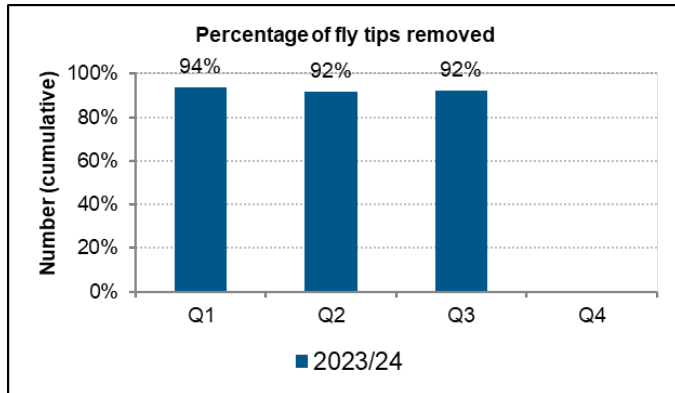
**CONTEXT**



During Q2 the Council:

- Held a recycling information stand at the Aylsham Agricultural Show in collaboration with Veolia (28th August). Gave away goodie bags and informational leaflets about recycling right, answered residents' questions about the kerbside recycling collection service the Council provides in the district.
- Arranged several recycling talks in the district (Sprowston, Wroxham, Aylsham).
- Provided bin stickers/tags for communal bins – reminding residents what can and can't be recycled at home.

**A** **Percentage of fly tips removed within 1 working day (Measure reference 34)**



**Year End Success Target: 100% of non-hazardous fly tipped materials removed from relevant land within 1 day of being reported**

**COMMENTS**

**Measure Owner:** Simon Phelan

**Portfolio Holder:** Cllr Jan Davis

**Note this is a revised indicator for 2023/24. Description of the performance this quarter:**

- A total of 95 fly tips were reported in Q3 of these only 75 were found and cleared
- 88 (93%) were attended to within 1 working day, the remainder were cleared on average within 3 working days.
- 13 of the fly tips were attended to on the same day Veolia received the report.
- 75 of the fly tips were attended to within 1 working day
- 38 of the fly tips cleared were reported through the website

**Potential Implications:** The waste contract requires Veolia to clear non-hazardous fly tipped material within one working day, failure to meet the target triggers a default payment, this quarter a default payment has been made on 7 fly tips.

**Action to be taken:** Continue to work with Veolia and the Council's Environmental Enforcement Team to reduce the amount of fly tipping. Veolia's streets team to communicate directly with the Enforcement Team to this affect.

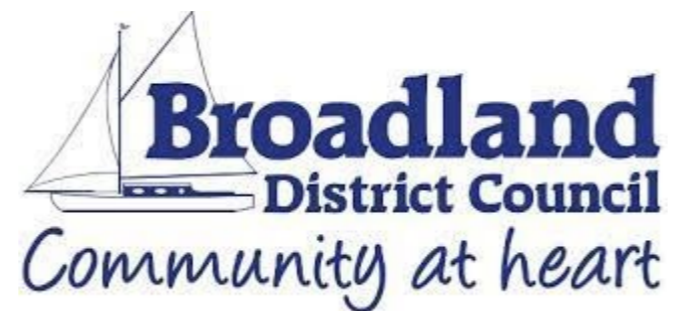
**RISKS** - If fly tips are not cleared quickly, then the risk is that they are added to and lead to degradation of the local environment.

**CONTEXT** - The measure only reports on fly tips that have been reported to Veolia by the Council and subsequently found in the location reported. The most common reports come via the website, phone calls or email, although Veolia do clear a significant number of fly tips proactively (without a report from the public). This measure does not include the fly tips proactively cleared by Veolia, of which in Q3 there were 86.

## **Appendix 3**

### **Broadland District Council – Strategic Risk Register**

**Last reviewed – January 2024**



## Broadland District 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. There is a copy of the likelihood and impact matrix from our Risk Management Policy at the end of this report for reference.

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
<b>Very High 20-25</b>		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.				
<b>High/Medium High 10-16</b>		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.				
<b>Medium 5-10</b>		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.				
<b>Low 3-4</b>		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.				
<b>Very Low 1-2</b>		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 of the strategic risk 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
BDCM1							
BDCM2							
BDCM4	x		x	x			Risk and mitigated scores reduced. Mitigation action completed (mitigation 8) New mitigation action added (mitigation 10).
BDCM5				x			New mitigation added (mitigation 9)
BDCSI3							
BDCP3	x		x				Risk and mitigated risk score reduced

## Strategic Risk Register

						Inherent Risk (if no further action taken)									Mitigated Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Portfolio Holder	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions	
Moving with the times, working smartly and collaboratively	BDCM1	<p><b>Risk</b> - Ambitions in the Delivery Plan do not match the revenue and capital budgets.</p> <p><b>Consequence</b> - Failure to deliver the Delivery Plan set out at the start of the financial year.</p>	<p>Regular review and monitoring of the Delivery Plan.</p> <p>Medium Term Financial Plan budget process and scenario planning.</p> <p>Corporate Leadership Team (CLT) relationship building and liaison with key stakeholders such as central Government departments and professional bodies.</p> <p>Regular Horizon Scanning.</p> <p>Implementing Broadland/South Norfolk Collaboration.</p> <p>Quarterly review of performance and risks to the organisation.</p> <p>Active Membership of different groups such as the District Councils Network (DCN), Local Government Association (LGA), Rural Services Network (RSN) etc.</p>	3	5	15	Reduce	<ol style="list-style-type: none"> <li>Lobby government for adequate funding, acknowledging impact on costs &amp; demand of cost of living rises.</li> <li>Respond to Government Consultations to ensure any potential impact on the Council finances is conveyed to Government.</li> <li>Feed into any relevant networks e.g. Local Government Association and District Council Network to influence policy creation.</li> <li>Ensure local MP's are aware of the Council financial position and potential impact of any forthcoming Government policies as part of the regular</li> </ol>	Assistant Director Finance	Cllr Steve Riley	<ol style="list-style-type: none"> <li>Prior to Autumn budget</li> <li>As appropriate when consultations open</li> <li>As Appropriate</li> <li>At regular MP Briefings</li> <li>Monthly</li> <li>Quarterly</li> </ol>	2	5	10	No	<p><b>No change to the risk score - Provisional Settlement for 24/25 has provided a 3% increase in core spending power, but again this is only a one year settlement.</b></p> <ol style="list-style-type: none"> <li>Requirement to continue to lobby for a multi-year settlement in future &amp; recognition that cost of living rise will squeeze council budgets as both costs &amp; demand for services increase.</li> <li>As appropriate when consultations open.</li> <li>As appropriate.</li> <li>At regular MP Briefings.</li> <li>Monthly horizon scanning and policy reports are developed for CLT.</li> <li>Completed on a quarterly basis.</li> </ol>	

						Inherent Risk (if no further action taken)							Mitigated Risk			
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Portfolio Holder	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions
								MP briefings. 5. Continued regular horizon scanning and policy updates to Corporate Leadership Team (CLT) and management team to ensure we stay abreast of changes and are able to have influence. 6. Regular monitoring of our current position and reporting to Members.								
Moving with the times, working smartly and collaboratively	<b>BDCM2</b>	<p><b>Risk</b> - The Council fails to take advantage and act quickly and proactively on the opportunities of Local Government Reform, devolution and wider government policy.</p> <p><b>Consequence</b> - Failure to achieve potential for greater devolved funding and/or decision making to the</p>	<p>Regular Horizon Scanning.</p> <p>Active Membership of different groups such as the District Councils Network, Local Government Association, Rural Service Network etc</p> <p>Implementing Broadland/South Norfolk Collaboration.</p> <p>Quarterly review of performance and risks to the organisation.</p> <p>CLT relationship building and liaison with key stakeholders such as</p>	3	4	<b>12</b>	<b>Reduce</b>	<p>1. Review the outcomes of the Devolution White Paper when it is released (completed)</p> <p>2. Continued regular horizon scanning and policy updates to CLT, management team and Members to ensure we stay abreast of changes and are able to have influence.</p> <p>3. Lobby MPs on specific</p>	<b>Director of Resources</b>	<b>Cllr Susan Holland</b>	<p>1. Expected in Autumn 2021 (completed)</p> <p>2. Monthly</p> <p>3. As appropriate</p> <p>4. As appropriate</p> <p>5. April 2023 (completed)</p>	3	4	<b>12</b>	<b>No</b>	<p><b>No change to the risk score</b></p> <p>2. Regular policy updates are presented to CLT and the wider organisation to ensure we stay abreast of key changes. A monthly horizon scanning report is produced for CLT and the Strategy Team attends Directorate meetings on a regular basis to provide an overview of recent policy updates.</p> <p>3. This is ongoing and done as appropriate, with MPs briefed on the levelling up option that would be favoured as Districts to deliver the best outcome for our residents.</p> <p>4. This is ongoing and done as appropriate.</p>



Inherent Risk (if no further action taken)																Mitigated Risk
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Portfolio Holder	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions
		region and the benefits this would bring for residents and businesses in our area.	central Government departments and professional bodies.					policy issues and the implications for our residents. 4. Work with our partners where appropriate to present a collaborative response to political changes. 5. Respond to the Deal for Norfolk consultation (completed)								
Moving with the times, working smartly and collaboratively	<b>BDCM4</b>	<p><b>Risk - Ambitions</b> in the Delivery Plan do not match the capacity and capability of the organisation.</p> <p><b>Consequence -</b> Failure to deliver the Delivery Plan set out at the start of the financial year.</p>	<p>Four-year Strategic Plan developed and in place which sets out the ambitions for the Council over the coming years.</p> <p>Delivery Plan for the Council developed and in place which sets out the detailed projects and Business as usual for the Council in the coming year to 2024.</p> <p>Management/Leadership Training and Development in progress.</p> <p>Regular Budget Monitoring.</p> <p>Project Management Office in place with the core purpose of aligning Transformation projects</p>	4	4	<b>16</b>	<b>Reduce</b>	<p>1. Identification and management of known resource issues across the organisation (e.g. procurement)</p> <p>2. Scope and develop a talent management programme.</p> <p>3. Build our own talent - Develop projects to consider our use and opportunities of apprenticeships, internships, career placement, graduates etc.</p> <p>4. Implement successful recruitment</p>	<p><b>1 - CLT</b></p> <p><b>2 - 4 Chief of Staff</b></p> <p><b>5 - Director of Resources</b></p> <p><b>6 - 7 - Chief of Staff</b></p> <p><b>8 - 9 – 10 Assistant Director ICT/Digital and Transformation</b></p>	<b>Cllr Dan Roper</b>	<p>1. Throughout the Delivery Plan period (2020-2024) 2 and 3.</p> <p>Throughout the Delivery Plan period (2020-2024)</p> <p>4. April 2022 – March 2023 (completed)</p> <p>5. Ongoing and now a part of business as usual</p> <p>6. September 2023</p> <p>7. Throughout the Delivery Plan period (2020-2024)</p> <p>8. Throughout the Delivery Plan period (2020-2024)</p> <p>9. Starting to widen approach 2023/24</p> <p>10. Integrated approach defined and implemented by Q1 24/25</p>	4	4	<b>12</b>	<b>No</b>	<p><b>Risk reduced</b></p> <p>1. The procurement team is now more stable, and progress has been made in ensuring the contracts register is up to date and advice is provided promptly. However, there is still further work to do to ensure consistency of advice. Other areas currently being reviewed for resources are those associated with capital programmes, mainly SNC projects. Improvements are also being made to business cases to ensure we have the right capacity and capability to take forward key initiatives i.e. capitalisation of Project Manager for HR &amp; Payroll system.</p> <p>2. Ongoing</p> <p>3. Ongoing, now BAU</p> <p>4. Action completed - now BAU</p> <p>5. The portfolio approach has been established for transformation governance providing greater viability over</p>



						Inherent Risk (if no further action taken)								Mitigated Risk			
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Portfolio Holder	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions	
			in the pipeline and resource for delivery					<p>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 (completed)</p> <p>5. Additional financial monitoring of key projects.</p> <p>6. Delivery of agile working approach and cultural shift to better attract and retain talent.</p> <p>7. Local authority benchmarking across the region and wider to ensure pay and benefits on a role specific basis remain comparable and competitive.</p> <p>8. Track and monitor external Project</p>									<p>project and programme delivery and is being rolled out to other portfolios.</p> <p>6. Ongoing, now BAU</p> <p>7. Still work in progress, focus is currently on the implementation of the new HR &amp; Payroll system which will result in our own data being better and timelier, we can then look to pick up the benchmarking again.</p> <p>8. <del>Resource tracking continues and monitoring of external project management costs continue to be monitored.</del> Action complete – now in BAU</p> <p>9. Transformation portfolio is in operation, the final portfolio and its underpinning boards are currently being finalised.</p> <p>10. In progress</p>

						Inherent Risk (if no further action taken)								Mitigated Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Portfolio Holder	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions
								Management resource volumes deployed to deliver projects and where appropriate employ resource to align with project pipeline demonstrating better value for money. 9. Starting to widen approach defined and implemented by Q1 24/25. 10. Further integrate the budget setting and planning								
Moving with the times, working smartly and collaboratively	<b>BDCM5</b>	<b>Risk</b> - National Cyber Security Centre has advised of a heightened cyber threat for UK organisations due to the volatile situation in Ukraine and the potential for state-sponsored attacks on NATO members, which includes the UK.  <b>Consequence</b> - A successful cyber-attack could render the	Geo-blocking of traffic originating from black-listed countries.  Timely application of security updates to all software and firmware  Ensuring Anti-Virus software updated and functioning  Monitoring of adherence to security policy ensuring there are no exceptions  Ringfenced £125,000 from the Future Councils funding to dedicate to	5	5	<b>25</b>	<b>Reduce</b>	1. Ensure the effectiveness of the Controls - commission a third-party review of the Council's security posture <del>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</del>	<b>Assistant Director ICT/Digital and Transformation</b>	<b>Cllr Dan Roper</b>	1. Ongoing, annual requirement 2. <del>Completed</del> 3. Ongoing 4. Ongoing 5. Ongoing requirement 6. Roll out expected Sep/Oct 23 7. Recommendation output expected December 23 8. Implementation 23/24 from Q4 9. <b>Q1 24/25</b>	4	5	<b>20</b>	<b>No</b>	<b>No change to risk score</b> 1. Cyber Assessment Framework is underway now due for December completion 2. CISO role recruited this action is complete the review of monitoring tool is underway and will be part of action 8. 3. No update this will be a direct output of the CAF 4. IT have planned several training sessions with Norfolk & Suffolk Police Cyber Protect Team to be held in Q3 23/24 to practice scenarios and planning scenarios should the Council be subject to a cyber-attack. However, this does not directly influence the mitigated score as it is in relation to dealing with an

						Inherent Risk (if no further action taken)							Mitigated Risk			
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Portfolio Holder	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions
		ICT infrastructure and line of business systems unusable for a protracted period of time, significantly impacting the Council's ability to function result in a significant financial impact to the business.	improving our approach to cyber security and to implementing the actions resulting from the Cyber Assessment Framework.					<p>security events (complete)</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 control and manage security events</p> <p>5. Ensure Members are aware of Cyber-security risks through the completion of Skills Gate</p> <p>6. Review and implement a bespoke Cyber Security awareness training package making it an annual requirement delivered to all Council staff and members to improve the organisations Cyber security culture.</p> <p>7. Undertake the NCSC</p>								<p>incident should it occur.</p> <p>5. as above - no update</p> <p>6. The implementation of this training programme is dependent on the outputs of the Cyber Assessment Framework (CAF) results. These results will be used to inform the training programme based on the identified areas of development.</p> <p>7. The CAF process is being led by a third party in which there has been a delay to the timescale of the outputs of this report. The roll out of this will be delayed coinciding with receipt of the CAF results expected December</p> <p>8. As above - action 7</p> <p>9. In progress</p>

						Inherent Risk (if no further action taken)							Mitigated Risk			
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Portfolio Holder	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions
								Cyber Assessment Framework to identify any gaps to the NCSC LG profile. 8. Review and consider any further monitoring tools required to prevent and reduce the risk of Cyber Security events. 9. Seek cyber insurance								
Supporting individuals and empowering communities	<b>BDCS13</b>	<p><b>Risk</b> - There is insufficient affordable private housing and insufficient social housing supply, and access to temporary accommodation to meet the homelessness needs of our residents.</p> <p><b>Consequence</b> - The Council is unable to provide sustainable housing options which results in greater numbers in temporary accommodation. This will result in</p>	<p>Well managed allocation policy, and clear banding guidelines.</p> <p>Online form to allow early access to support, including linking to help hub infrastructure.</p> <p>Current team resources in place and funded. Ukraine and cost of living programmes establishment and working well</p> <p>Housing enablement partnership in place to consider options to increase additional stock.</p>	4	5	<b>20</b>	<b>Reduce</b>	<p>1. Maintain current staff resource levels, which is being worked through in customer journey report. (completed)</p> <p>2. Additional funding to provide temporary accommodation to ensure adequate emergency options are available to residents (completed)</p> <p>3. Temporary Accommodation review looking at future housing options</p>	<b>Assistant Director of Individuals and Families</b>	<b>Cllr Natasha Harpley</b>	<p>1. Staff resource in place until 2024 (completed)</p> <p>2. In place from Oct 2022 (completed)</p> <p>3. Report completed</p> <p>4. Ongoing</p> <p>5. Ongoing.</p> <p>6. Ongoing.</p> <p>7. Ongoing.</p> <p>8. By 31 Mar 24</p>	2	5	<b>10</b>	<b>No</b>	<p><b>No change to risk score</b></p> <p>Temporary accommodation has been purchased. A cost of living policy report is being prepared for March 2024 to understand the future needs of residents to inform policy.</p>

Objective						Inherent Risk (if no further action taken)	Mitigated Risk							Comments and progress on actions	
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Portfolio Holder	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?
		increased costs and poorer outcomes for vulnerable residents.						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. 7. Cost of living demand monitored. 8. Purchase of LAHF properties (potential risk that available properties does not meet Govt funding timelines)							

						Inherent Risk (if no further action taken)								Mitigated Risk		
Objective	Ref	Risk description	Existing Controls	Likelihood	Impact	Severity score	Risk Response	Planned mitigating actions	Risk Owner	Portfolio Holder	Delivery timescales	Likelihood	Impact	Severity score	Within Risk Appetite?	Comments and progress on actions
Protecting and improving our natural and built environment, whilst maximising quality of life / Growing the Economy	BDC P3	<p><b>Risk -</b> Implications arising from the Government's Resources and Waste Strategy and the Environment Act 2021</p> <p><b>Consequence -</b> Requirement for significant changes to service delivery, increased costs and loss of income</p>	Currently there is very little clarity from the Government on the precise details, timelines or funding that will be provided or income that could be lost following the introduction of the Deposit Return Scheme, Extended Producer responsibilities and Consistency of Collections. Officers continue to attend Defra Webinars and are undertaking scenario planning.	5	5	25	Reduce	<ol style="list-style-type: none"> <li>Lobby government for adequate funding for the implementation of the proposed changes.</li> <li>Respond to Government Consultations to ensure sufficient time and funding is provided to implement the changes.</li> <li>Feed into any relevant networks e.g. LGA and DCN to influence policy direction and implementation.</li> <li>Ensure local MPs are aware of the financial and service implications.</li> <li>Ensure the necessary up to date information is fed into Waste Data Flow.</li> <li>Undertake scenario for each planned service strand change to understand the potential implications.</li> </ol>	Assistant Director Community Services	Cllr Jan Davis	Ongoing	5	4	16	No	<p><b>Risk score reduced</b></p> <p>1-6 Officers continue to attend Defra workshops on the proposals.</p> <p>All information on Waste Data Flow has been updated and a benchmarking exercise has been undertaken for the Council by WRAP.</p>

### De-escalated/closed risks in 23/24

Risk Ref	Reason risk was de-escalated/closed	Quarter risk was de-escalated/closed
BDCP2 - The inability to find Gypsy Traveller (G&T) sites to meet the need and enable the Greater Norwich Local Plan to be found sound	Mitigated risk score reduced due to positive progress against mitigating actions. To be managed at an operational level via the Place Directorate Risk Register	Q2
BDCP1 - Nutrients Neutrality advice impacts all planning decisions for overnight accommodations.	Mitigated risk score has reduced to reflect the recent Government announcement. This will be monitored closely as the Levelling Up and Regeneration Bill makes its way through Parliament. To be managed at an operational level via the Place Directorate Risk Register	Q2
BDCM3 - The Council is unable to take advantage of the benefits and opportunities from collaborative working with South Norfolk Council and other key partners through autonomous policy decision-making.	Mitigated risk score has been within risk appetite for the past year. To be managed at an operational level via the Resources Directorate Risk Register	Q2

### Risk likelihood and impact matrix

Likelihood Matrix			
Likelihood	Description	Timing	
5	Expected	Risk event or circumstance is relatively certain to occur	More than once per year
4	Highly Likely	Risk event or circumstance is highly likely to occur	Once per year
3	Likely	The risk event or circumstance is more likely to occur than not	At least once between 1-5 years
2	Not likely	The risk event or circumstance is possible	At least once between 5-10 years
1	Rare	This will probably never happen	Probably within 10-15 years

Impact Type	Impact Matrix				
	Insignificant	Minor	Moderate	Significant	Severe
Financial loss	£0k - <£10k	£10k - <£25k	£25k - <100k	£100k - £500k	Over £500k
Service provision	Inconsequential disruption to a service.	Minimal disruption to Council activities/service.	Significant disruption to service delivery.	Significant disruption to large parts of the Council or suspension of service.	Service suspended long term.
Projects	Minor delay	Minor milestones missed	Significant milestones missed or delayed	Major milestones missed	Project will not achieve objectives and misses majority of milestones
Objectives	No effect	Some team objectives not met	Team objectives not met	Portfolio objectives not met	Strategic objectives not met
Health and Safety	Isolated incident/injury/illness. No lost time to injury days.	Minor injury or illness requiring medical treatment.	Threat of violence, serious injury or illness requiring medical attention.	Significant/extensive/multiple injury or illness, permanent or partial disability.	Fatality. Multiple major injuries/illness. Permanent total disability.
Staff Engagement	Isolated events of dissatisfaction	Some hostile relationships/minor non-co-operation	Hostile relationships. Major non-co-operation across the organisation	Industrial Action	Mass staff walkout/leaving
Reputational	Minor unfavourable social media coverage/attention	No media coverage. Minor letters of complaint	Adverse local media/social media coverage relating to conduct of leader or members or Council	Adverse national media exposure	Prolonged adverse national exposure
Statutory/Legal	Isolated non-compliance. Informal recommendation not followed up.	Non-compliance Warning received	Breach. Improvement Notice	Enforcement Action	Prosecution Fine Successful Judicial Review