

Strategic Performance, Risk and Finance Report for Quarter 3 2023/24

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Portfolio: Finance and Resources
Governance and Efficiency

Ward(s) Affected: All

Purpose of the Report:

The purpose of the Strategic Performance, Risk and Finance Report is to provide an overview of the performance of the Council against the key outcomes set out in the Delivery Plan for 2023/24. This Quarterly Report covers Quarter 3.

Recommendations:

1. To endorse the revenue and capital position (variance details in Appendix 1).
2. To endorse the 2023/24 performance for Quarter 3 (detail in Appendix 2).
3. To endorse the current position with respect to risks and agree the actions to support risk mitigation (detailed in Appendix 3).
4. To agree that an additional £95,000 be added to the list of additional works agreed at the South Norfolk Council meeting on 21st Feb 2024 to fund essential works to improve the current vehicle inspection facilities at Ketteringham Depot.

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 2023/24. A new Delivery Plan for 2024/25 will be implemented on 1st April. This Quarterly Report covers Quarter 3 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. The Council agreed in March 2020 to move forward with implementing the four-year Strategic Plan which sets out the vision and ambitions of the Council. Alongside this, the Council developed a Delivery Plan for 2022 - 24 which outlines the proposed projects and business as usual activities we would seek to deliver in the years 2022/23 and 2023/24.
- 2.2. At the heart of the Strategic Plan 2020-2024, is the vision for our place:

'Working together to create the best place for everyone, now and for future generations'
- 2.3. This vision is underpinned by the Council's strategic priorities:
 - Growing the economy
 - Supporting individuals and empowering communities
 - Protecting and improving the natural and built environment, whilst maximising quality of life
 - Moving with the times, working smartly and collaboratively.
- 2.4. The Delivery Plan sets out the key activities to be delivered within the last two years of the Strategic Plan, broken down into service delivery and major projects/programmes of work. There is clear link between the Council's vision and aspirations, detailed in the Strategic Plan, the Council's priorities and projects, and the Strategic Performance and Finance Reports. To enable the activities to be monitored, the Delivery Plan provides several delivery measures which are reported into Cabinet in Quarter 2, Quarter 3, and Quarter 4.
- 2.5. This report summarises the Council's performance and finance position for Quarter 3, with additional detail set out in the appendices as per below.

Appendix 1 – Finance

Appendix 2 – Delivery Measure Performance 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, SNC is facing a number of inflationary and demand pressures. Overall, there is a total pressure of £239,000 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 more than 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 SNC has spent £10.324m on capital schemes in 2023/24.

Finance Revenue Dashboard Overview

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

	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000
CORE SERVICES					
Chief of Staff	3,331	3,359	2,790	3,454	-95
Finance & Corporate Costs	3,235	2,820	1,635	3,039	-219
Transformation & ICT / Digital	3,066	3,087	2,681	3,404	-317
Economic Growth	561	831	1,424	812	19
Regulatory	761	770	674	847	-77
Planning & Business Support	755	808	-584	584	224
Individuals & Families	1,969	2,075	1,105	2,190	-115
Housing Benefit Payments	-250	-250	387	-250	0
Community Services	3,233	3,369	1,907	3,028	341
	16,661	16,869	12,019	17,108	-239
LEISURE					
Leisure Services	837	906	480	693	213
Transfer (from) Leisure Services Reserve	-500	-500		-505	5
Leisure Services one off VAT Refund				-854	854
Transfer to Leisure Services Reserve				854	-854
COVID SUPPORT					
COVID Support			83	83	-83
Transfer (from) Covid Reserve			-83	-83	83
OTHER PROJECTS					
Opportunity Revenue Projects		8	181	181	-173
Transfer (from) Op Project Reserve				-181	181
OTHER INCOME & EXPENDITURE					
Internal Drainage Board Levy	207	207	217	217	-10
Interest Payable / Minimum Revenue Provision	980	980	362	980	-
Investment Income - Big Sky	-1,372	-1,372	0	-1,197	-175
Investment Income - General	-978	-978	-2,580	-2,816	1,838

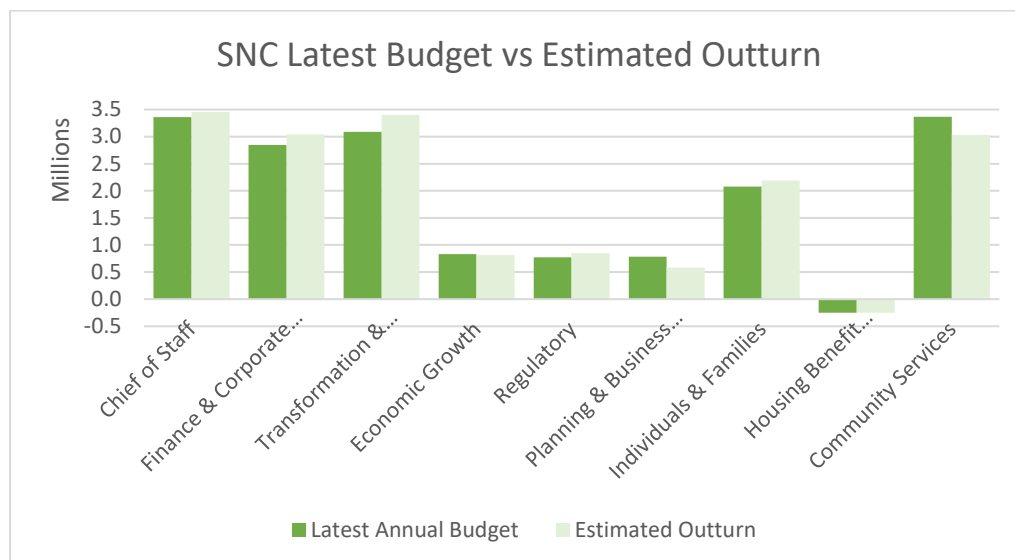
	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000
Council Tax Surplus	-112	-112	0	-112	0
TRANSFERS					
Transfers to / (from) Earmarked Reserves	2,042	1,782	2,035	1,782	-
Funds set aside (Council 21 Feb 24)				846	-846
Transfers to / (from) General Reserves	0	-25		770	-795
Total to be Funded by Taxpayers and Government Grants	17,765	17,765	12,714	17,765	

- 3.5. **Chief of Staff** is predicting an adverse variance of £95k against budget for the following main reason.
- Higher legal costs of £200k due to ongoing high profile legal cases is slightly offset by new burdens funding received from Government and lower than expected advertising costs.
- 3.6. **Finance** is predicting an adverse variance of £219k against budget for the following main reasons.
- Increased insurance premium costs £15k and bank charges of £20k.
 - Additional temporary staff costs of £49k 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.
 - £91k for Revenues for additional agency staff costs related to the implementation of the new system.
- 3.7. **Transformation and ICT** is predicting an adverse variance of £317k against budget for the following reasons.
- £99k 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.
 - £71k of savings are forecast from the transformation team restructure with £82k of savings forecast from customer services due to unfilled vacancies.
 - Estimation of a £230k overspend at the end of the year on South Norfolk House if the property is not disposed of in year, as no budget was allocated this year.
 - There is a possible £26k shortfall in Horizon tenancy income.
- 3.8. **Economic Growth** is predicting a favourable variance of £19k against budget for the following reasons.
- Additional business rates costs of £26k for the Ella May Barnes building as the Council is liable for rates costs until tenants are in place.
 - Other property management costs are higher than planned by a total of £110k. Mitigations for this expected increase in spend will be found across Economic Growth.
 - £46k higher costs on Community Assets for maintenance, electricity, increased costs for tree works and inspection fees.

- There is a £188k saving in Economic Growth, the majority consisting of a £146k on staffing, due to an establishment post being funded by a project, and further savings in vacancy turnover/reduced hours/retirement.
- 3.9. **Regulatory** is predicting an adverse variance of £77k. for the following reasons.
- Additional costs in Community and Environmental Protection including £71k for agency staff costs for an interim Environmental Protection Officer and £6k for additional staffing costs in the Food Safety and Licencing team.
- 3.10. **Planning and Business Support** is predicting a favourable variance of £224k against budget for the following reasons.
- Planning Policy is predicting a favourable variance of £199k, since the budget for the Design Code is unlikely to be spent this year (£51k) and will need to be carried forward to 24/25; additionally, partnership costs including Neighbourhood Plan costs are lower than expected.
 - The SNC element of CNC is reporting a favourable variance of £25k due to an increase in income following the increase in the support recharge.
 - In Business Support there are vacancies within the team which are unlikely to be filled in the short-term resulting in a favourable variance of £31k.
- 3.11. **Individuals & Families** is predicting an adverse variance of £115k to budget for the following main reason.
- A net pressure of £90k on temporary accommodation costs, due to on-the-spot purchased short stay or overnight temporary accommodation. Actual expenditure is £200k over budget but this has been mitigated by income from owned stock and increased Government funding.
 - Increased demand for spot purchased accommodation for rough sleepers. Funding supports seven cases, however current number supported is 17, leading to increased costs of £17k.
 - A requirement for temporary agency staffing in Benefits and Housing to manage demand through the housing register leading to increased costs of £38k.
- 3.12. **Housing Benefits** is predicting to be on budget.
- 3.13. **Community Services** is predicting a favourable variance of £341k against budget for the following reasons.
- A net £426k favourable variance in Waste, Waste Management and Recyclable Waste attributable to savings in fuel, additional income from bulky waste, commercial waste, new property bin sales and salary realignment between waste streams.
 - A net adverse variance of £65k for the Garden Waste service.
 - An adverse variance of £45k in Recycling Strategy due to Norfolk Waste Partnership costs being £19k higher than anticipated, £18k of maternity cover costs and additional costs of £9k due to increased costs of glass disposal.
- 3.14. **Leisure** is predicting favourable variance of £213k against budget for the following reasons.
- Increased income from growth in the usage of the centres and increased income as VAT is no longer payable on membership fees.
- 3.15. **Investment Income Interest** is received on external cash investments. Base rate increases by the Bank of England have led to increasingly higher investment rates being

available to the authority. This and higher than expected cash balances means we are currently forecasting general interest income of £2.816m, significantly exceeding the budgeted amount of £978k. Big Sky loan interest income has been revised down to £1,197m based on the existing loans.

3.16. The estimated outturn position is shown graphically below.



3.17. A more detailed analysis of the variances is attached at Appendix 1.

3.18. At the South Norfolk Council meeting on 21st February 2024, it was agreed to fund a number of additional one off projects as follows.

- £145,548 to top-up the Leisure Support Reserve to £1m, to be used to support the leisure service £250,000 per annum for the next 4 years.
- £355,000 into the 'Household Support Fund', to double existing support for hard pressed families in 2024/25.
- £30,000 allocated to the Help Hub to resource the operation of discretionary support schemes for residents facing hardship.
- £100,000 for the flood / ditch walker for another 24 months – With the Scrutiny committee to assess whether it is meeting its objectives by September 2024.
- £70,000 into a reserve for additional planning resource for 24 months.
- £50,000 to support design creation and community participation for Public Realm improvements for Wymondham.

Furthermore, this report requests an additional £95,000 be added to this list of additional works to fund essential works to improve the current vehicle inspection facilities at Ketteringham Depot.

Business Rates Income / NDR Pooling

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

Loans to Big Sky

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

	31 Mar 23 £	31 Dec 23 £
Shareholding in BSV	6,468,200	6,468,200
Loans to BSPM	3,159,800	3,159,800
Loans to BSD	28,400,000	16,960,000
	38,028,000	26,588,000

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

Finance Capital Dashboard Overview

3.23. The following table provides a summary of the capital outturn position.

	Budget Manager	Provis ional	Original Annual Budget (OAB) £000	Slippage and Other Changes £000	Latest Annual Budget (LAB) £000	Actual to Date (ACT) £000	Year End Forecast £000	Comment
Supporting Individuals - Housing								
Big Sky Developments	Debbie Lorimer		7,440	-	7,440	-	-	No new loans have currently been requested by Big Sky.
Big Sky Developments - New	Debbie Lorimer	Y	7,000	-	7,000	-	-	No new loans have currently been requested by Big Sky.
Development Opportunities on Cambridge/Norwich Arc	Phil Courtier		3,500	-	3,500	-	250	Cabinet approval granted to proceed with securing planning permission and exploring routes to acquisition.
Travellers Sites	Helen Mellors	Y	-	300	300	-	-	Budget not required in the current year.
Temporary Accommodation Security Improvements	Mike Pursehouse		15	11	26	39	39	
Temporary Accommodation - Property Purchase	Mike Pursehouse		1,205	-	1,205	734	1,205	Likely this will be fully spent but just waiting for final refurbishment costs.
Travellers Sites - Bawburgh	Kevin Philcox		-	275	275	-	275	
Affordable Housing Land - Hethersett	George Denton		1,323	-	1,323	1,323	1,323	Have completed land acquisition.
Temporary Accommodation - Carbon Efficiency Works	Annie Somazzi		262	3	265	152	265	Expected to be fully spend as project end date is 31/3/24.
Supporting Individuals - Health and Leisure								
Disabled Facilities Grants	Kevin Philcox		1,000	243	1,243	1,116	1,243	-
Minor Improvement Grants	Kevin Philcox		-	30	30	-	-	This budget is an enabling budget to allow us to proceed with empty homes policy, rarely used.
Wymondham Leisure Centre Works	Dan Infanti		286	59	345	77	227	This may need to be amended as awaiting confirmation from lift company.
Long Stratton Egym	Rob Adams		110	-	110	107	107	Equipment now installed and project complete.

	Budget Manager	Provis ional	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
Diss Leisure Centre	Dan Infanti		137	-	137	55	55	Spend on hold because of the major refurbishment
Diss Leisure Centre Carbon Efficiency Works	Annie Somazzi		1,146	168	1,314	302	1,314	Expected to be fully spend as project end date is 31/3/24.
Diss Leisure Centre Poolside Improvements	Dan Infanti		800	-	800	131	250	Spend in 2023/24 profiled at £250,000 as main works will commence in 2024/25.
Long Stratton Leisure Centre	Dan Infanti		277	-110	167	128	160	
Ketts Park Works	Dan Infanti		15	-	15	18	18	
One Public Estate / Medical / Health Facilities	George Denton	Y	1,500	-	1,500	-	250	Build and Lease model being actively worked on with One Public Estate Stakeholders for the provision of new medical/ health facilities.
Land Assembly/Investment in Diss	Phil Courtier		1,500	-	1,500	1,474	1,500	Have completed land acquisition.
Help Outreach Vehicle	Kerrie Gallagher		-	-	-	49	49	Vehicle complete and delivered, funded by external grant.
Improvements in the Public Realm								
Street Lighting	Matthew Yates		24	132	156	-	45	Intent is to upgrade all SNC lights to LED within this financial year. No work has started on this project currently.
Play Area (works funded by S106 funds)	Petra Maryon		114	-	114	-	80	Full review undertaken, identifying two sites where new equipment is required and work completed by year end.
Queens Hill Community Park (GNGB Co-funded)	George Denton		153	-	153	6	153	Currently expecting to spend the full amount before year end.
Venta Icenorum (Caister St Edmond) (GNGB Co-funded)	George Denton		153	-	153	-	153	Currently expecting to spend the full amount before year end.

	Budget Manager	Provis ional	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
Cringleford Country Park (GNGB Co-funded)	George Denton		27	-	27	-	27	Currently expecting to spend the full amount before year end.
East Wymondham Green Infrastructure (GNGB funded)	Debra Baillie Murden		-	-	-	22	22	Consultant appointed, working towards agreeing a schedule of works. Expenditure funded by GNGB grant.
Changing Places (Disabled Public Conveniences)	Graham Peers		-	30	30	40	40	Works completed; accessible public convenience installed at Whitlingham Country Park; majority funded by external grant.
Opportunities Funding - Loddon Staithe Bridge Repairs	Petra Maryon		-	149	149	-	5	Currently working on scope of works.
Improvements in the Public Realm - Co- Investment								
Community Infrastructure Loan Fund / Larger Settlements Fund	George Denton	Y	100	1,000	1,100	-	-	Currently not anticipating spending this money.
Co-Investment Grant Fund	George Denton		1,000	500	1,500	-	1,500	Currently expecting to spend the full amount before year end.
Easton Village Hall (GNGB Co-funded)	George Denton		1,005	-	1,005	1,000	1,005	Currently expecting to spend the full amount before year end.
Protecting the Environment								
Electric Car Charging Points	David Disney		-	28	28	-	-	-
Environmental Projects	Annie Somazzi	Y	400	400	800	-	-	Budget not required in the current year.
Opportunities Funding -Electric Vehicle Charging Points	George Denton		-	50	50	100	100	Additional funding secured through Rural England Prosperity Fund. Capital swap request made and agreed.

	Budget Manager	Provis ional	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
Investment in the Economy								
Norwich Research Park Enterprise Zone Office (Fit Out)	Nina Cunningham		-	1,273	1,273	721	1,273	-
Norwich Research Park Buildings 2 & 3	Nina Cunningham	Y	8,000	-	8,000	-	-	Budget not required in the current year.
Property Development (Browick Road)	Nina Cunningham		3,000	-	3,000	-	-	Unlocking a strategic site. Loan will not be drawn down until Local Development Order is in place, possibly 24/25.
Hethel Infrastructure Project	Nina Cunningham	Y	2,015	580	2,595	85	85	Work continues to secure the necessary gap funding to allow the building design to commence.
Car Park Services Electric Vehicle	David Disney		50	-	50	-	-	-
Car Park Improvements	David Disney		35	91	126	-	-	-
Shared Prosperity Fund	Debra Baillie Murden		50	19	69	-	69	DLUHC have approved slippage of £19,059 from 2022/23 (received in 22/23). All funds must be spent in year.
Rural Prosperity Fund	Debra Baillie Murden		-	229	229	36	229	DEFRA have approved investment plan, funds expected shortly. All must be spent in year.
Colney Roundabout Contribution	Nina Cunningham		133	-	133	133	133	-
Our Own Needs								
South Norfolk House - Disposal	Neil Dyball		-	-	-	6	6	-
Horizon Centre	Neil Dyball		30	724	754	782	782	-
Horizon Centre - Public Sector Decarbonisation	Annie Somazzi		490	27	517	122	517	Expected to be fully spend as project end date is 31/3/24.
IT - Server and PC Replacement Programme	Angela Schug		261	58	319	147	318	Expenditure to date includes replacement laptops and audio-visual equipment.
IT – Infrastructure	Angela Schug		371	235	605	216	470	Expenditure to date includes firewall upgrades and server replacement

	Budget Manager	Provis ional	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
IT - Transformation Projects	Corinne Lawrie		225	374	599	250	373	Revenues/Benefits and Payroll systems projects will be completed by year end.
IT - WIFI - Horizon Centre	Angela Schug		-	218	218	90	218	-
IT - Remote Working Solution	Angela Schug		-	220	220	72	60	£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.
Wheeled Bins Purchase	Steve Williams		181	-	181	110	181	-
Waste Vehicles - Replacement Programme	Steve Williams		808	-	808	576	808	-
Grounds Maintenance Equipment	Steve Williams		65	-	65	49	65	-
Waste Depot	Simon Phelan/ Steve Williams	Y	6,500	-	6,500	-	70	Project delays in securing a suitable and affordable site option.
Opportunities Funding - Temporary Accommodation	Richard Dunsire		-	47	47	48	48	
Opportunities Funding - Leisure Centre Solar Panels	Rob Adams		-	419	419	8	419	Tender process now complete, planning permission being sought.
Opportunities Funding - Leisure Centre Solar Panels - Car Ports	Rob Adams		-	288	288	-	288	Tender process now complete, planning permission being sought.
Total Provisional Projects			25,515	2,280	27,795	85	405	
Total Approved Projects			27,191	5,789	32,980	10,239	17,667	
GRAND TOTAL			52,706	8,069	60,775	10,324	18,072	

Performance Dashboard Overview

3.24. 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

Green	21
Amber	5
Red	3

Direction of Travel

Improving ↑	13
Static ↔	4
Declining ↓	12

Performance exceptions

Off target Measures: close monitoring

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

Measure	Q2 Outturn	Q3 Outturn	Target	Status	Direction of Travel
<i>Consolidated demand on housing including homelessness prevention work and housing register (Measure reference 20)</i>	1,924 (cumulative)	2,846 (cumulative)	1,549	Red	↓

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 922 from 1214 in the previous quarter. This is expected at 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 1549 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>	£26,347 (cumulative)	£45,734 (cumulative)	Significant Investment	Red	↓

Measure Owner: George Denton, Assistant Director – Economic Growth

- **Description of the performance this quarter:** : £9,830 has been secured as private sector funding to support the delivery of the Business Builder support programme. £9557 has been secured to deliver the outcomes of the Pride in Place programme supporting Wortwell community Centre and Bungay black dog running club
- **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 secure external funding to support the delivery of the Council's 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.
- **Potential Implications:** Exit interviews completion has risen again in Q3 to 85%
- **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>	54.39% (cumulative)	80.74% (cumulative)	98%	Amber	↓

Measure Owner: Rodney Fincham, Assistant Director – Finance

- **Description of the performance this quarter:** The collection rate for quarter 3 of 80.74% is 1.85% 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 3 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>	58.73% (cumulative)	82.22% (cumulative)	98%	Amber	↓

Measure Owner: Rodney Fincham, Assistant Director – Finance

- **Description of the performance this quarter:** The collection rate for quarter 3 of 82.22% is 2.52% 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 3 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>Percentage of vacant retail space in market towns (Measure reference 12)</i>	10.33% (snapshot)	10.68% (snapshot)	Less than 8%	Amber	↓

Measure Owner: George Denton, Assistant Director – Economic Growth

- **Description of the performance this quarter:** There was a slight increase in vacant units in the market towns across South Norfolk during Q3. This represented a 0.35% increase in the vacancy rate on the previous quarter end. Across Q3 the net movement is that there are two more vacant retail units overall. Numbers of vacant units in each of Diss, Harleston and Wymondham are currently above pre-pandemic levels. The net shift during Q3 for each of these market towns is that there was one less vacant unit in Wymondham, one more in Diss and two more empty units in Harleston.
- **Potential Implications:** Note the improved situation in Wymondham and worsened situation in Harleston and Diss.
- **Action to be taken:** There has been a Wymondham Town Co-ordinator in post since January 2023 who is working with the retailers and town council to create a social media platform to engage with visitors and residents. Any potential shop owner will appreciate a coordinated offer for the town. The reopening of Wymondham Abbey and the Becketts Chapel as well as a relaunched programme of farmers markets has increased visitor numbers to Wymondham. Harleston and Diss Town Councils have more recently appointed dedicated town co-ordinators.

Off target measure: light touch monitoring

3.26. 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 (Measure reference 2)</i>	61.14% (cumulative)	60.42% (cumulative)	65%	Amber	↓
<i>Percentage of food businesses with food hygiene ratings of rated 4 (good) and 5 (very good) (Measure reference 26)</i>	93% (average)	93% (average)	96%	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>	£1,289,213 (cumulative)	£2,046,319 (cumulative)	£8.6m over 5 years	Green	↑
<i>Staff satisfaction survey (%) (Measure reference 3)</i>	67% (average)	70% (average)	Continual improvement	Green	↔
<i>Staff absence levels - working days lost to short term sickness (Measure reference 4)</i>	2.07 (cumulative)	3.17 (cumulative)	4.50	Green	↑
<i>Percentage of the organisations workforce who are apprentices and graduate entry roles (Measure reference 6)</i>	2.40% (average)	2.80% (average)	2.40%	Green	↑

Measure	Q2 Outturn	Q3 outturn	Target	Status	Direction of Travel
<i>Numbers of residents accessing support via the Help Hub (Measure reference 15)</i>	2908 (cumulative)	4509 (cumulative)	3,500	Green	↓
<i>Number of members across the 4 SNC leisure centre membership sites (Wyndham, Diss, Long Stratton and Framingham Earl) (Measure reference 16)</i>	3,952 (quarter end)	3,932 (quarter end)	3481	Green	↓
<i>Financial leisure recovery plan – bottom line cost to Council for leisure services (Measure reference 17)</i>	£318,787 (cumulative)	£356,700 (cumulative)	£901,000	Green	↑
<i>Number of residents supported to live independently (measure reference 18)</i>	77 (cumulative)	94 (cumulative)	100	Green	↓
<i>Delivery of housing standards enforcement (Measure reference 19)</i>	52 (cumulative)	67 (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)	5 (average)	7	Green	↓
<i>Number of affordable homes delivered (including help to buy) (Measure reference 23)</i>	131 (cumulative)	225 (cumulative)	Sufficient housing	Green	↑
<i>Percentage of planning decisions made within statutory timescales – minors/others (Measure reference 25)</i>	91% (average)	91% (average)	80%	Green	↔
<i>Percentage of planning decisions made within statutory timescales – householders (Measure reference 25)</i>	94% (average)	95% (average)	80%	Green	↑
<i>Percentage of planning decisions made within statutory timescales – majors (Measure reference 25)</i>	100% (average)	100% (average)	80%	Green	↔
<i>Percentage of household waste recycled (Measure reference 28)</i>	47.45% (average)	n/a	2% increase	Green	↑
<i>Participation levels in household garden waste service (Measure reference 29)</i>	32,537 (end of quarter)	32,738 (end of quarter)	32200	Green	↑
<i>KGs of residual waste collected per household (Measure reference 30)</i>	235.02 (cumulative)	n/a	Decrease of 10Kgs	Green	↑
<i>Number of verified missed bins for all waste per 100,000 collections (Measure reference 31)</i>	18.8 (average)	18 (average)	30	Green	↑
<i>The number of litter picks / clean up initiatives supported (Measure reference 32)</i>	42 (cumulative)	47 (cumulative)	30	Green	↑

Measure	Q2 Outturn	Q3 outturn	Target	Status	Direction of Travel
<i>Number of confirmed incidents of fly tipping (Measure reference 33)</i>	429 (cumulative)	565 (cumulative)	1,000	Green	↑

Strategic Risk Dashboard

- 3.27. During Q3 23/24, CLT have reviewed and updated the Strategic Risk Register to ensure we are managing the risks effectively and that we are taking the right action to prevent the risk from escalating and ultimately reduce the risk where possible. As part of reviewing the register, 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
- 3.28. 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 Finance, Resources, Audit and Governance Committee for review.
- 3.29. 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.
- 3.30. 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.
- 3.31. Since the risk register was last seen by the committee, no new strategic risks have been identified.
- 3.32. Two strategic risks have had their scores reduced this quarter. These are:
- SNCM11: 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.
 - SNCP3: 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 confirmed the introduction of weekly food waste collections from April 2026 and that Local Authorities can continue to charge for garden waste collections. The Government also have confirmed that the new Extended Producer Responsibility (EPR) payments have been deferred until October 2025 with other streams pushed back

until 2026 at the earliest. This has reduced the likelihood and impact scores of this risk.

3.33. 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				SNCP3 – Government's Waste Strategy (risk reduced)	SNCM12 – Cyber Attack (no change)
3	Likely				SNCM6 – Reform and Devolution (no change) SNCM11 – One Team Capacity and Capability (risk reduced) SNCGE1 – Leisure Memberships (no change) SNCSI2 – Energy costs and disruption (no change)	
2	Not Likely					SNCM1 – Financial (no change) SNCSI4 – housing demand (no change)
1	Rare					

4. Proposed action

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

5. Other options

5.1. None applicable to this report.

6. Issues and risks

6.1. **Resource Implications** – the finance section of this report provides an overview of the finance resource implications for this quarter.

6.2. **Legal Implications** – no implications.

6.3. **Equality Implications** – no implications.

6.4. **Environmental Impact** – no implications.

6.5. **Crime and Disorder** – no implications.

6.6. **Risks** – Operational risks to the delivery of our Delivery Plan are managed within directorates. Strategic risks are managed through our strategic risk register which is an appendix to this report.

7. Conclusion

7.1. The report has provided an overview of the position of the Council for performance, risk, and finance for Quarter 3 2023/24.

8. Recommendations

1. To endorse the revenue and capital position (variance details in Appendix 1).
2. To endorse the 2023/24 performance for Quarter 3 (detail in Appendix 2).
3. To endorse the current position with respect to risks and agree the actions to support risk mitigation (detailed in Appendix 3).
4. To agree that an additional £95,000 be added to the list of additional works agreed at the South Norfolk Council meeting on 21st Feb 2024 to fund essential works to improve the current vehicle inspection facilities at Ketteringham Depot.

Appendix 1

Chief of Staff	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Executive Team	506	505	410	517	-12	Additional meeting room connectivity and Disability Discrimination Act compliance costs. Additional costs Local Government Association conference costs.
Chief of Staff	55	54	45	54	0	-
Governance	1,145	1,146	968	1,288	-142	Higher legal costs due to ongoing high profile legal cases estimated to be c£200k. £89k New burdens funding received to offset our running costs.
Electoral Services	65	65	403	80	-15	Additional costs for Association of Electoral Administrators polling staff training costs, polling cards and postal voting packs, offset by canvassing agency staff and remote registration cost savings.
Marketing & Comms	542	545	324	444	101	Savings due to lower advertising needs £40k. Vacancy savings are offset by income at risk and additional consultancy costs.
Internal Audit	63	64	-160	61	3	Savings on training and staff travel.
Human Resources	601	606	498	633	-27	Costs associated with dual system running costs as part of payroll migration and agency costs. Savings from job advertising expenses.
Apprentices	354	374	302	378	-4	-
	3,331	3,359	2,790	3,454	-95	

Finance & Corporate Costs	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Corporate Costs	2,377	1,929	429	1,971	-42	Rise in insurance premiums (£15k) and bank charges (£20k)
Finance & Procurement	540	549	457	598	-49	Agency costs to cover Finance vacancy, and additional support for Financial Transactions Team due to volume of work.
Council Tax	393	414	639	509	-95	Agency costs to support system change and cover vacancies and a reduction in income from court summons.
Business Rates (NNDR)	-76	-72	109	-39	-33	Agency costs to support system change and cover vacancies
	3,235	2,820	1,635	3,039	-219	

Transformation & ICT / Digital	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
IT & Digital	1,729	1,739	1,472	1,838	-99	Higher 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 £129k.
Strategy and Transformation	488	491	338	420	71	Salary savings from transformation team restructure.
Customer Services	380	384	244	302	82	Salary savings from team vacancies
Facilities	469	473	627	844	-371	£230k holding cost for South Norfolk House largely attributed to Rates, insurance and utilities. £49K relates to utility costs for Cobb Lodge. There is a £30K recharge from Broadland Council for the period of dual occupation of Thorpe Lodge prior to moving the Horizon Building. A shortfall in income in relation to rental at the Horizon Centre is anticipated to be £26K.
	3,066	3,087	2,681	3,404	-317	

Economic Growth	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Economic Growth	775	1,038	647	872	166	Lower staff costs, vacancy turnover and a post funded by an opportunity project.
Property	-486	-486	410	-376	-110	Increased business rates costs for Ella May Barnes building of £46k. Property management service level agreements under review and expected to cost £91k more than estimated. Reduced income for some business centres due to lower rents (vacancies) and higher electricity/maintenance costs.
Car Parking and Public Conveniences	-100	-95	-69	-104	9	Business Rates increase on Car Parks and increased maintenance costs offset by savings on salaries, lower income from parking permits, still awaiting EV income from new supplier
Community Assets	372	374	436	420	-46	Savings on salaries are offset by higher tree works and electricity supply costs. All major contracts under review with two out to tender for next year and two Service Level Agreements under review.
	561	831	1,424	812	19	

Regulatory	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Community & Environmental Protection	586	591	530	662	-71	Agency staff costs for the interim Environmental Protection Manager have been incurred. Additional costs have been incurred on sandbags due to recent storms.
Food Safety & Licensing	176	179	144	185	-6	Additional overtime costs have been incurred.
	761	770	674	847	-77	

Planning & Business Support	Original Annual Budget (OAB) £'000	Latest Annual Budget (LAB) £'000	Actual to date £'000	Estimated Outturn (EO) £'000	Variance (LAB-EO) £'000	Explanation of significant variances
Planning	879	894	338	732	162	Additional Pre-app, Government grant and Planning Performance Agreement income is anticipated at this point in time, offsetting lower than expected planning fee income. Additional costs have been incurred on agency staff to cover vacancies. Savings are anticipated in Planning Policy partnership and village cluster work costs. The budget for the Design Code preparation work is unlikely to be spent and will need to be carried forward to 24/25.
CIL	-83	-81	-107	-81	0	
Building Control (CNC)	-168	-141	-940	-193	52	The SNC element of CNC is showing an increase in income following the increase in the support recharge at the February 23 Board meeting.
Business Support	127	136	125	126	10	There are vacancies within the team which are unlikely to be filled in the short term. These savings are partially offset by lower Land Charge income caused by the downturn in the housing market.
	755	808	-584	584	224	

Individuals & Families	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
Communities & Help Hub	685	714	557	708	6	Household support fund admin fee, and IMA Grant provided additional staffing and resource.
Communities & Help Hub - EXT	0	22	-99	0	22	Funding confirmed to cover salary uplift.
Housing Standards & Independent Living	395	403	304	405	-2	-
Housing Standards & Independent Living - EXT	0	0	-12	0	0	-
Partnership & Innovation	69	71	54	71	0	-
Partnership & Innovation - EXT	0	0	-246	0	0	Actuals include Health and Wellbeing Partnership grants for 24/25.
People From Abroad Programme - EXT	0	4	-280	0	4	
Benefits & Housing	868	904	830	942	-38	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	-48	-48	21	42	-90	At the end of quarter 2, forecast spend on spot purchased accommodation was expected to exceed budget by £307k. Additional funding from the Homeless Prevention Grant (HPG) of £174k was transferred to offset the temporary accommodation costs (as permitted by the grant) for which the forecast has also been reduced to now show an overspend of approximately £218k. Therefore, the forecast overspend on temporary accommodation for year end at quarter 3 has been reduced from £299K to £56K.
Benefits & Housing - EXT	0	5	-24	22	-17	Increased Spot purchased accommodation for rough sleepers, as funding accounts for up to 7 rough sleepers being accommodated. Current figure is 17.
	1,969	2,075	1,105	2,190	-115	
Housing Benefit Payments	-250	-250	428	-250	0	

Community Services	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	776	787	716	843	-56	<p>There are two major areas of savings across the waste service. Fuel savings have been achieved as budgets set in September 22 were set high as a result of the Ukraine War, however price rises were not as severe as anticipated. Across the service, a saving of £236K has been achieved.</p> <p>Secondly, budgets included costs for an additional round, as recommended by the route optimisation consultants. However, through careful route management, the additional round has not yet been required, saving £80k. A further 30K has been saved from agency costs, by using fixed term contracts on the garden waste rounds for the peak periods.</p> <p>In addition, the commercial services have earned an additional £80k in income.</p> <p>Across all the services, vehicle fuel costs and salary costs have been realigned to reflect actual usage, resulting in savings in some areas and overspends in others.</p> <p>The variance in waste management costs is mostly attributable to salary regrades, maternity cover, and depot maintenance costs.</p>
Waste	2,154	2,203	1,362	1,921	282	<p>Variance is attributable to savings in fuel cost and realignment of vehicles between waste streams, additional income from bulky waste and commercial waste, new property bin sales and salary realignment between waste streams.</p>

Recyclable Waste	1,531	1,566	1,084	1,366	200	Variance is attributable to savings in fuel cost and realignment of vehicles and salary costs between waste streams, although an additional cost of £73k has been incurred as a result of the variable gate fee mechanism charge for 22/23.
Garden Waste	-1,929	-1,916	-1,910	-1,851	-65	Variance is attributable to salary realignments and fuel allocation between waste streams, an increase in disposal tonnage which is offset by increased recycling credits, and £30k lower income on garden waste subscriptions.
Food Waste	0	0	0	0	0	
Street Scene	538	551	423	536	15	Variance is attributable to fuel realignment between streams, offset by additional income.
Grounds Maintenance	95	109	157	99	10	Positive variance is attributable to additional income from South Norfolk Council work.
Recycling Strategy	67	69	75	114	-45	Within the Recycling Strategy team, additional Costs due to approved growth (Strategy Manager - approved cabinet Feb 23) and maternity costs (£17k) and additional Norfolk Waste Partnership costs (£19k). The disposal cost of glass has increased, with additional disposal costs of £9k.
	3,233	3,369	1,907	3,028	341	

Leisure Services	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
Diss Leisure Centre	177	177	117	201	-24	Income for general swim and vending higher than anticipated. Utility costs greater (£29k) than budgeted due to energy cost increases. Savings in salaries (£29k) due to Diss closure for renovations starting in Feb 24. Swim school negative variance £52k.
Fram Earl Leisure Centre	8	8	2	11	-3	
Long Stratton Leisure Centre	190	177	3	3	174	Income for memberships, café income and soft play equipment rental and soft play equipment rentals higher than anticipated. Utilities cost far greater (£34k) than anticipated.
Wymondham Leisure Centre	71	35	-99	-80	115	Income for memberships much higher than budgeted (£210k variance year to date). Utilities cost far greater (£111k) than anticipated which had a big impact on the forecast.
Ketts Park Centre	58	62	39	62	0	-
Leisure Community Development	0	5	22	22	-17	Grant payment of £22k for Active Norfolk that was not budgeted for.
Leisure Management	333	442	396	474	-32	Higher additional costs in consultancy, supplies and materials.
	837	906	480	693	213	

Appendix 2

South Norfolk Council – Delivery Measure Performance for Quarter 3 2023/24

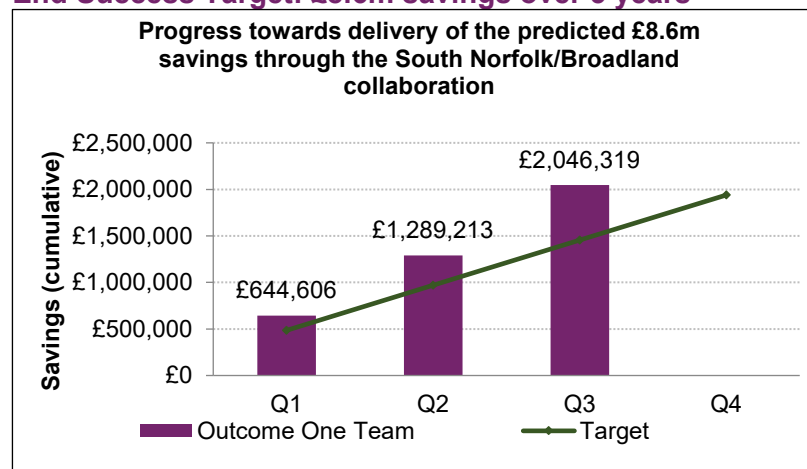
Appendix 2 provides a detailed overview of the performance of the Council against its Delivery Plan.



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: Richard Elliot

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.

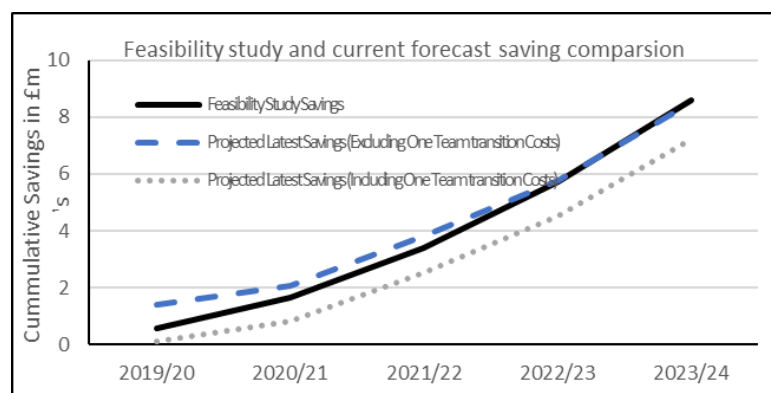
The current five-year saving forecast for the collaboration is £8.5m, this saving is split 45/55 (BDC/SNC). The figure net of one officer team transitional costs is £7.235m - One Team transitional costs were charged to the relevant Council.

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

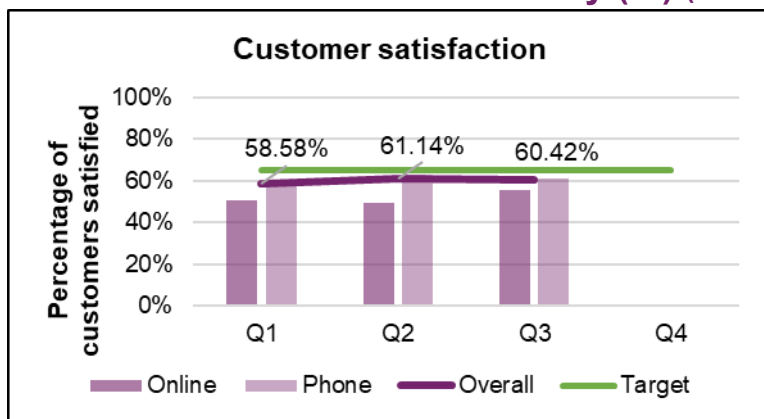


	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Senior Management	571	1,088	1,605	2,121	2,638
One Joint Officer Team	884	2,454	3,579	4,872	6,919
Contracts / Procurement	0	0	80	240	405
ICT Infrastructure Costs	0	-1,394	-1,394	-1,394	-1,394
Transition Costs	-69	-69	-69	-69	-69
	1,385	2,079	3,802	5,771	8,500
One Team transition costs	-1,265	-1,265	-1,265	-1,265	-1,265
	120	814	2,537	4,506	7,235

The table above right shows the cumulative breakdown of the savings forecast by area



Customer satisfaction survey (%) (Measure reference 2)



Year End Success Target: 65%

COMMENTS

Measure Owner: Corinne Lawrie

Portfolio Holder: Cllr Daniel Elmer

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 the 384 responses received:

- 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 increase in our satisfaction levels on our online survey and 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 Richard Elliott

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 haven't experienced bullying, harassment or discrimination within the last year.
- 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.

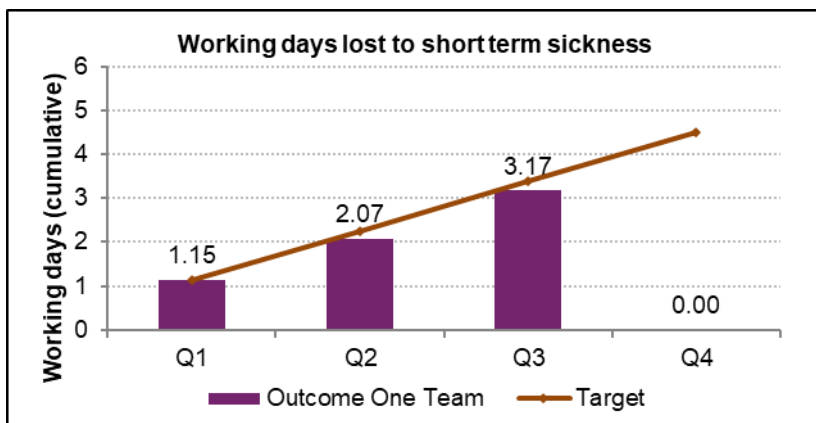
CONTEXT

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 Richard Elliott

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%.

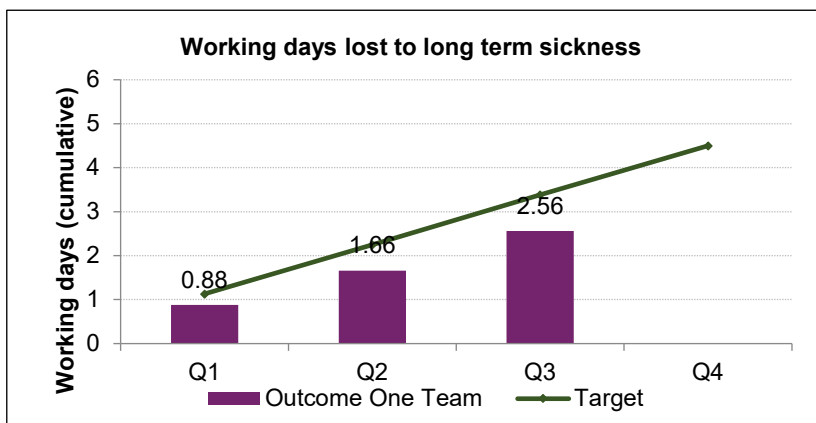
As mentioned in previous reports, Mental Health continues to be a key concern locally and nationally. Mental health UKs 2023 Annual report shows over a third of adults experienced high or extreme levels of pressure and stress always or often in the past year, the report warns that the UK is at risk of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

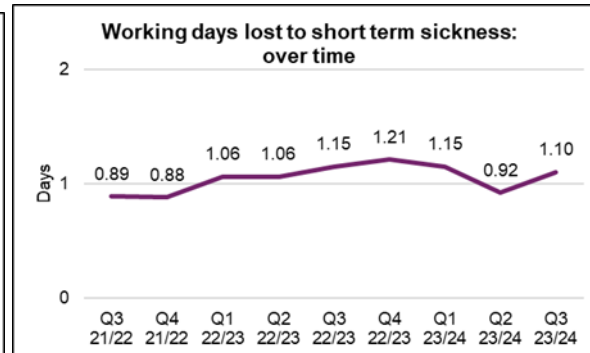
- Occupational Health Support
- Employee Assistance Programme
- Bespoke manager training
- Tailored mental health initiatives such as Lions Barbershop Initiatives
- Private counselling
- Private Menopause support via Spire Clinic
- Physio Support



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



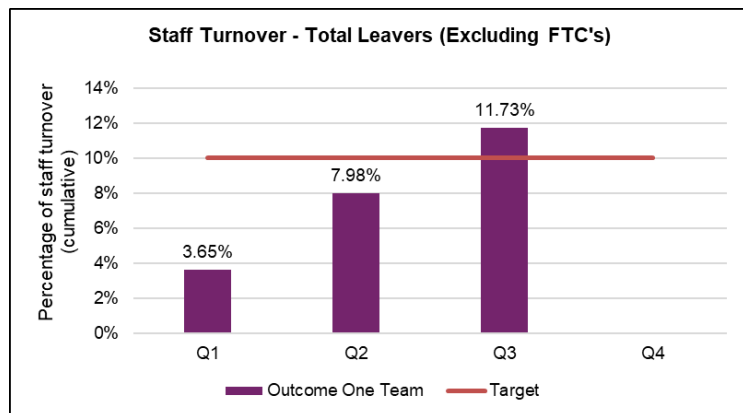
The national average sickness days lost per FTE in the UK sits at 7.8 according to CIPD, which gives reassurance that our own absence is relatively low and managed well.

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.



Staff retention (Measure reference 5)



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

COMMENTS

Measure Owner: Emma Hodds

Portfolio Holder: Cllr Richard Elliott

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
Total turnover rate % (Excluding FTC's*)	1.05	0.57	1.26	2.88
Voluntary turnover rate % (Resignations)	0.86	0.57	1.26	2.69

*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

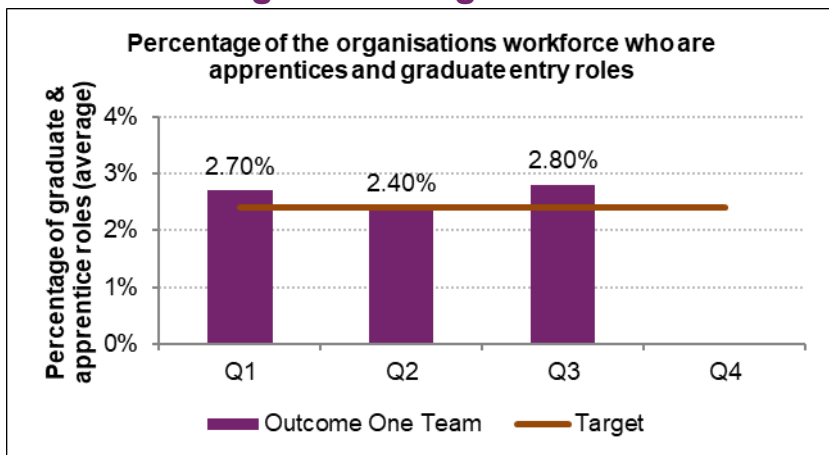
The risk being reduced service capabilities due to a reduction in staffing levels and/or difficulties in filling vacancies due to increased competition nationally. To mitigate this risk, more innovative places and methods of recruitment are being utilised, along with an improved induction process to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



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



COMMENTS

Measure Owner: Emma Hodds

Portfolio Holder: Cllr Richard Elliott

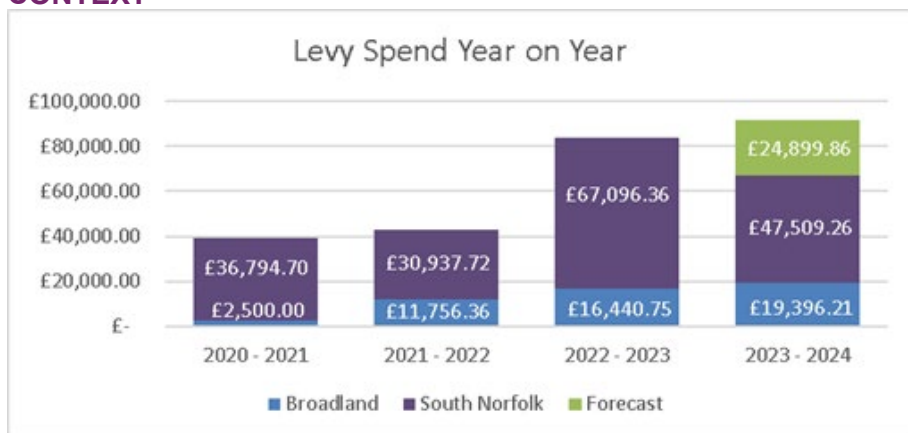
Description of the performance this quarter: For Q3, the percentage of the organisation's workforce in apprenticeships or graduate roles sits at 2.8% of the organisation headcount, that is 25 apprentices and 2 graduates. This figure is above our target, resulting in green RAG status and an increase from 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.

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

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.

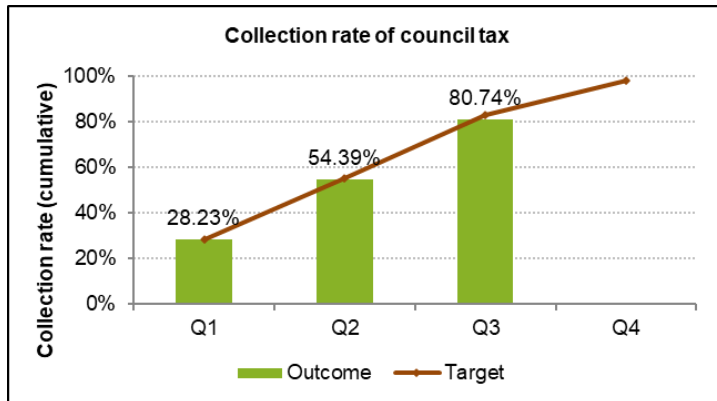
Forecasted remaining balance at year end:

- 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.



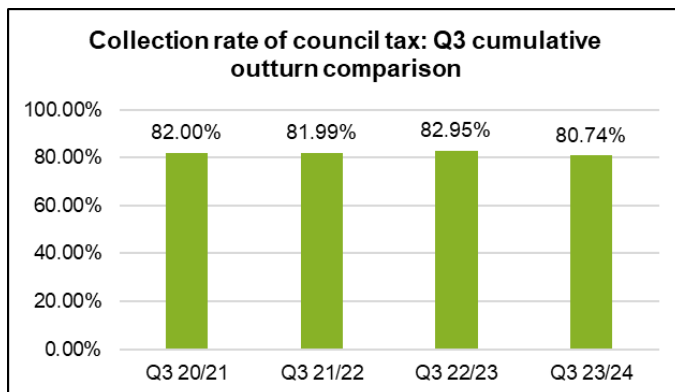
Collection rate of Council Tax (Measure reference 7)



Year End Success Target: 98%

RISKS

None this quarter.



COMMENTS

Measure Owner: Rodney Fincham

Portfolio Holder: Cllr Richard Elliott

Description of the performance this quarter: The collection rate for quarter 3 of 80.74% is 1.85% 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 3 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.

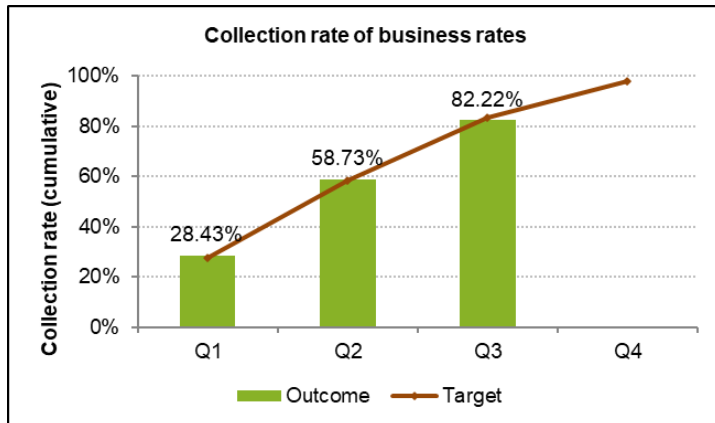
Action to be taken: We are working with the supplier to resolve issues, and the team are working extra hours to catch up with the work.

CONTEXT

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



Collection of Business Rates (Measure reference 8)



Year End Success Target: 98%

COMMENTS

Measure Owner: Rodney Fincham

Portfolio Holder: Cllr Richard Elliott

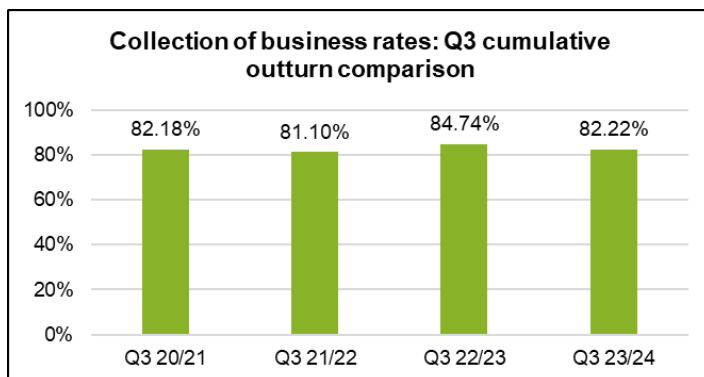
Description of the performance this quarter: The collection rate for quarter 3 of 82.22% is 2.52% below the quarter 3 performance in 22/23 but remains higher than Q3 in 20/21 & 22/23. A drop in collection was expected as we implemented the Civica Revenues Benefits system in December, which resulted in 3 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.

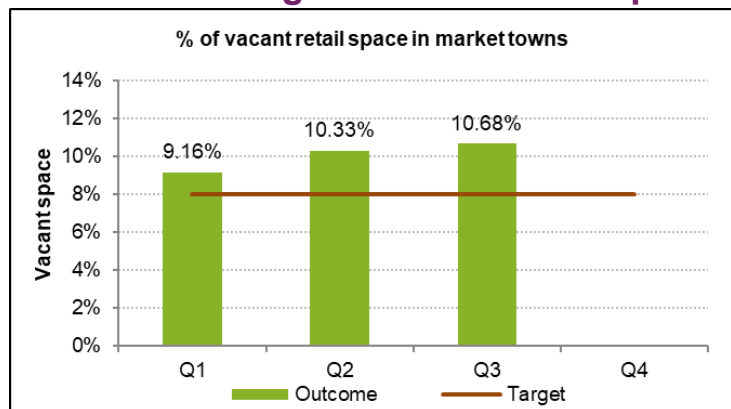


CONTEXT

The graph to the left shows performance compared to previous years.



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



Year End Success Target: Less than 8% vacancy

COMMENTS

Measure Owner: George Denton

Portfolio Holder: Cllr Lisa Overton-Neal

Description of the performance this quarter: There was a slight increase in vacant units in the market towns across South Norfolk during Q3. This represented a 0.35% increase in the vacancy rate on the previous quarter end. Overall retail unit vacancy rate across the 3 market towns of Diss, Harleston and Wymondham stood at 10.68% at the end of Q3.

Across Q3 the net movement is that there are two more vacant retail units overall. Numbers of vacant units in each of Diss, Harleston and Wymondham are currently above pre-pandemic levels. The net shift during Q3 for each of these market towns is that there was one less vacant unit in Wymondham, one more in Diss and two more empty units in Harleston.

Potential Implications: Note the improved situation in Wymondham and worsened situation in Harleston and Diss.

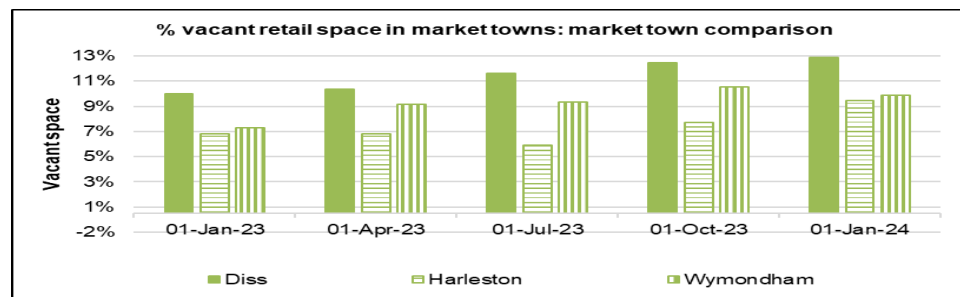
Action to be taken: There has been a Wymondham Town Co-ordinator in post since January 2023 who is working with the retailers and town council to create a social media platform to engage with visitors and residents. Any potential shop owner will appreciate a coordinated offer for the town. The reopening of Wymondham Abbey and the Becketts Chapel as well as a relaunched programme of farmers markets has increased visitor numbers to Wymondham. Harleston and Diss Town Councils have more recently appointed dedicated town co-ordinators.

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 that level in 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.

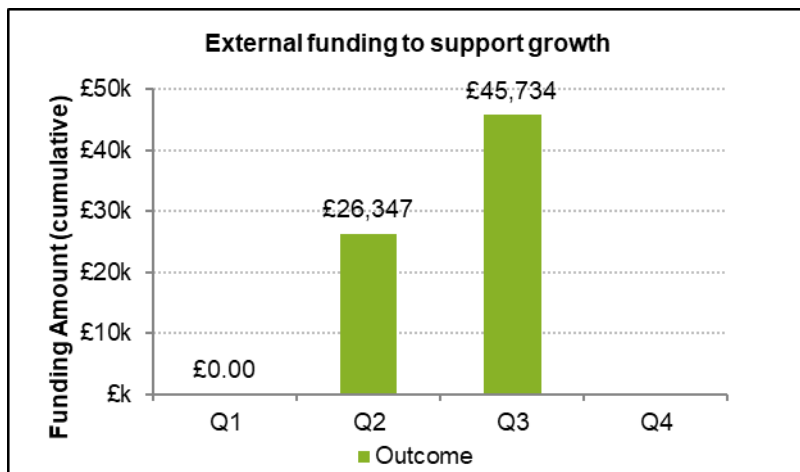
CONTEXT:

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 December 2022 to help support investment and growth in businesses. We are boosting the marketing of empty properties by featuring properties in our fortnightly newsletter to businesses.





External funding to support growth (Measure reference 14)



COMMENTS

Measure Owner: George Denton

Portfolio Holder: Cllr Lisa Overton-Neal

Description of the performance this quarter: £9,830 has been secured as private sector funding to support the delivery of the Business Builder support programme.

£9557 has been secured to deliver the outcomes of the Pride in Place programme supporting Wortwell community Centre and Bungay black dog running club.

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 secure external funding to support the delivery of the Council's Economic Strategy.

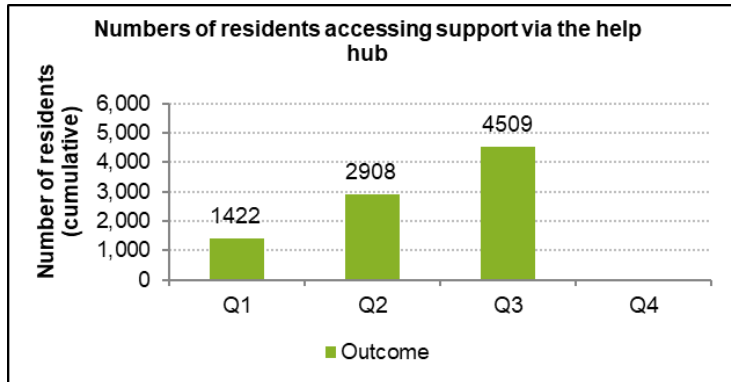
Year End Success Target: Significant investment to support the delivery of our key projects outlined in the Delivery Plan

RISKS

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



Numbers 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 Graham Minshull

Description of the performance this quarter: As expected demand on Help Hub services continues to increase. Led by increased public awareness of the service 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 Scrutiny.

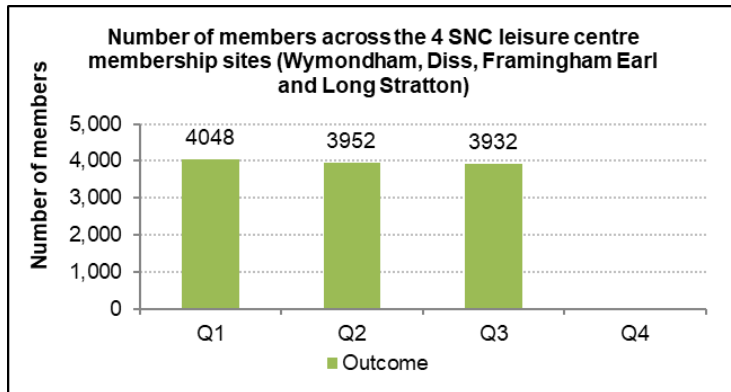
Action to be taken: Continue to track demand and local and national trends.

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.



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



Year End Success Target: 3,481 live members

COMMENTS

Measure Owner: Simon Phelan

Portfolio Holder: Cllr Kim Carsok

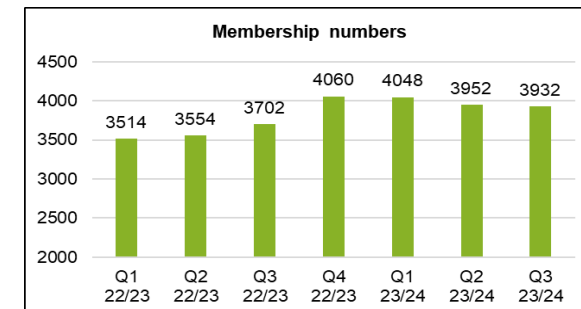
Description of the performance this quarter: Membership numbers remain strong at 3,932 even despite the announced impending closure of Diss for refurbishment in Feb 2024 which led to a reduction in their membership numbers by 42 members. The introduction of EGYM at both LSLC and WLC has enhanced the gym offering. The final quarter is traditionally a strong one for the service with new year joiners.

Potential Implications: The notification of the Diss closure has impacted on membership figures, alternative membership options have been given to all existing Diss users and some will continue to exercise at either WLC or LSLC, however the vast majority are likely to freeze or cancel their membership. Cost of living pressures could also have an impact on future business growth.

Action to be taken: Strong marketing campaigns planned for Q4. "Move more in 24" is the theme of the current campaign, this will run until the end of the financial year. The campaign highlights the benefits of exercise with the call to action of getting people to join the leisure centres and take advantage of the no joining fee promotion.

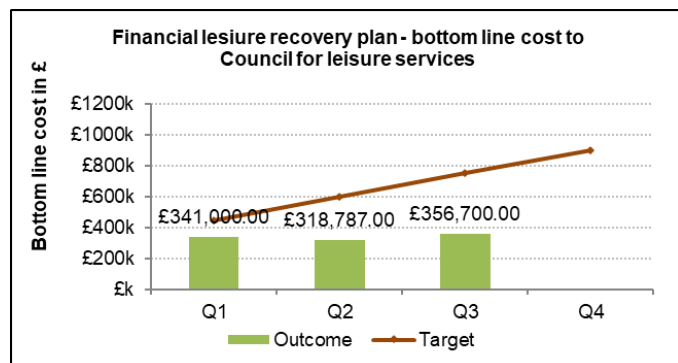
RISKS – The cost-of-living crisis will be a constant risk for the service in the short to medium term. Budget gym groups that offer single site and activity memberships are also a threat to those seeking highest possible value for money

CONTEXT – The leisure service is at the end of its third year of the covid recovery plan. Membership currently stands at 97.1% of pre covid figure which is a slight drop on Q2. A strong Q4 is expected, however, the memberships at Diss will significantly reduce when the centre closes mid-February.





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



Year End Success Target: £901,000

COMMENTS

Measure Owner: Simon Phelan

Portfolio Holder: Cllr Kim Carsok

Description of the performance this quarter: The leisure service is experiencing an outstanding financial performance this quarter and year to date. The cost of providing the service to the Council currently stands at £356,700 which is £390,554 ahead of the budgeted year to date position. This is due to overall business growth and a very tight control on expenditure at the centre level.

Potential Implications: The situation at Diss will impact on the year end position. The centre closes on 11th February 2024, staff will be redeployed into other areas of the leisure business but a cost for this will still be incurred, and the income will drop significantly. The service is currently in the process of determining how many customers will continue as swim school learners and fitness members at alternate facilities. This will partially offset costs during the planned closure.

Action to be taken: A strong membership campaign is currently underway and will continue to the end of the financial year (this is explained in Measure Reference 16). Main hall capacity is currently a focus and the introduction of roller skating at both main centres, which are gaining in popularity, will bring in much needed casual income.

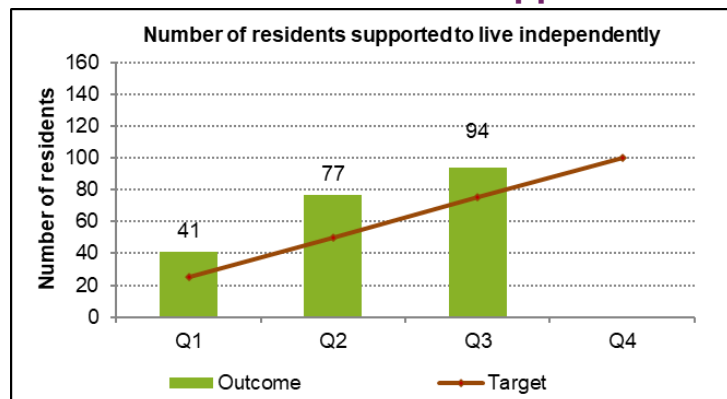
RISKS – Energy costs continue to be a significant threat as well as the cost-of-living pressures.

CONTEXT - Membership income continues to perform strongly, thanks in part to the changes around the VAT rules and the increases in the fees and charges from Q1. Tight budgetary control of the individual business units is a key factor in the reduced operating cost.

At the end of 2022/23 the bottom-line cost of the leisure service was £1,165,595. At the end of Q3 the cost is £356,700 against a current year-to-date budget position of £747,254. Considering the best position pre covid was a bottom-line cost of £454,863, the current position looks extremely strong.



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



Year End Success Target: 100 residents

COMMENTS

Measure Owner: Mike Pursehouse

Portfolio holder: Cllr Graham Minshull

Description of the performance this quarter: During Q3 of 2023/24, 32 Disabled Facility Grants (DFGs) and 3 additional grants have been completed. The Handyperson+ Service is now operational within the Housing Standards team and has completed 53 handyperson visits and 22 low level grants (LLGs) in this quarter, totalling 110 homes supported. These figures compare to 33 DFGs and 10 additional support grants in Q3 of 2022/23.

Potential Implications: By the end of December, our spend for the 2023/24 financial year totalled £1,116,293. Our budget through the Better Care Fund is £1,035,425, plus additional funding of £90,351 and a carry-over from previous underspend of £83,346. This gives us a total budget for 23/34 of £1,209,122.

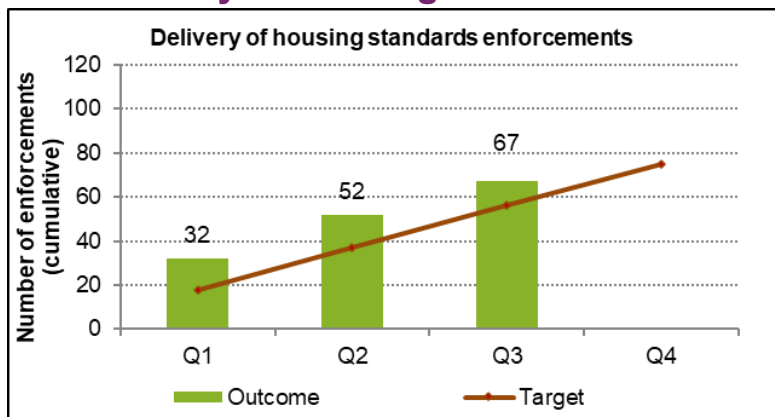
Action to be taken: To prevent overspend at the end of the financial year, the Housing Standards team is prioritising cases and controlling commitments while continuing to meet statutory requirements.

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.



Delivery of housing standards enforcement (Measure reference 19)



Year End Success Target: 75 enforcements

COMMENTS

Measure Owner: Mike Pursehouse

Portfolio holder: Cllr Graham Minshull

Description of the performance this quarter:

In Q3 of 2023/24, 15 disrepair complaints have been resolved, along with 2 occurrences of gypsies and travellers in the South Norfolk area. This compared to 21 disrepair cases and 1 report of travellers in Q2 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.

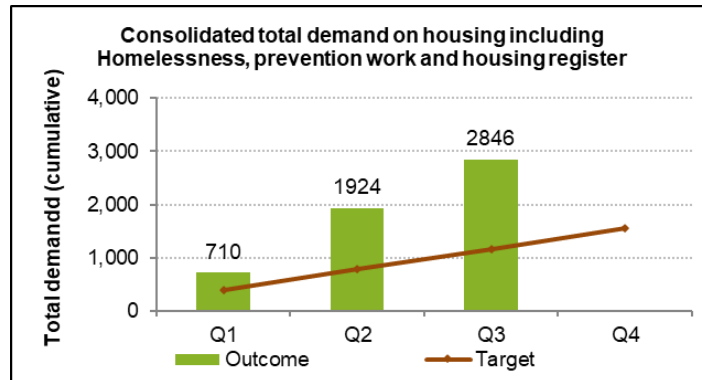
CONTEXT A key aim of the Council is to ensure that we deal appropriately with private sector landlords who rent their properties out, and to ensure that these properties are maintained to an acceptable standard. This work includes identifying, registering, and monitoring Houses of Multiple Occupation (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.



Consolidated total demand on housing including Homelessness prevention work and housing register

(Measure reference 20)



Year End Success Target: 1,549

COMMENTS

Measure Owner: Mike Pursehouse

Portfolio Holder: Cllr Graham Minshull

Description of the performance this quarter: Demand on the housing services remains high however this quarter did see a reduction in total demand to 922 from 1214 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 1549 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).

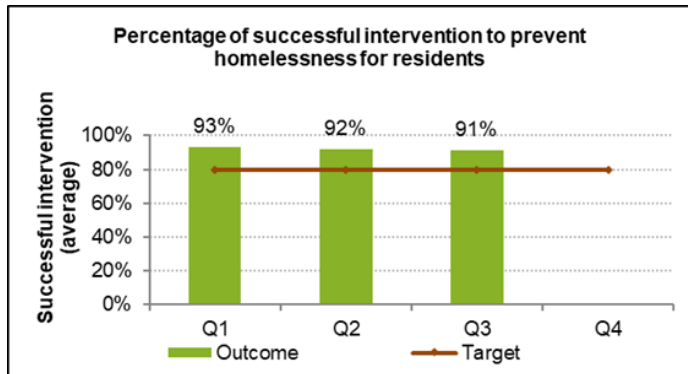
Action to be taken: The team continues to perform very well. This is evidenced in performance measure 21 as our prevention ethos continues to provide very positive results. A workstream regarding managing the sustained increase demand from private rental sector (PRS), and the reducing capacity for PRS 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.



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



Year End Success Target: 80% successful interventions

COMMENTS

Measure Owner: Mike Pursehouse

Portfolio Holder: Cllr Graham Minshull

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 2846 people who have approach the team we have provided holistic support, guidance and proactive homeless prevention advice to make sure 2590 residents have not had to face the ordeal of losing their home. With the reduction in private rental there is an upturn in domestic abuse and family breakdowns which are incredibly hard to prevent. To prevent this for as many residents is an incredible achievement. To note these figures do not include overall approaches to the help hub which is a collective service whose primary focus is to prevent hardship to our residents, including housing concerns.

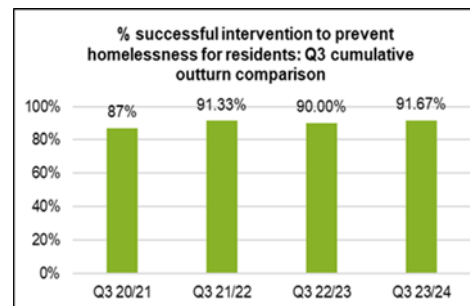
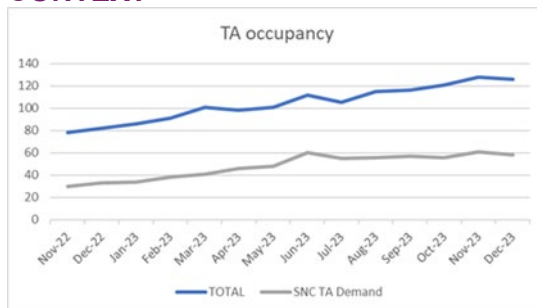
Potential Implications: This ethos must continue if we are to minimise the impact on temporary accommodation spend and potential growth of service. It is therefore encouraging to see such sustained service performance.

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

RISKS

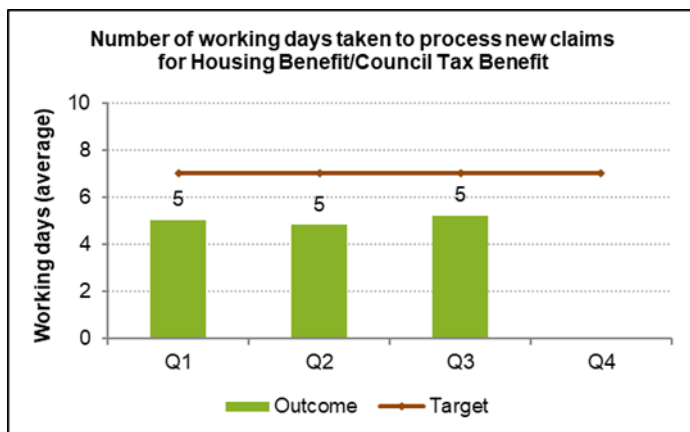
Asylum and Ukraine – Asylum remains a risk from a single homeless point of view, however we are seeking to address this concern by increasing the number of houses of multiple occupation that we can lease and relet to residents who have little or no other options. Due to the positive work of the Ukraine team demand from this cohort has reduced. **TA project delivery fails to meet targets** – At present this project is meeting all its aims and will be delivered on time.

CONTEXT





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 Graham Minshull

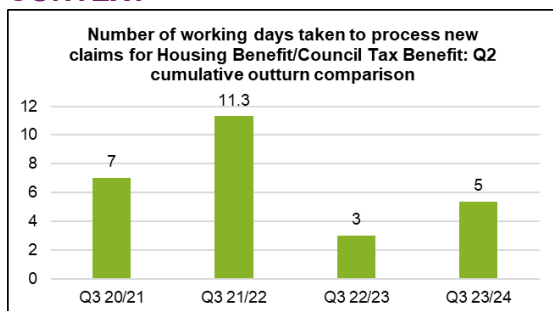
Description of the performance this quarter: Performance remained high for this quarter. The team during this period worked hard to bring the service completely up to date in preparation for the new system implementation. The upturn in days was due to this approach as all work items, no matter their 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 , as the new data system is embedded which will slow performance. 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 -

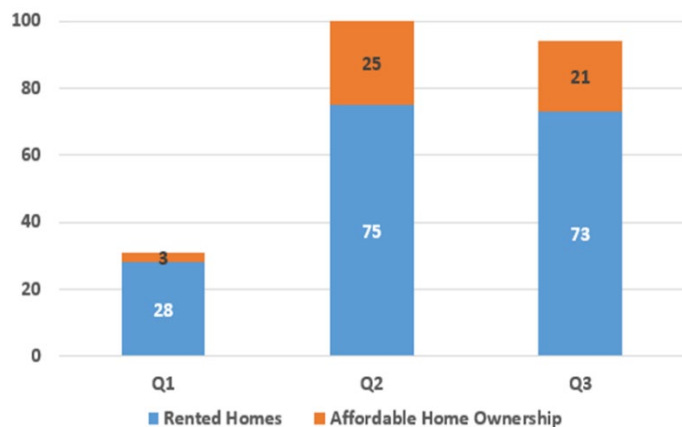


The graph to the left shows the performance compared to previous years.



Number of affordable homes delivered (Measure reference 23)

New Build Affordable Housing Completions
in each Quarter 2023



COMMENTS

Measure Owner: George Denton

Portfolio Holder: Cllr Graham Minshull

Description of the performance this quarter: 94 affordable homes were completed during this quarter, bringing the cumulative total to 225. The tenure split for Q3 was 73 homes for rent and 21 for affordable ownership. 57 of the homes were provided through s106 agreements with developers, with the other 37 being built or bought by housing associations. All were delivered in growth areas (Wymondham, Cringleford, Costessey and Easton).

Potential implications: : The number of affordable homes completed during 2023/24 (225) is already well in excess of the annual target (169). The final total is expected to be more than 250.

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

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

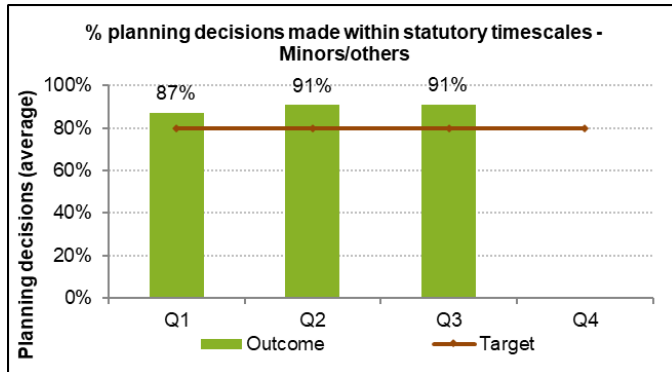
RISKS - Nutrient neutrality issues have not delayed the completion of affordable homes during 2023/24. Little impact is expected during 2024/25, although later years might be affected if site commencements are delayed.

CONTEXT

Higher mortgage interest rates have slowed open market sales. This has led to developers offering homes to housing associations, usually for shared ownership, increasing the supply of affordable homes during 2024. Now that interest rates have peaked, the market is likely to be more buoyant. If so, s106 completions should not be delayed.



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 Lisa Overton-Neal

Description of the performance this quarter: 91.7% of applications were determined in time (223 out of 243 applications) bringing the average for the year to date to 91%. 102 applications were determined in the statutory time period of 8 weeks and a further 121 were determined in an agreed extension of time. The national average for "Other" applications determined in 8 weeks or agreed time limit for Q3 in 2022 was 91%. 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 90.9 %, which against the national target of 70% is good, and as such the Authority is not at risk of special measures. "Other" applications include advertisement consent, Listed Building consent, Certificates of Lawfulness, etc

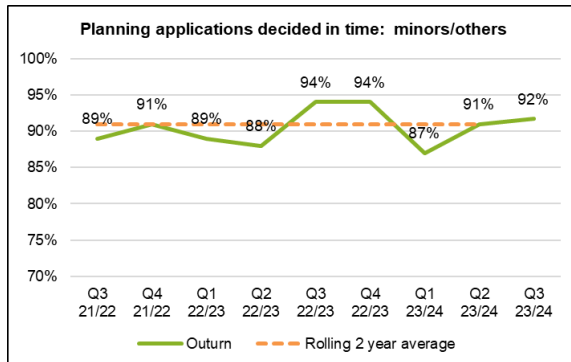
Potential Implications: None

Action to be taken: None

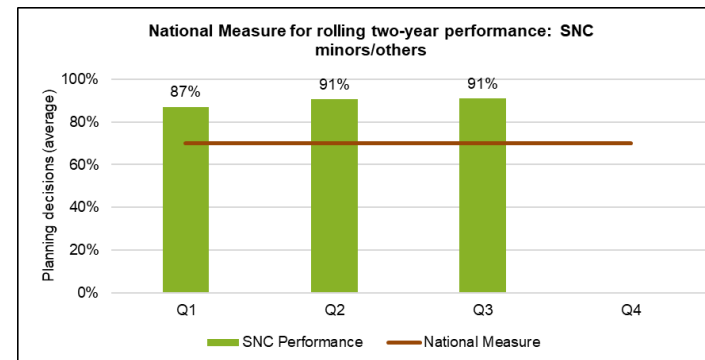
RISK

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

CONTEXT



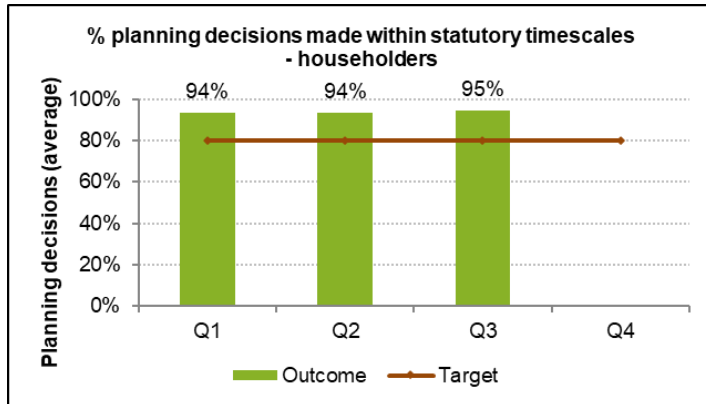
The graph above shows a comparison for previous quarters.



This graph above shows the 2-year rolling average



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



COMMENTS

Measure Owner: Helen Mellors

Portfolio Holder: Cllr Lisa Overton-Neal

Description of the performance this quarter: 96.9% of applications were determined in time (125 out of 129 applications) bringing the average for the year to date to 95%. 76 applications were determined in the statutory time period of 8 weeks and a further 49 were determined in an agreed extension of time. 22% were determined in 6 weeks or less.

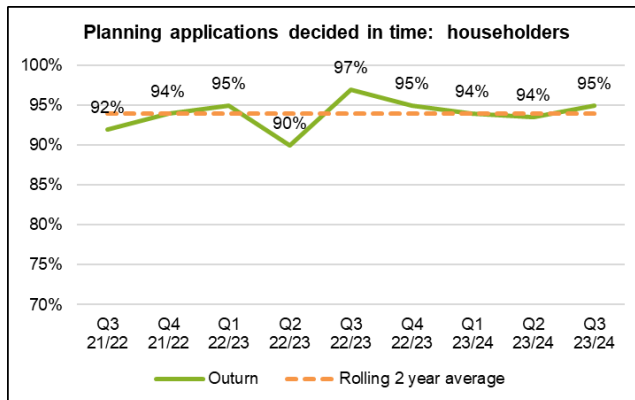
Potential Implications: None.

Action to be taken: None.

Year End Success Target: 80% of decisions

RISKS

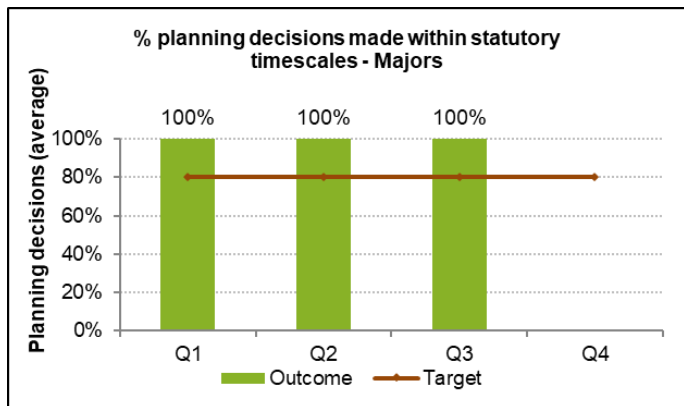
We are exceeding our measure of success of 80%. The team continues to work hard to ensure extensions of time are agreed and we continue to employ additional resources to maintain and improve performance to ensure we meet targets.



CONTEXT

The graph to the left shows planning applications: householders over time

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



Year End Success Target: 80% of decisions

COMMENTS

Measure Owner: Helen Mellors

Portfolio Holder: Cllr Lisa Overton-Neal

Description of the performance this quarter: 100% of applications were determined in time. 2 were determined within the statutory time limit and 8 were determined within an agreed extension of time. The national average for "Major" applications determined in 13 weeks or agreed time limit for Q3 in 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 94.1%, which is against the national target of 60% means the Authority is not at risk of special measures.

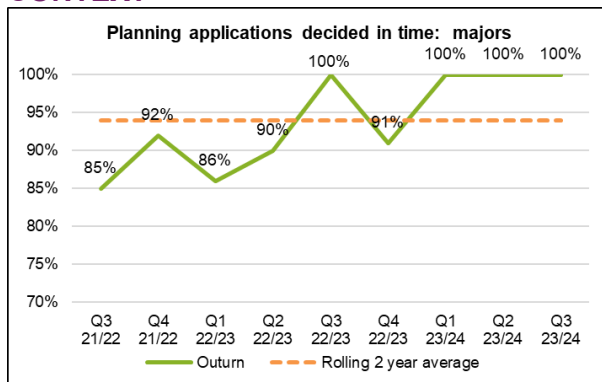
Potential Implications: None.

Action to be taken None

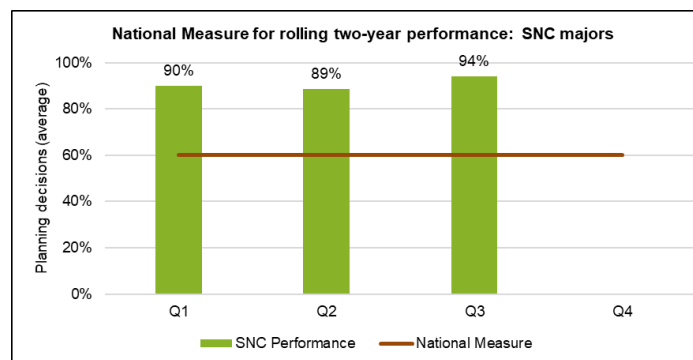
RISKS

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

CONTEXT



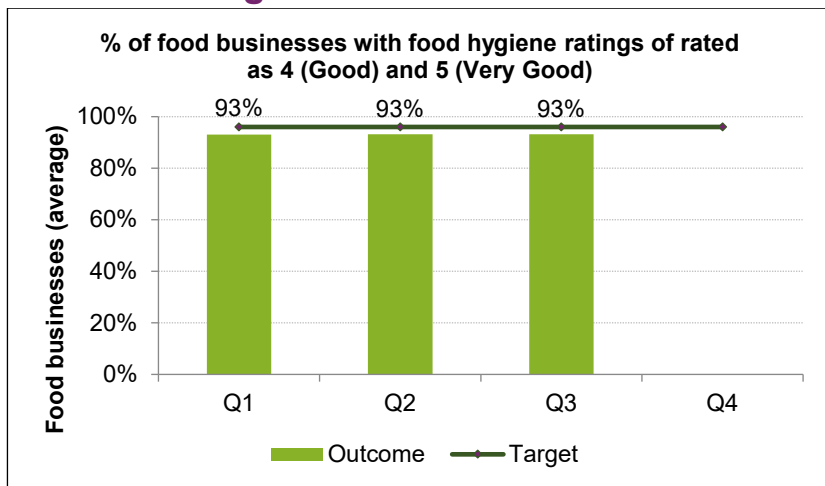
The graph above shows a comparison for previous quarters



The graph above shows the 2-year rolling average performance



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



COMMENTS

Measure Owner: Nick Howard

Portfolio Holder: Cllr Keith Kiddie

Description of the performance this quarter: This quarterly measure remains static, where 93.2% represents a total of 766 (5-rated) and 103 (4-rated) businesses respectively out of 932 food businesses within the Food Hygiene Rating Scheme in Q3. A total of 106 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' now down to only 15 businesses (high performing).

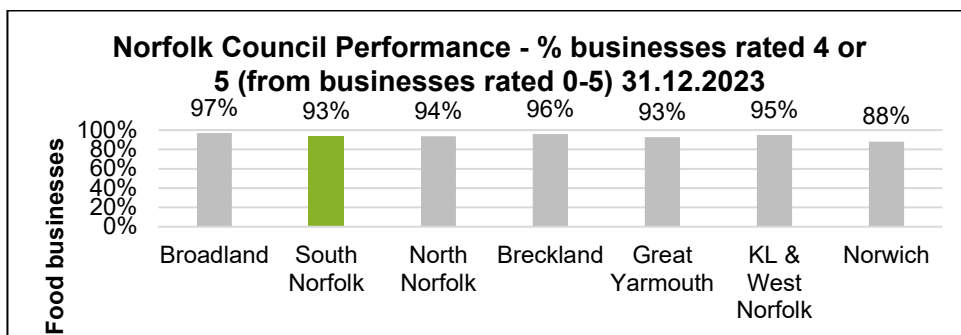
Potential Implications: When trading in challenging economic conditions has an impact on profitability, we may see Food Business Operators concentrating on survival and basic compliance (3-rating), rather than adopting higher standards linked with 4 and 5 ratings.

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: 96%

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 South Norfolk 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.



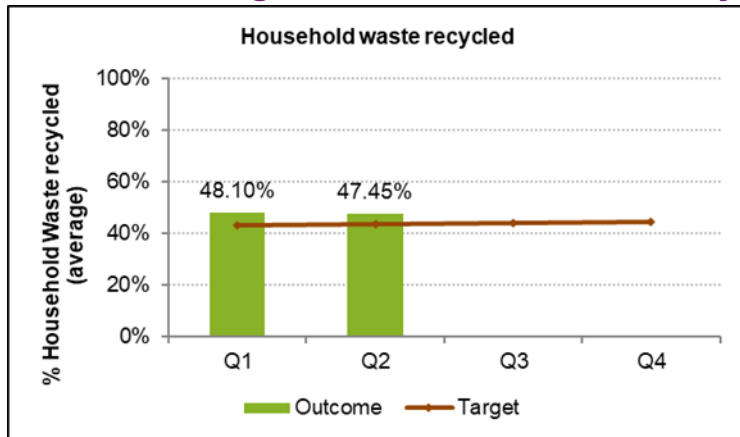
CONTEXT

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.



Percentage of household waste recycled (Measure reference 28)



Year End Success Target: 2% increase against a baseline of 44.10% (Oflog Family Group Mean 44.95% 2021/22)

COMMENTS

Measure Owner: Simon Phelan

Portfolio Holder: Cllr Keith Kiddie

Description of the performance this quarter:

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

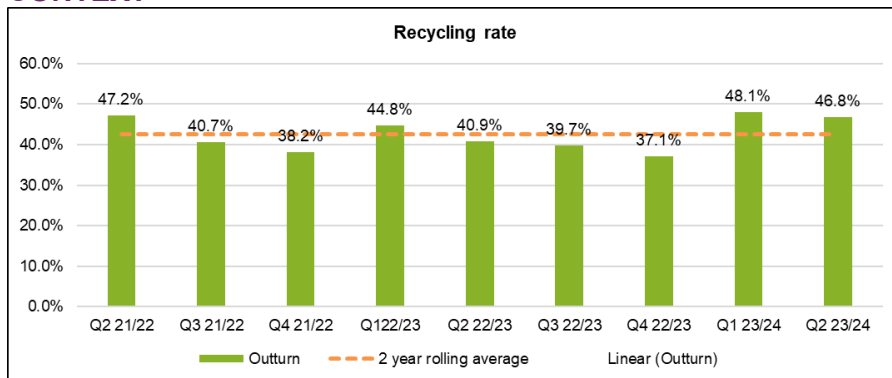
The total recycling rate in Q2 2023/24 was 46.8% which is a decrease of 1.3% from 48.1% recorded in Q1 2023/24. Further analysis of the data shows that the dry recycling rate increased by 0.68% whilst the composting rate (garden waste) decreased by 1.98% which reflects seasonal weather impacting on the volume of materials being collected, as the number of subscribers showed an increase over the period.

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, work with Parish Councils and promote the ReCollect App.

RISKS The key risk is 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

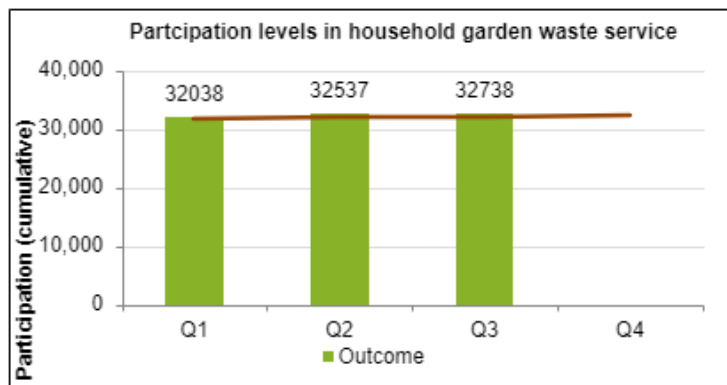


During Q2 the Council:

- Provided bin stickers/tags for communal bins – reminding residents what can and can't be recycled at home.
- Held a recycling event of small electrical items – WEEE Recycling event in Costessey (4th August at Breckland Hall).
- Arranged several recycling talks in the district (including Diss Advocacy Group in September).
- Free educational packs were provided to eight primary schools to encourage pupils and their families to reduce waste and promote recycling (Cringleford, Diss, Hetherset, Mulbarton, Poringland, Pulham, Rockland, Roydon).



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

COMMENTS

Owner: Simon Phelan

Portfolio Holder: Cllr Keith Kiddie

Benchmark set at 31,700 end of March 2023, with target being 32,200.

Description of the performance this quarter: The total number of subscribers to the garden waste collection service stood at 32,738 as of the end of Quarter 3 2023/24.

Potential Implications: Any reduction or stagnation in numbers would Impact on overall year-end recycling rate and income received from garden waste subscriptions and recycling credits.

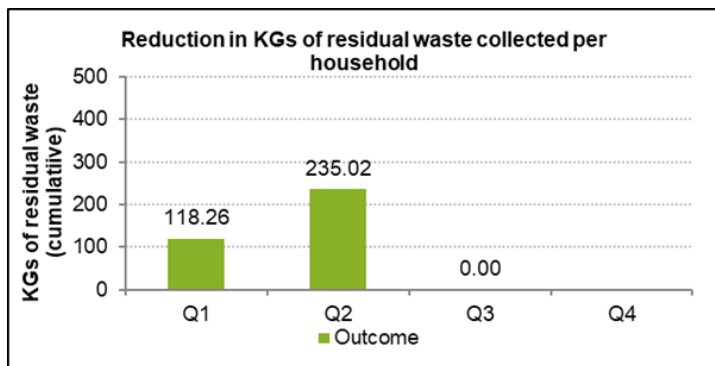
Action to be taken: The Council will continue to promote garden waste service to the residents to dispose the garden waste in an environmentally friendly way.

RISKS The collection of garden waste contributes to the Council's overall recycling performance figures and any reduction in garden waste volumes because of households cancelling subscriptions to the garden service will affect the overall 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.



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



Year End Success Target: Decrease of 10KGs of residual waste collected per household. (Baseline set at 497.59 kg/hh/yr (Oflog Family Group Benchmark figure 2021/22))

COMMENTS

Measure Owner: Simon Phelan

Portfolio Holder: Cllr Keith Kiddie

Description of the performance this quarter:

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

The total kgs of residual waste collected per household in Q2 2023/24 was 116.76 kg/hh compared to 118.26 kg/hh in Q1 2023/24. This is a decrease of 1.5 kg/hh (1.3%).

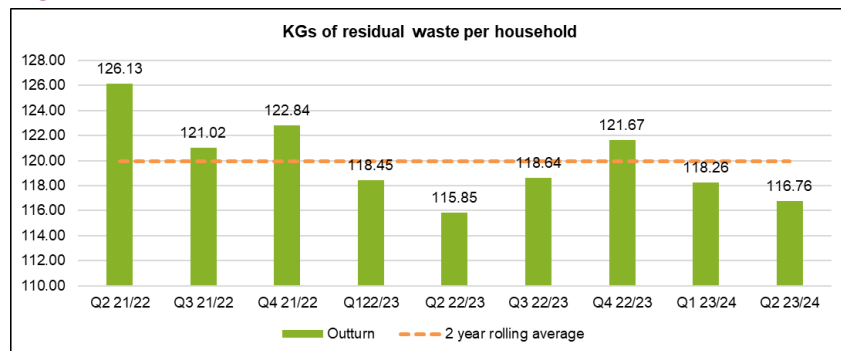
Potential Implications: Impact on overall year-end recycling rate.

Action to be taken: The Council will continue to support a range of recycling campaigns to reduce materials that could be recycled being placed in the residual waste bin, tackle contamination thus increasing the quality and quantity of recyclables collected.

RISKS

- Householder apathy to recycling overall, 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 -

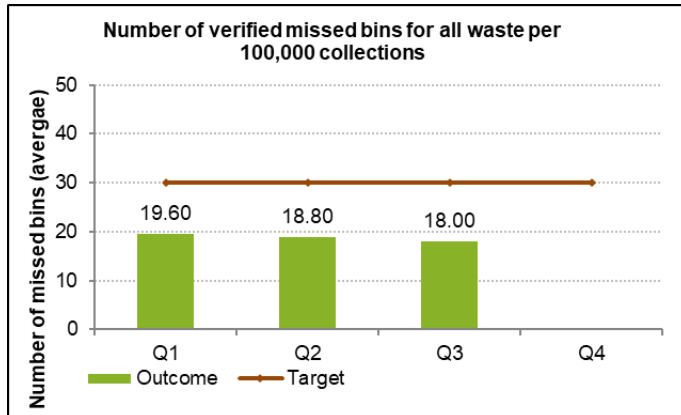


During Q2 the Council:

- Provided bin stickers/tags for communal bins – reminding residents what can and can't be recycled at home.
- Held a recycling event of small electrical items – WEEE Recycling event in Costessey (4th August at Breckland Hall).
- Arranged several recycling talks in the district (including Diss Advocacy Group in September) to eight primary schools to encourage pupils and their families to reduce waste and promote recycling (Cringleford, Diss, Hethersett, Mulbarton, Poringland, Pulham, Rockland, Roydon).



Number of verified missed bins for all waste per 100,000 collections (Measure reference 31)



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

COMMENTS

Measure Owner: Simon Phelan

Portfolio Holder: Cllr Keith Kiddie

Description of the performance this quarter: The SNC waste collection operation has continued to operate in an effective and efficient manner with justified missed bin performance improving in Q3. This performance improvement was mainly due to digital feedback from the In-Cab system highlighting that many bins were not placed out for collection at the prescribed time by residents.

Potential Implications: The waste collection rounds have been stable for some time; however, several garden waste bins were placed out for collection over the Christmas period despite the service being closed over this period.

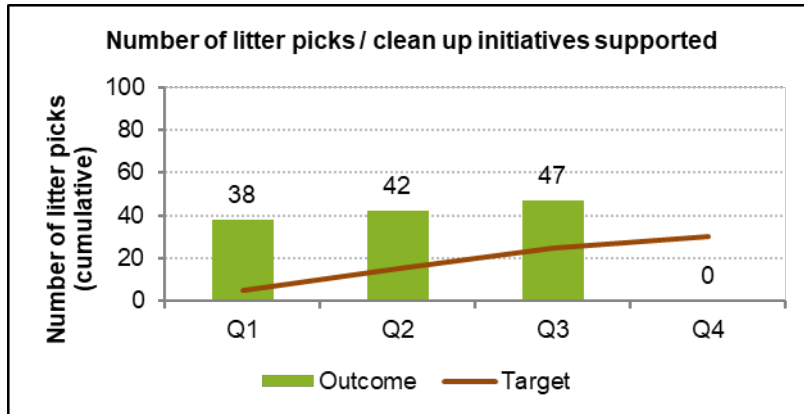
Action to be taken: All media streams including leaflets are utilised to highlight when the garden waste service closes over the Christmas period.

RISKS The requirement to introduce a domestic food waste service on 1 Apr 26 combined with ongoing domestic housing growth, within the district, has driven the requirement to find a replacement for Ketteringham Depot as there is insufficient space at the current site to allow development. Work is ongoing to provide options and costs to mitigate this risk.

CONTEXT The improved level of performance is testament to the hard work of the collection's crews and the logistical organisation at the Depot.



The number of litter picks / clean up initiatives supported (Measure reference 32)



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

COMMENTS

Measure Owner: Simon Phelan

Portfolio Holder: Cllr Keith Kiddie

Description of the performance this quarter: 5 litter pick events were supported in Q3. This is 1 more than Q2, but still low which is to be expected at this time of year, and outside of the Big South Norfolk Litter Pick scheme. We continue to support groups wanting to litter pick all year round.

Potential Implications: Many groups have their own equipment, so will not require further support from the Council. Therefore, there are likely more litter picks happening, but we have not been requested to support.

Action to be taken: Consider offering more groups their own litter picking equipment utilising Pride in Place funding.

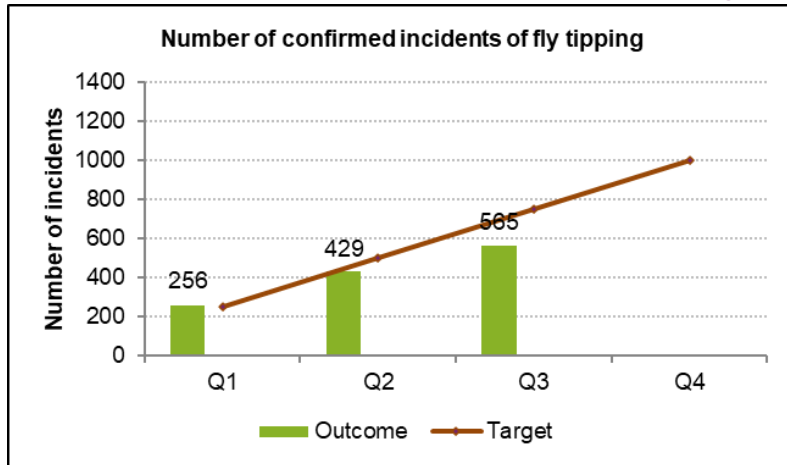
RISKS

- Weather - Wetter cooler weather may discourage volunteers from taking part.
- Financial pressures – Apathy towards volunteering during a cost-of-living crisis leading residents to prioritise their time, effort and how they spend their money.

CONTEXT The dates for The Big South Norfolk Litter Pick scheme are timed to coincide with the Great British Spring Clean scheme run by Keep Britain Tidy. In 2023 this took place from March 17 to April 2, 2023. According to Keep Britain Tidy, the Great British Spring Clean 2023 saw over 400,000 bags collected in the UK.



Number of confirmed incidents of fly tipping (Measure reference 33)



COMMENTS

Measure Owner: Nick Howard

Portfolio Holder: Cllr Keith Kiddie

Description of the performance this quarter: 136 incidents this quarter, a slight reduction from the same quarter last year and remaining below target for the year which is favourable.

Potential Implications: Quarterly numbers vary seasonally and they can vary for other reasons. With ongoing attention on fly tipping deterrence and enforcement, officers will maintain the focus on driving down numbers of incidents across South Norfolk.

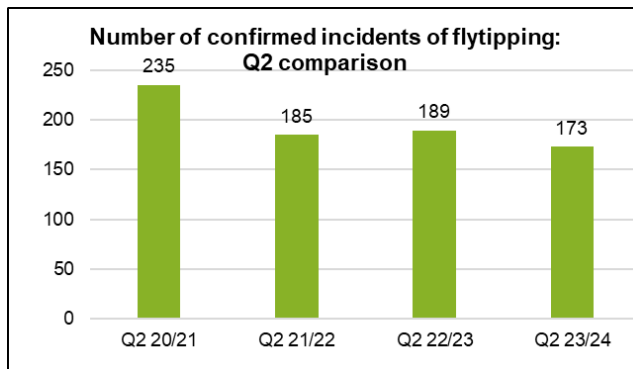
Action to be taken:

The Council's environmental enforcement officer is coordinating across all departments in order to establish full and clear reporting, recording, responses and partner / stakeholder engagement to prevent and detect fly-tipping.

Year End Success Target: No more than 1,000

RISKS

Underlying causes of fly tipping and an analysis of fly tipping incident data are being explored to inform preventative, compliance and enforcement strategies. Positive community and stakeholder engagement work also has the potential to encourage quicker or greater reporting of incidents. There is potential for the cost of living crisis to lead to increased environmental offending, although the present reported result in isolation does not confirm this.



CONTEXT

Previous year data is shown in the graph.

Appendix 3
South Norfolk Council – Strategic Risk Register
Last reviewed – January 2024



South Norfolk Council – Strategic Risk Management

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

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

The statement outlines the Council's approach to risk appetite and is accompanied by a risk scoring matrix (see below) which indicates whether the combined risk likelihood and impact score is above the appetite of the Council. The appropriate approach for managing the risk is then highlighted depending on the combined score. 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
Very High 20-25		Risks scored here represent a severe threat to the delivery of the Council's objectives and service delivery and are outside of the risk appetite of the Council. Risks scored at this level should be treated as a priority and should either be reduced to a score within tolerance or removed. Reporting on progress will be required at Cabinet/Audit Committee and at CMLT until risk level is reduced to tolerance.				
High/Medium High 10-16		Risks scored here represent a significant threat to the delivery of the Council's objectives and service delivery and are outside the risk appetite. Action is required to reduce the rating to a score within tolerance. Reporting on progress is required at Cabinet/Audit Committee and CMLT until risk level is reduced to tolerance.				
Medium 5-10		Risks scored here represent a moderate threat to the delivery of the Council's objectives and service delivery and are within the risk appetite of the Council with some proportionate mitigation and regular monitoring required. These risks can be managed at operational/service level but regular management review of assurance on control effectiveness should occur. Routine reviews should also be carried out to ensure there is no change.				
Low 3-4		Risks here represent a minor threat to the delivery of the Council's objectives and service delivery and are within the risk appetite. Review required to ensure risk score does not change/increase, however these risks can be managed at operational/service level.				
Very Low 1-2		Risks scored here represent an insignificant threat to the delivery of the Council's objectives/service delivery and are within the risk appetite. No further action is required.				

Key Changes to Strategic Risks

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

Risk Ref	Risk Score Change	Risk description change	Risk consequence change	Risk mitigations change	Risk owner change	New Strategic Risk	Commentary
SNCM1							
SNCM6							
SNCM11	x		x	x			Risk score reduced. Mitigating action completed (mitigation 8) New mitigating action added (mitigation 10).
SNCGE1							
SNCM12				x			New mitigating action added (mitigation 9)
SNCSI2							
SNCSI4							
SNCP3	x		x				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	SNCM1	<p>Risk - Financial - The Council fails to anticipate and respond to large scale changes in the external environment that impacts on our ability to deliver our MTFP.</p> <p>Consequence - A negative impact on the Council's finances, either from reductions in income or funding, or from increased cost pressures.</p>	<p>Medium Term Financial Plan (MTFP) budget process and scenario planning.</p> <p>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"> 1. Lobby government for adequate funding, acknowledging impact on costs & demand of cost of living rises. 2. Respond to Government Consultations to ensure any potential impact on the Council finances is conveyed to Government. 3. Feed into any relevant networks e.g. LGA and DCN to influence policy creation. 4. Ensure local MP's are aware of the Council financial position and potential impact of any forthcoming Government policies as part of the regular MP briefings. 5. Continued regular horizon scanning and policy updates to CLT and management team to ensure we stay abreast 	Assistant Director Finance	Cllr Richard Elliott	<ol style="list-style-type: none"> 1. Prior to Autumn budget 2. As appropriate when consultations open 3. As Appropriate 4. At regular MP Briefings 5. Monthly 6. Quarterly 	2	5	10	No	<p>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.</p> <ol style="list-style-type: none"> 1. Requirement to continue to lobby for a multi-year settlement in future and recognition that cost of living rise will squeeze council budgets as both costs and demand for services increase. 2. As appropriate when consultations open. 3. As Appropriate. 4. At regular MP Briefings. 5. Monthly horizon scanning and policy reports are developed for CLT. 6. Completed on a quarterly basis.

						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
								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	SNCM6	<p>Risk - The Council fails to take advantage and act quickly and proactively on the opportunities of Local Government Reform and devolution.</p> <p>Consequence - Failure to achieve potential for greater devolved funding and/or decision making to the region and the benefits this would bring for residents and businesses in our area.</p>	<p>Regular Horizon Scanning.</p> <p>Active Membership of different groups such as the DCN, LGA, RSN etc</p> <p>Implementing Broadland/South Norfolk Collaboration.</p> <p>Quarterly review of performance and risks to the organisation.</p> <p>CLT relationship building and liaison with key stakeholders such as central Government departments and professional bodies.</p>	3	4	12	Reduce	<p>1. Review the outcomes of the Devolution White Paper when it is released (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 policy issues and the implications for our residents.</p> <p>4. Work with our partners where appropriate to present a collaborative response to political changes.</p> <p>5. Respond to the Deal for Norfolk consultation (completed)</p>	Director of Resources	Cllr John Fuller	<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	12	No	<p>No change to the risk score</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
Moving with the times, working smartly and collaboratively	SNCM11	<p>Risk - Capability and capacity does not meet organisational requirements.</p> <p>Consequence - Poor standards of service delivery, service disruption, slow or minimal transformation and inability to meet savings targets as a result. This could also lead to budget underspends if the lack of capacity leads to projects being delayed.</p>	<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 BAU 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 in the pipeline and resource for delivery</p>	4	4	16	Reduce	<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 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</p>	<p>1 - CLT</p> <p>2 - 4 Chief of Staff</p> <p>5 - Director of Resources</p> <p>6 - 7 - Chief of Staff</p> <p>8 - 9 – 10 Assistant Director ICT/Digital and Transformation</p>	Cllr Daniel Elmer	<p>1. Throughout the Delivery Plan period (2020-2024)</p> <p>2 and 3. 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	12	No	<p>Risk Reduced</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 & Payroll system.</p> <p>2. Ongoing</p> <p>3. Ongoing, now BAU</p> <p>4. Action complete - now BAU</p> <p>5. The portfolio approach has been established for transformation governance providing greater viability over project and programme delivery and is being rolled out to other portfolios.</p> <p>6. Ongoing, now BAU</p>

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								<p>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 Management resource volumes deployed to deliver projects and where appropriate employ resource to align with project pipeline demonstrating better value for money.</p> <p>9. Starting to widen portfolio approach defined and implemented by Q1 24/25</p> <p>10. Further integrate the budget setting and planning process with a</p>									<p>7. Still work in progress, focus is currently on the implementation of the new HR & Payroll system which will result in our own data being better and more timely, we can then look to pick up the benchmarking again.</p> <p>8. Action complete – now 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>

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								clear view to aligned resource and initiatives with must do activities outlined.								
Growing the Economy/ Supporting individuals and empowering communities	SNCGE1	<p>Risk – The Council is unable to maintain memberships and income levels at its Leisure Centres as a consequence of Covid-19 and increased costs of living.</p> <p>Consequence – Membership levels decrease. Expenditure levels exceed income levels and the commercial viability of the service decreases.</p>	<p>Detailed Covid-19 procedures in place</p> <p>Regular contact with existing members</p> <p>Marketing campaigns to increase membership</p> <p>Review of existing member offer and pricing structures</p> <p>Budget monitoring</p>	4	5	20	Reduce	<p>1. Provide a range of incentives to encourage existing and new members to return</p> <p>2. Delivery of the savings through reduced staff resources and utility costs</p> <p>3. Look for further income generating opportunities and review of membership offer</p>	Assistant Director Community Services	Cllr Kim Carsok	All timelines are inline with the Leisure Recovery Plan to March 2024 1. Ongoing 2. Ongoing 3. Ongoing	3	4	12	No	<p>No change to the risk score</p> <p>1 and 3 - The service continues to provide a range of incentives, marketing campaigns and launched a new website, the service now has a dedicated marketing officer.</p> <p>2. The increase in utility costs, particularly electricity has continued to have a negative impact upon expenditure. The decision by HMRC to allow Public Leisure Services to retain VAT on certain products has had a positive impact on income which remains ahead of budget.</p> <p>3. The Business case for improvements to Diss Pool was approved by Cabinet on 5th September with work anticipated to start in Jan/Feb 2024 in conjunction with PSDS funded improvements.</p>
Moving with the times, working smartly and collaboratively	SNCM12	Risk - National Cyber Security Centre has advised of a heightened cyber	<p>Geo-blocking of traffic originating from black-listed countries.</p> <p>Timely application of</p>	5	5	25	Reduce	1. Ensure the effectiveness of the Controls - commission a third-party review	Assistant Director ICT/Digital and Transformation	Cllr Daniel Elmer	1. Ongoing, annual requirement. 2. Ongoing 3. Ongoing	4	5	20	No	<p>No change to risk score</p> <p>1. Cyber Assessment Framework is underway now due for</p>

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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
		<p>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.</p> <p>Consequence - A successful cyber-attack could render the ICT infrastructure and line of business systems unusable for a protracted period of time, significantly impacting the Council's ability to deliver statutory services and result in a significant financial impact to the business.</p>	<p>security updates to all software and firmware</p> <p>Ensuring Anti-Virus software updated and functioning</p> <p>Monitoring of adherence to security policy ensuring there are no exceptions</p> <p>Ringfenced £125,000 from the Future Councils funding to dedicate to improving our approach to cyber security and to implementing the actions resulting from the Cyber Assessment Framework.</p>					<p>of the Council's security posture.</p> <p>2. Review the organisation structure to ensure clear accountability for the effective implementation of security controls and the day to day monitoring and management of security events. (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 controls 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</p>			<p>4. Ongoing</p> <p>5. Ongoing requirement</p> <p>6. Roll out expected Sep/Oct 23</p> <p>7. Recommendation output expected December 2024</p> <p>8. Implementation 23/24 from Q4</p> <p>9. Q1 24/25</p>					<p>December completion</p> <p>2. CISO role recruited this action is complete the review of monitoring tool is underway and will be part of action 8.</p> <p>3. No update this will be a direct output of the CAF</p> <p>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 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</p>

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								<p>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 Cyber Assessment Framework to identify any gaps to the NCSC LG profile.</p> <p>8. Review and consider any further monitoring tools required to prevent and reduce the risk of Cyber Security events.</p> <p>9. Seek cyber insurance</p>									<p>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>

Supporting individuals and empowering communities/ Growing the Economy	SNCSI2	<p>Risk – Increasing energy costs for leisure and depot, plus unsecure or disruption to supply of fuel (gas/diesel/HVO)</p> <p>Consequence – Increase costs of operating the facilities and risk to be able to deliver the waste operations</p>	Energy supplies purchased through ESPO framework agreements and established relationship with fuel supplier	4	4	16	Reduce	<ol style="list-style-type: none"> 1. Purchase of 31K litre storage tank at depot 2. 200% increase in fuel storage – 5/6 weeks supply (completed) 2. Diversification of fuel types being used in vehicles to include HVO 3. Regular discussion with suppliers to understand current position in market, availability and costs 4. Develop contingencies to be able to transport staff into depot if there are fuel shortages 5. Investigating installation of PCVs on roofs of leisure centres to reduce reliance upon external electricity supplies 6. Apply for Sport England to undertake an energy survey to identify areas of improvement where efficiencies can be made. 	Assistant Director Community Services	Cllr Kim Carsok and Cllr Keith Kiddie	<ol style="list-style-type: none"> 1. March 2022 (completed) 2. Ongoing 3. Ongoing 4. Ongoing 5. Ongoing - survey completed, procurement commencing, estimated delivery by the end of the calendar year 6. October 2023 	3	4	12	No	<p>No change to risk score</p> <ol style="list-style-type: none"> 1. Mitigation completed. 2. HVO mix being used in vehicles 3. Ongoing, but supply position is now stable 4. Contingency options developed and being kept under review 5. Revised tender for installation of PVs and batteries on Wymondham and Long Stratton LC's now being evaluated with work expected to commence Oct/Nov 2023 6. A Sport England funded energy efficiency survey of all the centres has been completed and identified actions that can be undertaken to further approve efficiencies, these are now being worked through.
Supporting individuals and empowering communities	SNCSI4	<p>Risk - There is insufficient affordable private housing and insufficient social housing stock to meet the demand on the Council,</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>	4	5	20	Reduce	<ol style="list-style-type: none"> 1. Maintain current staff resource levels, which is being worked through in customer journey report. 2. Additional 	Assistant Director of Individuals and Families	Cllr Graham Minshull	<ol style="list-style-type: none"> 1. Staff resource in place until 2024 2. In place from Oct 2022 (completed) 	2	5	10	No	<p>No change to risk score</p> <p>Temporary accommodation has been purchased. A cost of living policy report is being prepared for March 2024 to</p>

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		and temporary accommodation Consequence - Unable to provide a housing throughput which results in blockages to temporary accommodation. This will result in increased costs and poorer outcomes for vulnerable residents. This will also have an impact on our partners and the wider system such as care leaver and the system will rapidly become silted up.	Current team resources in place and funded. Ukraine and cost of living programmes establishment and working well Housing enablement partnership in place to consider options to increase additional stock.					<ul style="list-style-type: none"> 1. funding to provide temporary accommodation to ensure adequate emergency options are available to residents (completed) 2. TA review looking at future housing options including buying more property which will offset longer term costs. (completed) 3. More strategic approach to future housing strategy and delivery, including confidence to explore new and different options. 4. Manage housing register more closely to reflect reality and demand alongside support. 5. Long term move on plan for Ukraine residents in place. 6. Cost of living demand monitored. 7. Purchase of LAHF properties 			<ul style="list-style-type: none"> 3. Report completed 4. Ongoing 5. Ongoing. 6. Ongoing. 7. Ongoing 8. By 31 Mar 24 					understand the future needs of residents to inform policy.

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								(potential risk that available properties does not meet Govt funding timelines)								
Protecting and improving our natural and built environment, whilst maximising quality of life / Growing the Economy	SNCP3	<p>Risk - Implications arising from the Government's Resources and Waste Strategy and Environment Act 2021</p> <p>Consequence - Requirement for significant changes to service delivery and the need for a replacement Depot, increased costs and loss of income</p>	<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.</p> <p>Officers continue to attend Defra Webinars and are undertaking scenario planning.</p>	5	5	25	Reduce	<ol style="list-style-type: none"> Lobby government for adequate funding for the implementation of the proposed changes. Respond to Government Consultations to ensure sufficient time and funding is provided to implement the changes. Feed into any relevant networks e.g. LGA and DCN to influence policy direction and implementation. Ensure local MPs are aware of the financial and service implications. Ensure the necessary up to date information is fed into Waste Data Flow. Undertake scenario for each planned service strand change to understand the potential 	Assistant Director Community Services	Cllr Keith Kiddie	1 - 7 Ongoing	5	4	16	No	<p>Risk Reduced</p> <p>1-6 Officers continue to attend Defra workshops on the proposals. All information on Waste Data Flow has been updated and a benchmarking exercise has been undertaken for the Council by WRAP.</p> <p>7. The Council is now working with NCC to review options for realigning current operations at the two Depots at Ketteringham with the aim of improved usage of both sites.</p>

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								implications. 7. Lack of space and infrastructure at existing depot affecting the ability to provide a safe and compliant service								

De-escalated/closed risks in 23/24

Risk Ref	Reason risk was de-escalated/closed	Quarter risk was de-escalated/closed
SNCP2 - The inability to find Gypsy and 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

SNCP1 - 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
SNCM9 - The Council is unable to take advantage of the benefits and opportunities from collaborative working with Broadland District 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-cooperation 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