

Overview & Scrutiny Committee



Please contact: Matthew Stembrowicz
Please email: matthew.stembrowicz@north-norfolk.gov.uk
Please direct dial on: 01263 516047

Tuesday, 30 November 2021

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 8 December 2021** at **9.30 am**.

At the discretion of the Chairman, a short break will be taken after the meeting has been running for approximately one and a half hours

Members of the public who wish to ask a question or speak on an agenda item are requested to notify the committee clerk 24 hours in advance of the meeting and arrive at least 15 minutes before the start of the meeting. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel: 01263 516047, Email: matthew.stembrowicz@north-norfolk.gov.uk.

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so must inform the Chairman. If you are a member of the public and you wish to speak on an item on the agenda, please be aware that you may be filmed or photographed.

Please note that Committee members will be given priority to speak during the debate of agenda items

Emma Denny
Democratic Services Manager

To: Mr N Dixon, Mr S Penfold, Ms L Withington, Mr H Blathwayt, Mr P Heinrich, Dr V Holliday, Mr N Housden, Mrs E Spagnola, Mr A Varley, Mr C Cushing, Mr A Brown and Mr P Fisher

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



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

Chief Executive: Steve Blatch
Tel 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005
Email districtcouncil@north-norfolk.gov.uk **Web site** www.north-norfolk.gov.uk

A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. SUBSTITUTES

3. PUBLIC QUESTIONS & STATEMENTS

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

4. MINUTES

1 - 10

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 10th November 2021.

5. ITEMS OF URGENT BUSINESS

To determine any other items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act 1972.

6. DECLARATIONS OF INTEREST

11 - 12

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

7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public.

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

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

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

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

At its meeting held on 29th November 2021, Cabinet voted to accept the following recommendations:

2. To recommend to Cabinet that greater consideration be given to the future management and maintenance of trees planted as a result of the strategy, and that the importance of hedgerows be given greater consideration, with the potential for their inclusion in the Strategy's title.

3. To recommend to Cabinet that consideration be given to the potential development of a separate Biodiversity Strategy, with special reference to ecosystems dependent on peat, salt marsh, and seaweed.

10. WASTE CONTRACT: SERCO BRIEFING

To receive a briefing on the target operating model of the waste contract from Serco Officers.

11. **TREASURY MANAGEMENT HALF YEARLY REPORT 2021/22**

13 - 26

Summary: This report sets out the Treasury Management activities actually undertaken during the first half of the 2021/22 Financial Year compared with the Treasury Management Strategy for the year.

Options Considered: This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.

Conclusions: Treasury activities for the half year have been carried out in accordance with the CIPFA Code and the Council's Treasury Strategy.

Recommendations: **That the Council be asked to RESOLVE that The Treasury Management Half Yearly Report 2021/22 is approved.**

Reasons for Recommendation: Approval by Council demonstrates compliance with the Codes.

Cabinet Member(s)
Eric Seward

Ward(s) affected: All

Contact Officer, telephone number and email: Lucy Hume, 01263 516246, lucy.hume@north-norfolk.gov.uk

Summary: The Managing Performance Report attached, as Appendix A, will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview of progress towards achieving the objectives in the Corporate Plan, assesses the impact that Covid-19 has had on both these aspects of Council performance, and the actions being taken to address these issues and proposes any further action needed.

Options considered: Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee where committee approval is required.

Conclusions: Strong progress has been made over the quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report. This positive progress has been achieved alongside the Council continuing to demonstrate strong community leadership in the local response to COVID, particularly supporting the local economy recover and open up following the lifting of social distancing restrictions as part of Phase 4 of the Government Road Map which saw large numbers of tourist visitors to the District over the months of July, August and September.

Recommendations: **That Cabinet resolves to note this report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.**
That Cabinet approves the amendments to reporting as outlined in paragraph 3.3.

Reasons for Recommendations: To ensure the objectives of the Council are achieved.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report, which do not contain exempt information and which are not published elsewhere)

Cabinet Member(s)	Ward(s) affected
Cllr Sarah Bütikofer	All

Contact Officer, telephone number and email: Steve Blatch, Chief Executive
Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232

Summary: This report outlines proposals in relation to continuing to improve the standard and quality of the District Council's public conveniences as a key element of the district's local infrastructure whilst also proposing a more strategic approach to this service area. The report presents a number of options to improve the public convenience service following on from the previous investment programme and makes a number of recommendations for the next phase of capital works to provide new inclusive, replacement and remodelled facilities in key locations within the District. It also provides a framework for the consideration of a Public Convenience Strategy to help shape the future direction of this important provision.

Options considered:

- Do nothing.
- Explore transfer of public convenience provision to town and parish councils.
- Continue the investment programme to make improvements to the quality of the public convenience portfolio.
- Adopting a more strategic approach to the management and improvement of these assets.

Conclusions: In conclusion it is recommended that the Cabinet adopt the principles set out in the draft strategy document contained within Appendix A. To further support the Strategy, it is recommended that the capital improvement programme continues to enable the Council to provide quality facilities to residents and visitors alike whilst also focusing on wider accessibility.

Recommendations: **It is recommended that Cabinet resolve to;**

- **Adopt the principles contained within the draft Strategy document contained within Appendix A;**
- **Approve a provisional budget of £30k to support with the evidence gathering recommended within the Strategy, to be funded from the Invest to Save reserve;**
- **Task the Overview and Scrutiny committee with further developing and embedding the draft strategy and considering the further work in relation to evidence collection and**

engagement proposed and that Cabinet agree the scope of this work; and

- Recommend to Full Council that further capital provision of £500,000 is allocated from capital receipts (to include any potential grant funding) to undertake improvements to facilities in Sheringham and North Walsham, to include provision of Changing Places facilities. These facilities will be delivered by the end of the 2022 calendar year.

Reasons for Recommendations: To provide a more strategic approach to the management and investment off these important assets whilst continuing the capital investment improvement plan.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report, which do not contain exempt information and which are not published elsewhere)

Cabinet Member(s)	Ward(s) affected
Cllr Eric Seward	Sheringham, North Walsham

Contact Officer, telephone number and email: Duncan Ellis (Director for Resources), 01263 516330 duncan.ellis@north-norfolk.gov.uk

14. COUNCILLOR CALL FOR ACTION

115 - 118

To consider the following Councillor Call for Action submitted by Cllr L Withington:

“A request for O and S to consider holding a One Day Rapid Review Process, focussing on the management and mitigation of the impact of second homes, holiday lets, B&Bs or Air B&Bs (Visitor Accommodation) in North Norfolk by NNDC”

15. ENFORCEMENT UPDATE - DECEMBER 2021

119 - 348

Summary: This report provides the update for Members on a range of enforcement related issues arising from the work of the Enforcement Board and Combined Enforcement Team.

Conclusions: The Enforcement Board continues to make progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties (LTE) back into use, across all areas of the District.

The Combined Enforcement Team continues working to reduce the backlog on the planning enforcement cases and ensuring that property level Council Tax enforcement is taken forward at the earliest opportunity.

Recommendations: **1. That Cabinet notes the continued progress of the Enforcement Board and the Combined Enforcement Team**

Reasons for Recommendations:

1. To ensure appropriate governance of the Board's activities
2. To show the progress of Combined Enforcement Team cases and contribution to the work of the Enforcement Board

Cabinet Members	Ward(s) affected
Cllr John Toye (Planning)	All Wards
Cllr Nigel Lloyd (Environmental Health)	
Cllr Eric Seward (Revenues and Benefits)	

Contact Officer, telephone number and email:
Phillip Rowson, Assistant Director 01263 441263
phillip.rowson@northnorfolk.gov.uk

WORK PROGRAMMES

16. THE CABINET WORK PROGRAMME 349 - 352

To note the upcoming Cabinet Work Programme.

17. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 353 - 362

To receive an update from the Scrutiny Officer on progress made with topics on its agreed work programme, training updates and to receive any further information which Members may have requested at a previous meeting.

18. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph _ of Part I of Schedule 12A (as amended) to the Act.”

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OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 10 November 2021 in the Council Chamber - Council Offices at 9.30 am

Committee Members Present: Mr N Dixon (Chairman) Mr S Penfold (Vice-Chairman)

Ms L Withington Mr H Blathwayt
Dr V Holliday Mrs E Spagnola
Mr A Varley Mr C Cushing
Mr A Brown Mr T Adams
Mr N Pearce

Members also attending: Mr N Lloyd (Observer) Mr J Rest (Observer)
Mr E Seward (Observer) Ms V Gay (Observer)

Officers in Attendance: Democratic Services and Governance Officer - Scrutiny (DSGOS), Chief Executive (CE), Democratic Services Manager (DSM), Director for Resources/Section 151 Officer (DFR), Director for Communities (DFC), Chief Technical Accountant (CTA), Environmental Services Manager (ESM), Corporate Business Manager (CBM), Climate & Environmental Policy Manager (CEPM), Assistant Director for Sustainable Growth (ADSG) and Director for Place & Climate Change (DFPCC)

87 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr P Heinrich, Cllr N Housden and Cllr P Fisher.

88 SUBSTITUTES

Cllr T Adams and Cllr N Pearce.

89 PUBLIC QUESTIONS & STATEMENTS

None received.

90 MINUTES

Minutes of the meeting held on 13th October were approved as a correct record and signed by the Chairman.

91 ITEMS OF URGENT BUSINESS

None received.

92 DECLARATIONS OF INTEREST

None declared.

93 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

94 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER

None received.

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

The DSGOS confirmed that at the meeting held on 1st November 2021, Cabinet accepted the following recommendation:

To recommend to Cabinet, that CLT and the Housing Portfolio Holder task officers to investigate what more can be done to work with private landlords to support and retain privately rented accommodation across the District.

96 EXCLUSION OF THE PRESS AND PUBLIC

It was proposed by Cllr T Adams and seconded by Cllr A Brown that the meeting be moved into private business in order to discuss exempt information contained within the Recyclable Waste Processing Contract report.

RESOLVED

That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A (as amended) to the Act.

97 EXTENSION AND AMENDMENT TO CO-MINGLED DRY RECYCLABLE WASTE PROCESSING CONTRACT WITH NORSE ENVIRONMENTAL WASTE SERVICES

The DFC introduced the report and informed Members that it outlined the proposed extension of the existing joint venture contract with other Norfolk authorities and NEWS, in order to process the co-mingled recycling collected by the Council. The ESM added that whilst market conditions would determine gate fees, these had been very favourable in recent months, meaning that the Council could expect an immediate saving of £20 per tonne when compared to existing gate fees.

Questions and Discussion

- i. Cllr T Adams stated that in the absence of other viable options he would propose approval of the recommendations.
- ii. Cllr N Lloyd commended officers for their work in helping to negotiate the contract extension. The DFC added that the ESM should also be commended for his work in securing additional funding for the service, and added that whilst the value of recyclable materials was at a record high, the process was reliant on recycling remaining a profitable exercise. It was noted that the price of recycled glass had varied dramatically in recent years, and it would therefore be helpful for the Committee to maintain oversight of how the recyclable commodities market would impact gate fees going forward on a periodic basis.
- iii. Cllr A Brown stated that the volatility of prices in the recyclable commodities

market was similar to the energy market, and it therefore made sense to second the recommendation at this time.

- iv. Cllr N Pearce stated that the work of officers was exemplary, given the continued increase in recyclable material being produced and the volatility of the market. He asked whether this form of contract could be marketed to other areas in the Country, to which the DFC replied that Norfolk was in a unique position and it was unlikely that the service could be made viable elsewhere. The DFC added that funding from WRAP also encouraged sharing good practice between local authorities free of charge, and it was therefore inadvisable to attempt to market the County's methods.

RESOLVED

- 1. To support Cabinet's decision to amend and extend the current joint venture company contract with NEWS for three years from 2024 to 2027, accepting a shift to a variable gate fee based on actual costs from October 2021.**

98 BUDGET MONITORING REPORT P6 2021-22

Note: The meeting returned to public session following discussion of the previous exempt report.

Cllr E Seward – Portfolio Holder for Finance and Assets introduced the report and informed Members that it covered the period from April to September 2021, and current projections suggested there would be a year-end underspend of approximately £78k. He added that car parking income was up on previous years as expected, alongside development control income. It was reported that the amount of funds being held by the Council had negated any requirement for borrowing to cover the costs of projects such as the Reef. Cllr E Seward referred to the recommendations and stated that agreeing funding for the S106 monitoring software was important to ensure awareness of available funds for use on local projects, such as the new skatepark in North Walsham.

Question and Discussion

- i. Cllr S Penfold noted that the NNDC Sustainable Communities Fund had also contributed funding for the new skatepark in North Walsham.
- ii. Cllr C Cushing referred to section 7.2 on forecasted deficits and the use reserves to fill any budget gaps, and asked why this was not raised as a concern when the People Services Restructure had been discussed. Cllr E Seward replied that the advice given was that the restructure would not have an adverse effect on the Council's overall reserves position. The CTA stated that it would be helpful to make a distinction between earmarked and contingency reserves, and noted that the contingency reserves were not impacted by the decision. She added that any spending from the Housing Reserves or funds spent on the People Services Restructure were from earmarked reserves. The Chairman sought clarification that the statement on reserves being under pressure was accurate, given the information discussed. The CTA replied that it remained an accurate statement, as there had been a reduction in reserves whilst the Council sought to improve its services.

- iii. Cllr V Holliday referred to tree planting, and asked where the funding for this project could be found in the report. Cllr E Seward stated that £300k had been allocated to a climate change budget, and it was expected that this would cover the costs of the project. The CTA added that it would not be shown separately as it was funded by the Delivery Plan Reserve.
- iv. Cllr A Brown referred to the S106 software and noted that historically this information had been passed between the Planning and Finance Teams, and asked whether the software would benefit one or both teams, and whether it was still a priority to appoint a part-time officer to oversee S106 monitoring. The CE replied that there was an outstanding audit recommendation on how the Council recorded and monitored S106 agreements, which was currently done by the Finance Team using spreadsheets, which was not an ideal solution. He added that the introduction of the S106 monitoring software would be a corporate resource that could be used across departments for the benefit of officers and Councillors. It was noted that it was yet to be determined whether additional resource would be provided for of a part-time S106 monitoring post.
- v. Cllr N Pearce referred to funding for the People Services Restructure and Tree Planting Project and suggested that this should be outlined more clearly within the report. The CE replied that these projects had been identified as spending allocations from earmarked reserves in both cases and would not impact the revenue budget. Cllr E Seward added that the Council had started the year with in excess of £20m of reserves, and whilst this was expected to be £18.7m by the end of the year, it would not have any adverse impact on the Council's financial position. It was noted that the Council were advised to hold approximately £6-7m in contingency reserves, and the Council remained well above this figure, meaning there was no cause for concern in relation to reserves.
- vi. Cllr S Penfold noted that there was a dedicated tree planting line with the Delivery Plan section of the report. He then referred to a comment in the report that made reference to the BSF and asked that this be amended to represent the NNSCF.
- vii. Cllr L Withington referred to income received from the Council's EVCPs and suggested the Council was getting a reasonable return on its investments, then asked whether further investment could be expected and whether the returns would continue to grow. Cllr N Lloyd stated that officers had been monitoring the usage of the 34 EVCPs now active across the District, and noted that there had been a report prepared in December 2019 that outlined how the EVCPs would pay for themselves over time, with charging activity slowly increasing. The DFR reported that there was a further action in the Corporate and Delivery Plans that would review the initial rollout of EVCPs to consider whether there was a business case for further installation in the future.
- viii. The Chairman referred to the S106 monitoring and stated that many Parish Councils were unaware of S106 agreements which highlighted the need for greater transparency.
- ix. The recommendations were proposed by Cllr H Blathwayt and seconded by Cllr A Brown.

RESOLVED

1. To note the contents of the report and the current budget monitoring position.
2. To support Cabinet's decision that £40,000 is released from the Invest to Save reserve to fund the purchase and implementation of Planning s106 software.
3. To support Cabinet's decision that £150,000 is released from the Capital Receipts Reserve to fund the new Financial Management System purchase and implementation.

99 NORTH NORFOLK CORPORATE PLAN: REVIEW OF DELIVERY FEBRUARY 2020 - OCTOBER 2021 AND AGREEMENT OF PRIORITY OBJECTIVES FOR THE NEXT TWELVE MONTHS

The CE introduced the report and informed Members that whilst the corporate capacity of the Council had been impacted by Covid, productivity had not suffered for the majority of service areas whilst staff worked from home, and staff were now required to return to the office for a minimum of two days per week. It was noted that there had been significant demand placed on some service areas whilst administering the Covid-related grant funds, which had subsequently necessitated reprioritisation of the Council's Delivery Plan.

Questions and Discussion

- i. Cllr C Cushing stated that many objectives within the Plan appeared to be process driven, with very few outcome focused. He added that he expected more objectives to be SMART with measurable outcomes, and proposed that each objective be reviewed and where necessary amended, so that all had defined outcomes with either a milestone or a completion date against which progress could be measured. The CE replied that whilst the Council provided a number of statutory and discretionary services, many objectives were the administration's political priorities, which were linked to measurable outcomes. He added that the report focused on progress made on the agreed objectives, taking into account the changes made in October 2020. It was noted that the report sought to provide context to the objectives outlined, whilst performance reports would continue on a quarterly basis that contain more qualitative data for scrutiny.
- ii. Cllr C Cushing noted that the report did include RAG ratings, which showed some level of performance in delivering the agreed objectives, but the objectives remained unclear and could benefit from improved focus.
- iii. Cllr N Lloyd stated that reviewing issues was necessary in order to make informed decisions, and that the deliverables on environmental objectives were clear. He added that as a result of these actions, Serco were now using more environmentally friendly vehicles, a detailed action plan was being put in place to implement the Environmental Charter and efforts were being made to reduce the Council's carbon emissions.
- iv. Cllr V Holliday stated that the Corporate Plan did have metrics attached and suggested it would be helpful to include these within the Delivery Plan. She added that with data was available for performance reporting, it would be

helpful to see the information alongside objectives. The CE replied that whilst the Corporate Plan was not a performance report, the appendix had been added to improve transparency of the progress made on objectives using of RAG ratings. He referred to the first objective on the delivery of the Local Plan and reassured Members that good progress had been made and the project remained on track. He added that Corporate Plan objectives could not be changed mid-way through the Council term. As a result, re-prioritisation of objectives alongside the revised completion dates and RAG ratings provided transparency and an opportunity for scrutiny of the progress made, whilst taking into account the impact of Covid-19.

- v. Cllr A Brown referred to the excellent progress made by officers on the new Local Plan and stated that it was on track to go out for public consultation immediately after Christmas.
- vi. Cllr S Penfold referred to p58 on Climate Coast and Environment and sought clarification on the suggestion that the carbon impact of decisions would apply to all decisions made by the Council, rather than just those relating to this theme. It was confirmed that this would apply to all decisions made by the authority and was expected to be included on all reports in the new year. Cllr S Penfold suggested that it be made more clear for the benefit of anyone unfamiliar with the Plan.
- vii. Cllr E Seward stated that there was a clear difference between objectives and targets, with the purpose of the report to outline the Council's key priorities over the next twelve months. He added that despite this, many objectives outlined in the Plan had clear deliverables and timeframes for progress to be measured against.
- viii. The recommendations were proposed by Cllr A Brown and seconded by Cllr E Spagnola.

RESOLVED

- 1. To note the contents of the report and the current budget monitoring position.**
- 2. To support Cabinet's decision that £40,000 is released from the Invest to Save reserve to fund the purchase and implementation of Planning s106 software.**
- 3. To support Cabinet's decision that £150,000 is released from the Capital Receipts Reserve to fund the new Financial Management System purchase and implementation.**

100 PRE-SCRUTINY: TREE PLANTING STRATEGY

Cllr N Lloyd introduced the report and informed Members that the Strategy would outline how, where, and when the trees would be planted and any legal implications that would need to be considered throughout the process.

Questions and Discussion

- i. Cllr H Blathwayt stated that he was supportive of the Strategy, but asked whether there would be any further work on carbon sequestration projects

beyond tree planting, such as considering the impact of peat. The CEPM replied that the Council was planting trees for three reasons, and whilst this did include carbon sequestration, it was also about increasing biodiversity and improving natural habitats. She added that the Council's Net Zero Strategy would consider how any residual carbon emissions could be offset, and this would include consideration of natural solutions such as the further development of local eco systems.

- ii. Cllr C Cushing stated that the Strategy appeared to be a good starting point, though he expected to see more information on where the trees would be planted, how they would be maintained, and whether this would incur any additional cost to the Council. He added that from his own experience, trees required a substantial amount of work to maintain. The CEPM replied that she was working with the GIS Team to develop a mapping layer to show where planting had taken place. She added that ongoing maintenance would generally be covered by legal agreements with third party landowners, which would explicitly stipulate the landowner's responsibility for the upkeep and maintenance of any trees planted on their property. It was suggested that landowners could also be given advice on how to maintain trees, if required. In respect of trees planted on the Council's own land, it was reported that the Countryside Team had given upkeep and maintenance careful consideration when undertaking the planting projects.
- iii. The Chairman reiterated concerns that the Strategy only covered the initial stages of tree planting which included acquisition of or access to land, obtaining trees and having them planted, but did not cover maintenance. He added that whilst this was clear in the case of third party land owners, more guidance appeared to be required to maintain the trees over an extended timeframe. It was suggested that hedgerows may also be worthy of greater mention, as they were crucial for supporting biodiversity. The CEPM replied that the legal agreements required with third party land owners would include a commitment to take on the ongoing maintenance of the trees. She added that she could also include more detail and advice to people planting trees to ensure that they would be properly maintained.
- iv. The CE suggested that it was important to determine whether the Committee were happy with the targets outlined within the Strategy, as they would form the basis for measuring performance of the project going forward.
- v. Cllr A Brown noted that a significant percentage of trees planted around the NDR had failed, and it was crucial that lessons were learnt from this process to ensure that an adequate maintenance plan be put in place. He added that he supported comments on hedgerows and stressed the importance of other sources for supporting biodiversity and carbon sequestration, such as seaweed and saltmarshes. The Chairman noted that whilst these issues may not be directly relevant to the Tree Planting Strategy, they were still important ecosystems for the District that could be considered separately.
- vi. Cllr H Blathwayt noted that hedgerows should not be cut more than once every three years to support biodiversity and provide vital green corridors for wildlife.
- vii. The AD SG noted that whilst greater mention of hedgerows was laudable, the Strategy itself was only an internal document to guide the Council's tree planting project and could not be used to control how private landowners and

neighbouring authorities managed existing trees and hedgerows. He added that through events such as Greenbuild the Council could promote certain messages and share best practice, but the Strategy could not be used to exert influence.

- viii. The CEPM noted that several issues raised related more to wider biodiversity than tree planting, and could potentially be covered by a separate strategy in the future.
- ix. The CE summarised comments made regarding increased attention being paid to the maintenance of trees planted, the importance of hedgerows with the possibility for inclusion in the Strategy's title, and for wider consideration to be given to the potential for a Biodiversity Strategy covering ecosystems containing peat, saltmarsh and seaweed.
- x. It was proposed by Cllr A Brown and seconded by Cllr H Blathwayt that greater consideration be given to the future management and maintenance of trees planted as a result of the strategy, and that the importance of hedgerows be given greater consideration, with the potential for their inclusion in the Strategy's title. They also proposed and seconded that consideration be given to the potential development of a separate Biodiversity Strategy, with special reference to ecosystems dependent on peat, salt marsh, and seaweed.

RESOLVED

- 1. To note the content of the draft Tree Planting Strategy.**
- 2. To recommend to Cabinet that greater consideration be given to the future management and maintenance of trees planted as a result of the strategy, and that the importance of hedgerows be given greater consideration, with the potential for their inclusion in the Strategy's title.**
- 3. To recommend to Cabinet that consideration be given to the potential development of a separate Biodiversity Strategy, with special reference to ecosystems dependent on peat, salt marsh, and seaweed.**

101 THE CABINET WORK PROGRAMME

The DSGOS informed Members that the Cabinet Work Programme was two months ahead making it clear which reports were expected over the next few months, such as the commencement of a public conveniences review.

RESOLVED

To note the Cabinet Work Programme.

102 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

- i. The DSGOS referred to the briefing paper on the Scrutiny Panels and informed Members that a six-month trial period had been suggested for one Panel, with the proposed theme of climate change and quality of life. He added that in order to proceed, the Committee would need to nominate and appoint a Chair for the Panel, with the remaining four Members then being appointed by Group Leaders on the basis of political balance. In relation to

concerns raised regarding repetition, it was stated that the Panel would not review any projects already being considered by the Committee, such as the Reef or NWSHAZ projects.

- ii. It was confirmed following a question from Cllr J Rest that only the Chair of the Panel was required to be a Member of the Committee, and that Cabinet Members would not be eligible for appointment, though they would be expected to attend meetings relevant to their portfolio.
- iii. Cllr C Cushing stated that he was supportive of the proposals, but asked whether any further information was available on the issues that would be reviewed by the trial Panel. The DSGOS replied that the CDU had a list of potential projects coming forward, and this could be discussed at the first meeting to determine what may be appropriate for the Panel to review. It was stated that the Panel would then propose a work programme to be approved by the Committee. The DSGOS suggested that earlier discussions had gone beyond the Tree Planting Strategy into wider matters of biodiversity, and it was possible that this could be a discussion point for the Panel in the future.
- iv. Cllr H Blathwayt volunteered to Chair the trial Panel and was subsequently nominated by Cllr A Varley and Cllr A Brown.
- v. In response to a question from Cllr A Brown, it was suggested that a Vice-Chair could be nominated by the Panel once the remaining Members had been appointed.
- vi. The establishment of the trial Panel and the appointment of the Chairman was proposed by Cllr A Varley and seconded by Cllr A Brown.
- vii. The DSGOS reminded Members that Serco officers were expected to attend the next meeting to answer questions on delays to the implementation of certain aspects of the waste contract, with a workshop planned to take place in advance of the meeting to discuss the issues. He added that the Enforcement Board Update and Performance Monitoring Report were also expected at the December meeting. It was noted that the Sheringham Leisure Centre Project Review would likely be delayed until February, to allow time for the facility to become operational.

RESOLVED

- 1. To establish a Scrutiny Panel on a six-month trial basis, focused on the Corporate Plan themes of Environment & Quality of Life.**
- 2. To appoint Cllr H Blathwayt as Chairman of the Panel, with the remaining four Members to be appointed on a politically balanced basis by group leaders.**

The meeting ended at 11.29 am.

Chairman

Declarations of Interest at Meetings

When declaring an interest at a meeting, Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting.

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.

Does the interest directly:

1. Affect yours, or your spouse / partner's financial position?
2. Relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?
3. Relate to a contract you, or your spouse / partner have with the Council
4. Affect land you or your spouse / partner own
5. Affect a company that you or your partner own, or have a shareholding in

If the answer is "yes" to any of the above, it is likely to be pecuniary.

Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.

Does the interest indirectly affect or relate to any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

Is the interest not related to any of the above? If so, it is likely to be another interest. You will need to declare the interest, but may participate in discussion and voting on the item.

Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

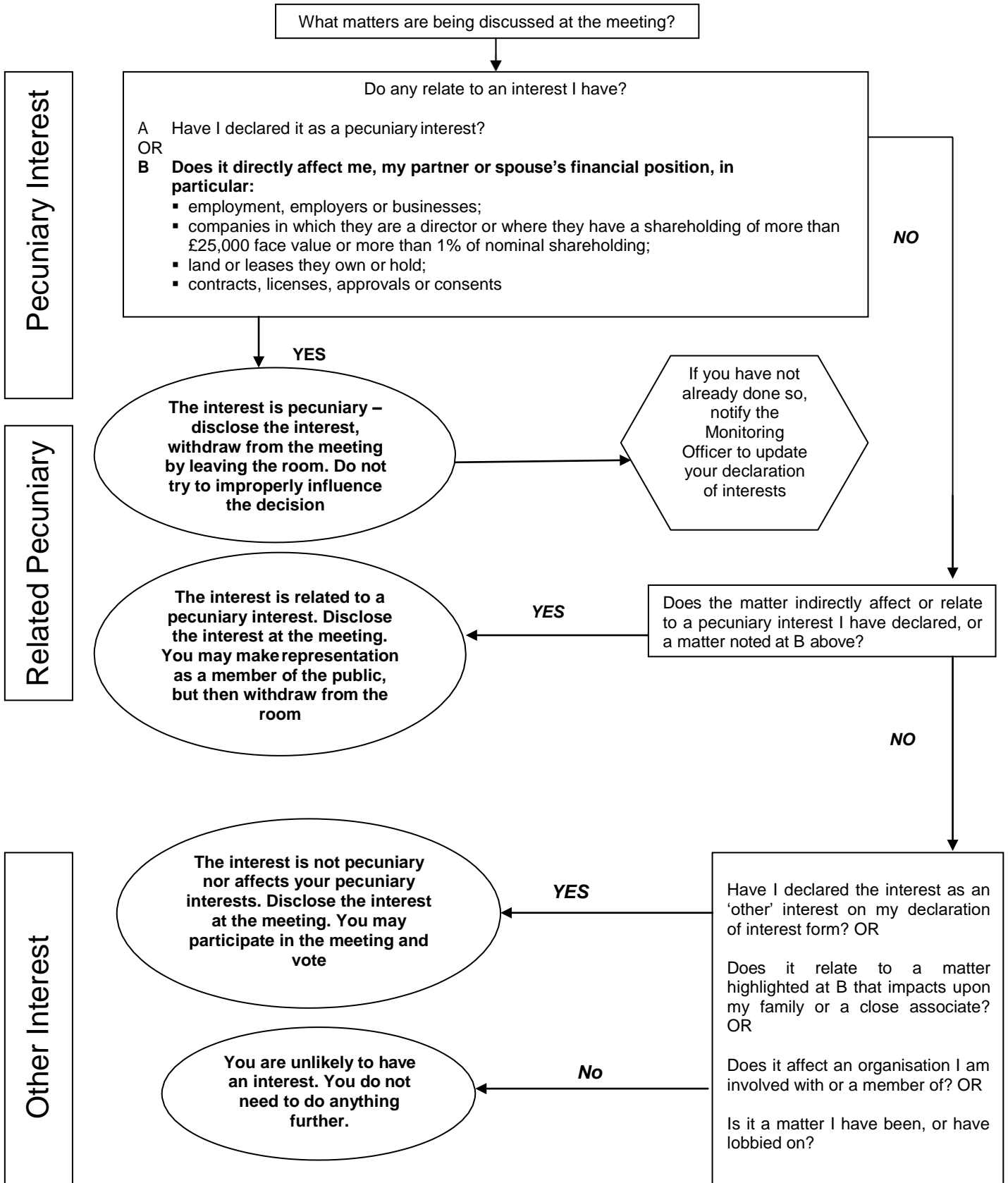
FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF

PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST INSTANCE

DEVELOPMENT COMMITTEE MEMBERS SHOULD ALSO REFER TO THE PLANNING PROTOCOL

Declarations of Interest at Meetings

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



TREASURY MANAGEMENT HALF YEARLY REPORT 2021/22

- Summary:** This report sets out the Treasury Management activities actually undertaken during the first half of the 2021/22 Financial Year compared with the Treasury Management Strategy for the year.
- Options Considered:** This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.
- Conclusions:** Treasury activities for the half year have been carried out in accordance with the CIPFA Code and the Council's Treasury Strategy.
- Recommendations:** **That the Council be asked to RESOLVE that The Treasury Management Half Yearly Report 2021/22 is approved.**
- Reasons for Recommendation:** Approval by Council demonstrates compliance with the Codes.

Cabinet Member(s) Ward(s) affected: All
Eric Seward

Contact Officer, telephone number and email: Lucy Hume, 01263 516246,
lucy.hume@north-norfolk.gov.uk

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Introduction

The Authority has adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve treasury management semi-annual and annual reports. This quarterly report provides an additional update.

The Authority's treasury management strategy for 2021/22 was approved at a meeting on 24th February 2021. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Authority's treasury management strategy.

The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 24th February 2021.

External Context

Economic background: The economic recovery from coronavirus pandemic continued to dominate the first half of the financial year. By the end of the period over 48 million people in the UK had received their first dose of a COVID-19 vaccine and almost 45 million their second dose.

The Bank of England (BoE) held Bank Rate at 0.1% throughout the period and maintained its Quantitative Easing programme at £895 billion, unchanged since the November 2020 meeting. In its September 2021 policy announcement, the BoE noted it now expected the UK economy to grow at a slower pace than was predicted in August, as the pace of the global recovery had shown signs of slowing and there were concerns inflationary pressures may be more persistent. Within the announcement, Bank expectations for GDP growth for the third (calendar) quarter were revised down to 2.1% (from 2.9%), in part reflecting tighter supply conditions. The path of CPI inflation is now expected to rise slightly above 4% in the last three months of 2021, due to higher energy prices and core goods inflation. While the Monetary Policy Committee meeting ended with policy rates unchanged, the tone was more hawkish.

Government initiatives continued to support the economy over the quarter but came to an end on 30th September 2021, with businesses required to either take back the 1.6 million workers on the furlough scheme or make them redundant.

The latest labour market data showed that in the three months to July 2021 the unemployment rate fell to 4.6%. The employment rate increased, and economic activity rates decreased, suggesting an improving labour market picture. Latest data showed growth in average total pay (including bonuses) and regular pay (excluding bonuses) among employees was 8.3% and 6.3% respectively over the period. However, part of the robust

growth figures is due to a base effect from a decline in average pay in the spring of last year associated with the furlough scheme.

The Bank of England now expects inflation to exceed 4% by the end of the calendar year owing largely to developments in energy and goods prices. The Office of National Statistics' (ONS') preferred measure of CPIH which includes owner-occupied housing was 3.0% year/year, marginally higher than expectations for 2.7%.

The easing of restrictions boosted activity in the second quarter of calendar year, helping push GDP up by 5.5% q/q (final estimate vs 4.8% q/q initial estimate). Household consumption was the largest contributor. Within the sector breakdown production contributed 1.0% q/q, construction 3.8% q/q and services 6.5% q/q, taking all of these close to their pre-pandemic levels.

Financial markets: Monetary and fiscal stimulus together with rising economic growth and the ongoing vaccine rollout programmes continued to support equity markets over most of the period, albeit with a bumpy ride towards the end. The Dow Jones hit another record high while the UK-focused FTSE 250 index continued making gains over pre-pandemic levels. The more internationally focused FTSE 100 saw more modest gains over the period and remains below its pre-crisis peak.

Inflation worries continued during the period. Declines in bond yields in the first quarter of the financial year suggested bond markets were expecting any general price increases to be less severe, or more transitory, that was previously thought. However, an increase in gas prices in the UK and EU, supply shortages and a dearth of HGV and lorry drivers with companies willing to pay more to secure their services, has caused problems for a range of industries and, in some instance, lead to higher prices.

Credit review: Over the period Fitch and Moody's upwardly revised to stable the outlook on a number of UK banks and building societies on our counterparty list, recognising their improved capital positions compared to last year and better economic growth prospects in the UK.

The successful vaccine rollout programme is credit positive for the financial services sector in general and the improved economic outlook has meant some institutions have been able to reduce provisions for bad loans. While there is still uncertainty around the full extent of the losses banks and building societies will suffer due to the pandemic-related economic slowdown, the sector is in a generally better position now compared to earlier this year and 2020.

As ever, the institutions and durations on the Authority's counterparty list recommended by treasury management advisors Arlingclose remain under constant review.

Local Context

On 31st March 2021, the Authority had net investments of £41.810m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.

Lower official interest rates have lowered the cost of short-term, temporary loans and investment returns from cash assets that can be used in lieu of borrowing. The Authority pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk.

The treasury management position on 30th September 2021 and the change over the six months is shown in Table 1 below.

Table 1: Treasury Management Summary

	31.3.21 Balance £m	Movement £m	30.9.21 Balance £m	30.9.21 Rate %
Long-term borrowing	0.000	0.000	0.000	N/A
Short-term borrowing	7.000	(4.000)	3.000	
Total borrowing	7.000	(4.000)	3.000	
Long-term investments	32.000	0.000	32.000	
Short-term investments	0.000	0.000	0.000	
Cash and cash equivalents	9.810	(8.715)	1.095	
Total investments	41.810	(8.715)	33.095	
Net investments	34.810	(4.715)	30.095	

Borrowing Update

Local authorities can borrow from the PWLB provided they can confirm they are not planning to purchase ‘investment assets primarily for yield’ in the current or next two financial years, with confirmation of the purpose of capital expenditure from the Section 151 Officer. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing.

Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management.

Competitive market alternatives may be available for authorities with or without access to the PWLB. However, the financial strength of the individual authority and borrowing purpose will be scrutinised by commercial lenders. Further changes to the CIPFA Prudential Code expected in December 2021 are likely to prohibit borrowing for the primary purpose of commercial return even where the source of borrowing is not the PWLB.

The Authority is currently reviewing its capital programme in light of PWLB lending arrangement changes and may consider the cancellation of planned purchases of assets primarily for yield so as to retain access to the PWLB.

Revised PWLB Guidance

HM Treasury published further guidance on PWLB borrowing in August 2021 providing additional detail and clarifications predominantly around the definition of an 'investment asset primarily for yield'. The principal aspects of the new guidance are:

- Capital expenditure incurred or committed to before 26th November 2020 is allowable even for an 'investment asset primarily for yield'.
- Capital plans should be submitted by local authorities via a DELTA return. These open for the new financial year on 1st March and remain open all year. Returns must be updated if there is a change of more than 10%.
- An asset held primarily to generate yield that serves no direct policy purpose should not be categorised as service delivery.
- Further detail on how local authorities purchasing investment assets primarily for yield can access the PWLB for the purposes of refinancing existing loans or externalising internal borrowing.
- Additional detail on the sanctions which can be imposed for inappropriate use of the PWLB loan. These can include a request to cancel projects, restrictions to accessing the PLWB and requests for information on further plans.

Changes to PWLB Terms and Conditions from 8th September 2021

The settlement time for a PWLB loan has been extended from two working days (T+2) to five working days (T+5). In a move to protect the PWLB against negative interest rates, the minimum interest rate for PWLB loans has also been set at 0.01% and the interest charged on late repayments will be the higher of Bank of England Base Rate or 0.1%.

Municipal Bonds Agency (MBA): The MBA is working to deliver a new short-term loan solution, available in the first instance to principal local authorities in England, allowing them access to short-dated, low rate, flexible debt. The minimum loan size is expected to be £25 million. Importantly, local authorities will borrow in their own name and will not cross guarantee any other authorities.

If the Authority intends future borrowing through the MBA, it will first ensure that it has thoroughly scrutinised the legal terms and conditions of the arrangement and is satisfied with them.

UK Infrastructure Bank: £4bn has been earmarked for of lending to local authorities by the UK Infrastructure Bank which is wholly owned and backed by HM Treasury. The availability of this lending to local authorities, for which there will be a bidding process, is yet to commence. Loans will be available for qualifying projects at gilt yields plus 0.6%, which is 0.2% lower than the PWLB certainty rate.

Borrowing Strategy during the period

At 30th September 2021 the Authority held £3m of loans, (a decrease of £4m to 31st March 2021), as part of its strategy for funding previous and current years' capital programmes. Outstanding loans on 30th September are summarised in Table 2 below.

Table 2: Borrowing Position

	31.3.21 Balance £m	Net Movement £m	30.9.21 Balance £m	30.9.21 Weighted Average Rate %	30.9.21 Weighted Average Maturity (years)
Local authorities (short-term)	7.000	(4.000)	3.000		<1
Total borrowing	7.000	(4.000)	3.000		

The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.

With short-term interest rates remaining much lower than long-term rates and with surplus of liquidity continuing to feature in the LA to LA market, the Authority considered it to be more cost effective in the near term to use internal resources or borrowed rolling temporary / short-term loans instead. The net movement in temporary / short-term loans is shown in table 3 above.

The Authority's borrowing decisions are not predicated on any one outcome for interest rates.

PWLB funding margins have lurched quite substantially and there remains a strong argument for diversifying funding sources, particularly if rates can be achieved on alternatives which are below gilt yields plus 0.80%. The Authority will evaluate and pursue these lower cost solutions and opportunities with its advisor Arlingclose.

Treasury Investment Activity

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Authority's investment balances ranged between £33.095 and £71.747 million due to timing differences between income and expenditure. The investment position is shown in table 3 below.

Table 3: Treasury Investment Position

	31.3.21 Balance £m	Net Movement £m	30.9.21 Balance £m	30.9.21 Income Return %
Banks & building societies (unsecured)	0.000	0.000	0.000	N/A
Money Market Funds	9.810	(8.715)	1.095	0.01
Other Pooled Funds				
- <i>Cash plus funds</i>	3.000	0.000	3.000	0.45
- <i>Short-dated bond funds</i>	3.000	0.000	3.000	0.41
- <i>Strategic bond funds</i>	5.000	0.000	5.000	1.59
- <i>Equity income funds</i>	8.000	0.000	8.000	3.03
- <i>Property funds</i>	5.000	0.000	5.000	5.19
- <i>Multi asset income funds</i>	8.000	0.000	8.000	3.83
Total investments	41.810	(8.715)	33.095	2.36

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Ultra low short-dated cash rates which have been a feature since March 2020 when Bank Rate was cut to 0.1% have resulted in the return on sterling low volatility net asset value money market funds (LVNAV MMFs) being close to zero even after some managers have temporarily waived or lowered their fees. At this stage net negative returns are not the central case of most MMF managers over the short-term, and fee cuts or waivers should result in MMF net yields having a floor of zero, but the possibility cannot be ruled out.

Deposit rates with the Debt Management Account Deposit Facility (DMADF) are also largely around zero.

The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in Table 4 below.

Table 4: Investment Benchmarking – Treasury investments managed in-house

	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return %
31.03.2021	4.92	A+	100%	1	0.15%
30.09.2021	4.75	A+	100%	1	0.01%
Similar LAs	4.66	A+	69%	32	0.08%

*Weighted average maturity

Externally Managed Pooled Funds: £32m of the Authority’s investments are held in externally managed strategic pooled bond, equity, multi-asset and property funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. These funds generated an average total return of £1.349m, comprising a £0.458m income return which is used to support services in year, and £0.891m of capital growth.

The Authority is invested in bond, equity, multi-asset and property funds. The improved market sentiment in the past 6 months is reflected in equity, property and multi-asset fund valuations and, in turn, in the capital values of the Authority’s equity and multi-asset income funds in the Authority’s portfolio. The prospect of higher inflation and rising bond yields resulted in muted bond fund performance. The change in capital values and income earned is shown in Table 4.

Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority’s medium- to long-term investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates. Investment in these funds has been maintained during the half year.

The Authority has budgeted £1,172,889 income from these investments in 2021/22. Income received to date was £458,000.

Non-Treasury Investments

The definition of investments in CIPFA’s revised Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in the Investment Guidance issued by the Ministry of Housing, Communities and Local Government (MHCLG) and Welsh Government, in which the definition of investments is further broadened to also include all such assets held partially for financial return.

The Authority also held £2.947m of such investments in

- directly owned property £0.390m
- loans to housing associations and community housing £2.558m

These investments generated £0.066m of investment income for the Authority after taking account of direct costs, representing a rate of return of 4.48%. This compares favourably against Treasury investment rates, particularly against shorter term deposits. These investments represent a different risk to the Authority, as property investments do not carry the same interest rate or credit risk, but there is the risk of loss of income through voids and other market factors. They also require more staff time to manage than externalised pooled investments.

The Authority does not currently rely on these funds from Non-Treasury investments to balance the budget, but in a climate of reduced Government funding, is likely to do so more in the future. To guard against the risk of reducing levels of income from these investments, they are proactively managed by experienced and qualified individuals within the Authority, with external advice as required.

Treasury Performance

The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to benchmark interest rates, as shown in table 5 below.

Table 5: Performance

	Actual £m	Budget £m	Over/ under	Actual %	Benchmark %	Over/ under
Money Market Funds	0.000	0.000	N/A	0.01%	N/A	Over
Pooled Funds	0.458	0.586	Under	2.85%	3.45%	Under
Total treasury investments	0.458	0.586	Under	2.36	3.45%	Under

Compliance

The Chief Finance Officer reports that all treasury management activities undertaken during the quarter complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 6 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 6 below.

Table 6: Debt Limits

	H1 Maximum	30.9.21 Actual	2021/22 Operational Boundary	2021/22 Authorised Limit	Complied? Yes/No
Borrowing	10.000m	3.000m	23.530m	28.400m	Yes
Total debt	10.000m	3.000m	23.530m	28.400m	Yes

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Table 7: Investment Limits

	H1 Maximum	30.9.21 Actual	2021/22 Limit	Complied? Yes/No
Local authorities & other government entities	nil	nil	Unlimited	Yes
Secured investments	nil	nil	Unlimited	Yes
Banks (unsecured)	nil	nil	£5m	Yes
Building societies (unsecured)	nil	nil	£5m	Yes
Registered providers (unsecured)	nil	nil	£10m	Yes
Money market funds	£14.080	£1.095m	£20m	Yes
Strategic pooled funds	£32m	£32m	Unlimited	Yes
Real estate investment trusts	nil	nil	£10m	Yes
The UK Government	£26m	nil	Unlimited	Yes
Other investments	nil	nil	£5m	Yes
Any group of pooled funds under the same management	£7m	£7m	£15m	Yes
Negotiable instruments held in a broker's nominee account	nil	nil	£10m	Yes
Foreign countries	nil	nil	£6m	Yes

Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

Security: The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average [credit rating] or [credit score] of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	30.9.21 Actual	2021/22 Target	Complied?
Portfolio average credit score	4.75	6.0	Yes

Liquidity: The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

	30.9.21 Actual	2021/22 Target	Complied?

Total sum borrowed in past 3 months without prior notice	£0m	£10m	Yes
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Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interests was:

Interest rate risk indicator	30.9.21 Actual	2021/22 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£335,281	£600,000	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£335,281	£600,000	Yes

The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at current rates.

Maturity Structure of Borrowing: This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	30.9.21 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	100%	100%	0%	Yes
12 months and within 24 months	0%	100%	0%	Yes
24 months and within 5 years	0%	100%	0%	Yes
5 years and within 10 years	0%	100%	0%	Yes
10 years and above	0%	100%	0%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal Sums Invested for Periods Longer than a year: The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

	2021/22	2022/23	2023/24
Actual principal invested beyond year end	£32m	£32m	£32m
Limit on principal invested beyond year end	£50m	£50m	£50m
Complied?	Yes	Yes	Yes

Revisions to CIPFA Codes

In February 2021 CIPFA launched two consultations on changes to its Prudential Code and Treasury Management Code of Practice. These followed the Public Accounts Committee's recommendation that the prudential framework should be further tightened following

continued borrowing by some authorities for investment purposes. In June, CIPFA provided feedback from this consultation.

In September CIPFA issued the revised Codes and Guidance Notes in draft form and opened the latest consultation process on their proposed changes. The changes include:

- Clarification that (a) local authorities must not borrow to invest primarily for financial return (b) it is not prudent for authorities to make any investment or spending decision that will increase the Capital Financing Requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the authority.
- Categorising investments as those (a) for treasury management purposes, (b) for service purposes and (c) for commercial purposes.
- Defining acceptable reasons to borrow money: (i) financing capital expenditure primarily related to delivering a local authority's functions, (ii) temporary management of cash flow within the context of a balanced budget, (iii) securing affordability by removing exposure to future interest rate rises and (iv) refinancing current borrowing, including replacing internal borrowing.
- For service and commercial investments, in addition to assessments of affordability and prudence, an assessment of proportionality in respect of the authority's overall financial capacity (i.e. whether plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services).
- Prudential Indicators
 - New indicator for net income from commercial and service investments to the budgeted net revenue stream.
 - Inclusion of the liability benchmark as a mandatory treasury management prudential indicator. CIPFA recommends this is presented as a chart of four balances – existing loan debt outstanding; loans CFR, net loans requirement, liability benchmark – over at least 10 years and ideally cover the authority's full debt maturity profile.
 - Excluding investment income from the definition of financing costs.
- Incorporating ESG issues as a consideration within TMP 1 Risk Management.
- Additional focus on the knowledge and skills of officers and elected members involved in decision making

MHCLG Improvements to the Capital Finance Framework: MHCLG published a brief policy paper in July outlining the ways it feels that the current framework is failing and potential changes that could be made. The paper found that “while many authorities are compliant with the framework, there remain some authorities that continue to engage in practices that push the bounds of compliance and expose themselves to excessive risk”.

The actions announced include greater scrutiny of local authorities and particularly those engaged in commercial practices; an assessment of governance and training; a consideration of statutory caps on borrowing; further regulations around Minimum Revenue Provision (MRP) and ensuring that MHCLG regulations enforce guidance from CIPFA and the new PWLB lending arrangements.

A further consultation on these matters is expected soon.

Arlingclose’s Economic Outlook for the remainder of 2021/22 (based on the October 2021 interest rate forecast)

	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24
Official Bank Rate													
Upside risk	0.00	0.15	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Case	0.10	0.10	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	0.00	0.00	0.15	0.15	0.15	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40

Arlingclose expects Bank Rate to rise in Q2 2022. We believe this is driven as much by the Bank of England’s desire to move from emergency levels as by fears of inflationary pressure.

Investors have priced in multiple rises in Bank Rate to 1% by 2024. While Arlingclose believes Bank Rate will rise, it is by a lesser extent than expected by markets.

The global economy continues to recover from the pandemic but has entered a more challenging phase. The resurgence of demand has led to the expected rise in inflationary pressure, but disrupted factors of supply are amplifying the effects, increasing the likelihood of lower growth rates ahead. This is particularly apparent in the UK due to the impact of Brexit.

While Q2 UK GDP expanded more quickly than initially thought, the ‘pingdemic’ and more latterly supply disruption will leave Q3 GDP broadly stagnant. The outlook also appears weaker. Household spending, the driver of the recovery to date, is under pressure from a combination of retail energy price rises, the end of government support programmes and soon, tax rises. Government spending, the other driver of recovery, will slow considerably as the economy is taken off life support.

Inflation rose to 3.2% in August. A combination of factors will drive this to over 4% in the near term. While the transitory factors affecting inflation, including the low base effect of 2020, are expected to unwind over time, the MPC has recently communicated fears that these transitory factors will feed longer-term inflation expectations that require tighter monetary policy to control. This has driven interest rate expectations substantially higher.

The supply imbalances are apparent in the labour market. While wage growth is currently elevated due to compositional and base factors, stories abound of higher wages for certain sectors, driving inflation expectations. It is uncertain whether a broad-based increased in wages is possible given the pressures on businesses.

Government bond yields increased sharply following the September FOMC and MPC minutes, in which both central banks communicated a lower tolerance for higher inflation than previously thought. The MPC in particular has doubled down on these signals in spite of softer economic data. Bond investors expect higher near-term interest rates but are also clearly uncertain about central bank policy.

The MPC appears to be playing both sides, but has made clear its intentions to tighten policy, possibly driven by a desire to move away from emergency levels. While the economic outlook will be challenging, the signals from policymakers suggest Bank Rate will rise unless data indicates a more severe slowdown.

MANAGING PERFORMANCE QUARTER 2 2021/2022

Summary: The Managing Performance Report attached, as Appendix A, will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview of progress towards achieving the objectives in the Corporate Plan, assesses the impact that Covid-19 has had on both these aspects of Council performance, and the actions being taken to address these issues and proposes any further action needed.

Options considered: Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee where committee approval is required.

Conclusions: Strong progress has been made over the quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report. This positive progress has been achieved alongside the Council continuing to demonstrate strong community leadership in the local response to COVID, particularly supporting the local economy recover and open up following the lifting of social distancing restrictions as part of Phase 4 of the Government Road Map which saw large numbers of tourist visitors to the District over the months of July, August and September.

Recommendations: **That Cabinet resolves to note this report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.**
That Cabinet approves the amendments to reporting as outlined in paragraph 3.3.

Reasons for Recommendations: To ensure the objectives of the Council are achieved.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report, which do not contain exempt information and which are not published elsewhere)

Cabinet Member(s)	Ward(s) affected
Cllr Sarah Bütikofer	All

Contact Officer, telephone number and email: Steve Blatch, Chief Executive
Email:- steve.blatch@north-norfolk.gov.uk
Tel:- 01263 516232

1. Introduction

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

2. Overview

2.1 This report covers the second quarter of the 2021/22 reporting year – i.e. the period covering July, August and September 2021.

2.2 Despite the context which the Council has operated in over the period July – September 2021 – i.e. the lifting of COVID social distancing restrictions in England from 19th July whilst overseas travel for holidays remained restricted such that many UK residents took “staycation” holidays resulting in the District accommodating very large numbers of visitors; good progress has been made across the authority in the delivery of actions and objectives outlined in the Corporate Plan Delivery Plan and against core service performance measures during the second quarterly reporting period of the 2021/22 year, as detailed in Appendix A of this report..

3. Quarter 2 - 2021/22 - Managing Performance Report

3.1 The Quarter 2 2021/22 Managing Performance Report is attached as an Appendix to this Cabinet report. It covers the period 1 July to 30 September 2021 and is a summary report with more detailed information and context available through the In-Phase system.

3.2 The report takes the following format:-

Chief Executive's Overview	Overview of the Chief Executive outlining the progress in achieving the Corporate Plan and managing services
Key	Key to Delivery Plan action symbols and performance measure symbols
Delivery Plan Overview	Dashboard showing the RAG status (Red, Amber, Green) of all Delivery Plan actions
Key Priorities	Current actions for the eighteen priority objectives agreed by Cabinet in October 2020 upon which focus is being maintained alongside the Council's ongoing response to the COVID situation. This report details the Cabinet's priorities given the current situation.
Local Homes for Local Need	Delivery Plan actions progress reports under the theme
Boosting Business Sustainability and Growth	Delivery Plan actions progress reports under the theme
Customer Focus	Delivery Plan actions progress reports under the theme

Climate, Coast and the Environment	Delivery Plan actions progress reports under the theme
Financial Sustainability and Growth	Delivery Plan actions progress reports under the theme
Quality of Life	Delivery Plan actions progress reports under the theme
Key Performance Indicators	Shows performance for the Corporate Plan Key Performance Indicators (KPIs). The performance levels shown are the year-to-date figures for monthly, quarterly and annual figures.
Performance Focus	This section of the report shows all the performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are the year-to-date figures for monthly, quarterly and annual measures.
All other performance measures	This section of the report shows performance for all other monthly, quarterly and annually operational performance measures. The performance levels shown are for the year-to-date figures for monthly, quarterly and annual measures.

3.3 From quarter three onwards it is proposed to make the following changes;

- Amend the delivery plan actions within the theme Local Homes for Local Need to be consistent with the recently approved Housing Strategy 2021 to 2025 and Action Plan.
- Incorporate the Delivery Plan revisions agreed at Cabinet on 1 November 2021.
- Add additional information for each action. As well as the due date, which will remain fixed after the revisions stated above are applied, add an estimated completion date which will be subject to change by the relevant lead officer and/ or Cabinet as necessary.
- Provide benchmarking information in the form of LG Inform reports comparing the Council with similar councils against headline measures for the performance of councils alongside the managing performance report. This will also be available on the Council website and for Overview & Scrutiny to review periodically if they choose.

4. Delivery against the key priority objectives for the period 1 July to 30 September 2021

4.1 Local Homes for Local Need

- 4.1.1 At its meeting of the 5th July 2021, Cabinet agreed and adopted a new Housing Strategy which detailed the Council's ambitions to facilitate the delivery of more affordable homes (both rent and shared ownership); investment in the better

provision of temporary accommodation so as to manage rising incidences of homeless presentations; increased provision of purpose-built accommodation for older people through development of Housing with Extra Care models; increasing independent living through the further improvements to the Disabled Facilities Grant scheme and reduced fuel poverty through the appointment of an Energy Efficiency Officer.

4.1.2 Subsequent to the adoption of the new Housing Strategy reports have been approved by Cabinet for a Restructure of the People Services group of services to provide better and more joined up advice and outcomes to some of the most vulnerable of the District's residents focussing on their housing and support needs. The Council has also completed the purchase of two further units of temporary accommodation and secured grant funding from the DLUHC for the provision of an additional unit of accommodation for a rough sleeper / street homeless person and having secured planning consent for the unit works to create the unit will now be taken forward over the period to March 2022.

4.1.3 During the quarter 97 households on the Council's Housing List have been housed up from a figure of 88 households for Qtr 1 and 89 new affordable homes have been completed during the first two quarters of the 2021/22 reporting year.

4.1.4 Strong progress has continued to have been made during this quarter in the preparation of the new North Norfolk Local Plan which will deliver objectives under the Local Homes for Local Need; Boosting Business Growth and Sustainability; climate, Coast and the Environment and Quality of Life themes of the Corporate Plan – with progress on track to move forward with the Regulation 19 consultation in January 2022.

4.2 **Boosting Business Growth and Sustainability**

4.2.1 Much work of the Economic Growth Team over the period July – September 2021 has been on supporting local recovery as part of Step 4 of the Government Road Map where the last of the COVID social distancing restrictions were lifted. This meant that the District's tourism and hospitality businesses could fully re-open and many have enjoyed a busy summer accommodating and hosting large numbers of staycation visitors. Whilst some businesses have seen labour supply / availability issues, many tourism-based businesses have recorded strong volumes of business during the July – September period.

4.2.2 The focus of the Economic Growth Team has continued to be the administration of Government COVID grant schemes, with the Council's success in this respect being recognised by the Government making a further £760,000 available to the Council to operate an extended Discretionary Business Recovery and Resilience Grant scheme launched on 27th September; and in being awarded the Public Finance Digital Project of the Year Award for its efficient processing of over £126million of COVID grant monies over the past 18 months.

4.2.3 As the national and local economy looks to recover and build back from COVID, the Economic Growth Team's focus is now on developing a new Economic Growth Strategy for the District based on the District's underlying economic strengths whilst addressing the challenges of labour supply and availability, climate change and serviced land and premises. This strategy will be presented to Cabinet by March 2022.

4.3 **Customer Focus**

- 4.3.1 Significant work was undertaken during this quarter on developing and finalising a new Customer Services Strategy which was agreed by Cabinet at its meeting of the 4th October and will now be rolled out across the Council supported by new processes and staff training.
- 4.3.2 Significant progress has been made over this quarter in taking forward actions detailed in the Communications Strategy adopted earlier in the year with strong growth being seen across the Council's social media channels and through the use of video stories to deliver key messages on the Council's service delivery. Significantly the Council's Facebook followers have grown from fewer than 4500 followers in October 2020 to almost 7000 in October 2021 (i.e. 58.9%).

4.4 **Climate, Coast and the Environment**

- 4.4.1 Work has progressed over the quarter with Net Zero East in undertaking an audit of the Council's carbon footprint which will move on to inform the preparation of a Carbon Reduction Strategy and Action Plan to be presented to Cabinet in early 2022.
- 4.4.2 Continued monitoring has been undertaken of the Bacton / Walcott Sandscaping Scheme to assess its performance against original project projections and a mitigation strategy developed to understand the impacts of wind-blown sand arising from this pilot scheme. Remediation measures to try and reduce the impact of wind-blown sand are to be discussed with local residents and parish councils and implemented over the autumn period.
- 4.4.3 Work has been completed to install the final Electric Vehicle Charging Points at North Walsham, subject to UKPN connections, approved under the Council's OLEV funded project – where the Council has shown clear community leadership in the provision of such infrastructure on a number of the Council's public car parks to encourage purchase and use of electric vehicles by local residents and importantly tourist visitors to the District. The Council is monitoring levels of use and has proposals to deliver more of such units, subject to supply capacity being available through the local electricity distribution network to allow fast or rapid charging.

4.5 **Quality of Life**

- 4.5.1 An extensive programme of Community Engagement has taken place over the summer months regarding the Place-Making Public Realm and highways improvements proposed in North Walsham town centre as part of the North Walsham Heritage Action Zone programme. A Building Repair Grant Scheme has also been launched and tender documents prepared for the restoration of the listed Cedars building as part of that programme.
- 4.5.2 As the national COVID social distancing restrictions were lifted on 19th July, the District responded to and supported a busy summer tourism season with very large numbers of staycation visitors and day visits to the District. Despite some caution by visitors for indoor events and attractions, our leisure partner Openwide saw good audience figures for the Seaside Special Show comparable to other theatre audiences across the country and we saw large numbers of visitors to the Council's Blue Flag beaches, with strong appreciation shown and high use recorded of the beach wheelchairs the authority provided at Cromer and Sheringham.
- 4.5.3 Work continued throughout the quarter on the final stages of the new Sheringham Leisure Centre, which has subsequently achieved Practical

Completion and a date announced for its opening – 30th November 2021. This has taken significant resource in project management by some staff of the Council – capacity which will now be released and can be directed to support other corporate project delivery.

4.6 Financial Sustainability and Growth

4.6.1 During this quarter Service Managers have prepared and completed work to support the Zero-Based Budgetting process taken forward during October and November which forms a key element of the 2022/23 budget preparation process.

4.6.2 Work has also been taken forward to prepare a new Public Convenience Strategy and Investment Plan and a formative review of Car Parking Charges which are also to be considered during Quarter 3 as part of the 2022/23 budget setting process.

4.6.3 There has been a continued focus by the Revenues Team on Council Tax and NNDR collection with collection rates for both sources of income at or above target levels. Marketing of a number of vacant property assets has also been progressed during the quarter with good levels of interest received and reports being prepared for Cabinet.

5. Conclusion

5.1 Strong progress has been made over the quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report. This positive progress has been achieved alongside the Council continuing to demonstrate strong community leadership in the local response to COVID, particularly supporting the local economy recover and open up following the lifting of social distancing restrictions as part of Phase 4 of the Government Road Map which saw large numbers of tourist visitors to the District over the months of July, August and September.

6. Implications and Risks

6.1 Prompt action to deal with any performance issues identified by this report will reduce the risk to delivery of the Corporate Plan Delivery Plan 2019 – 2023 and support the continued delivery of high quality services.

7. Financial Implications and Risks

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

8. Sustainability

8.1 There are no negative sustainability implications of this report.

9. Equality and Diversity

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

10. Section 17 Crime and Disorder considerations

10.1 There are no Section 17 Crime and Disorder implications of this report.

Managing Performance

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Managing Performance

Quarterly Report Chief Executive's Overview

Despite the context which the Council has operated in over the period July – September 2021 – ie the lifting of COVID social distancing restrictions in England from 19 July whilst overseas travel for holidays remained restricted such that many UK residents took "staycation" holidays resulting in the District accommodating very large numbers of visitors; good progress has been made across the authority in the delivery of actions and objectives outlined in the Corporate Plan Delivery Plan and against core service performance measures during the second quarterly reporting period of the 2021/22 year, as detailed in Appendix A of this report.

Despite the context which the Council has operated in over the period July – September 2021 – ie the lifting of COVID social distancing restrictions in England from 19 July whilst overseas travel for holidays remained restricted such that many UK residents took "staycation" holidays resulting in the District accommodating very large numbers of visitors; good progress has been made across the authority in the delivery of actions and objectives outlined in the Corporate Plan Delivery Plan and against core service performance measures during the second quarterly reporting period of the 2021/22 year, as detailed in Appendix A of this report.

1 Local Homes for Local Need

- At its meeting of the 5 July 2021, Cabinet agreed and adopted a new Housing Strategy which detailed the Council's ambitions to facilitate the delivery of more affordable homes (both rent and shared ownership); investment in the better provision of temporary accommodation so as to manage rising incidences of homeless presentations; increased provision of purpose-built accommodation for older people through development of Housing with Extra Care models; increasing independent living through the further improvements to the Disabled Facilities Grant scheme and reduced fuel poverty through the appointment of an Energy Efficiency Officer.
- Subsequent to the adoption of the new Housing Strategy reports have been approved by Cabinet for a Restructure of the People Services group of services to provide better and more joined up advice and outcomes to some of the most vulnerable of the District's residents focussing on their housing and support needs. The Council has also completed the purchase of two further units of temporary accommodation and secured grant funding from the DLUHC for the provision of an additional unit of accommodation for a rough sleeper / street homeless person and having secured planning consent for the unit works to create the unit will now be taken forward over the period to March 2022.
- During the quarter 97 households on the Council's Housing List have been housed up from a figure of 88 households for Qtr 1 and 89 new affordable homes have been completed during the first two quarters of the 2021/22 reporting year.
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2 Boosting Business Growth and Sustainability

- Much work of the Economic Growth Team over the period July – September 2021 has been on supporting local recovery as part of Step 4 of the Government Road Map where the last of the COVID social distancing restrictions were lifted. This meant that the District's tourism and hospitality businesses could fully re-open

and many have enjoyed a busy summer accommodating and hosting large numbers of staycation visitors. Whilst some businesses have seen labour supply / availability issues, many tourism-based businesses have recorded strong volumes of business during the July – September period.

- The focus of the Economic Growth Team has continued to be the administration of Government COVID grant schemes, with the Council's success in this respect being recognised by the Government making a further £760,000 available to the Council to operate an extended Discretionary Business Recovery and Resilience Grant scheme launched on 27September; and in being awarded the Public Finance Digital Project of the Year Award for its efficient processing of over £126million of COVID grant monies over the past 18 months.
- As the national and local economy looks to recover and build back from COVID, the Economic Growth Team's focus is now on developing a new Economic Growth Strategy for the District based on the District's underlying economic strengths whilst addressing the challenges of labour supply and availability, climate change and serviced land and premises. This strategy will be presented to Cabinet by March 2022.

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- Significant progress has been made over this quarter in taking forward actions detailed in the Communications Strategy adopted earlier in the year with strong growth being seen across the Council's social media channels and through the use of video stories to deliver key messages on the Council's service delivery. Significantly the Council's Facebook followers have grown from fewer than 4500 followers in October 2020 to almost 7000 in October 2021 (i.e. 58.9%).

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- Work has progressed over the quarter with Net Zero East in undertaking an audit of the Council's carbon footprint which will move on to inform the preparation of a Carbon Reduction Strategy and Action Plan to be presented to Cabinet in early 2022.
- Continued monitoring has been undertaken of the Bacton / Walcott Sandscaping Scheme to assess its performance against original project projections and a mitigation strategy developed to understand the impacts of wind-blown sand arising from this pilot scheme. Remediation measures to try and reduce the impact of wind-blown sand are to be discussed with local residents and parish councils and implemented over the autumn period.
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5 **Quality of Life**






- An extensive programme of Community Engagement has taken place over the summer months regarding the Place-Making Public Realm and highways improvements proposed in North Walsham town centre as part of the North Walsham Heritage Action Zone programme. A Building Repair Grant Scheme has also been launched and tender documents prepared for the restoration of the listed Cedars building as part of that programme.
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Actions and Performance Measure Keys

Actions - key to symbols

	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action has been completed as planned
n/r	Not relevant as the action has previously been completed or is not yet due to start.
	The Start date for the action is in the future
not set	The action is an ongoing activity throughout the life of the Corporate Plan so does not have a set Due Date
?	Missing information

Measures - key to symbols

Key

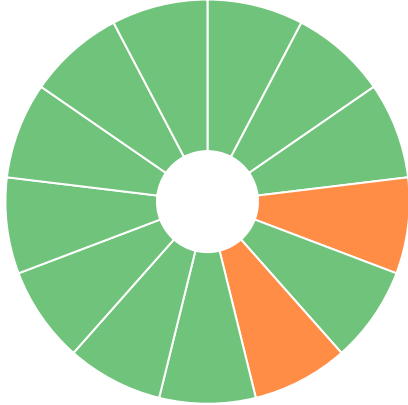
Performance	Direction of Change
 Performance better than target	 Value Increasing (Smaller is Better)
 Performance just off target	 Value Decreasing (Smaller is Better)
 Performance worse than tolerance	 Value Increasing (Bigger is Better)
 No information	 Value Decreasing (Bigger is Better)
 Missing comparator	 No change
 No actual value	
- Measure is a quarterly measure so there is no data reported for this month	

Delivery Plan 2019-2023

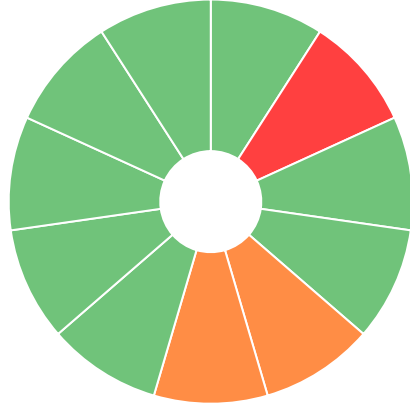


Overview

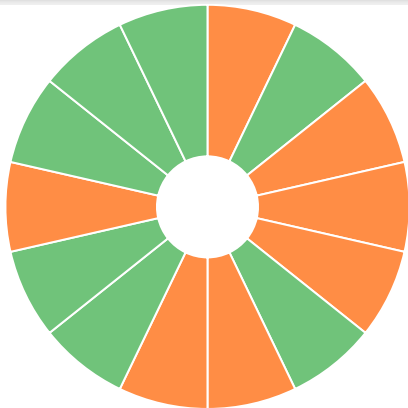
Local Homes for Local Need



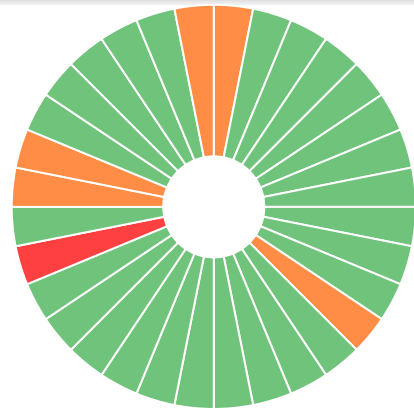
Boosting Business Sustainability and Growth



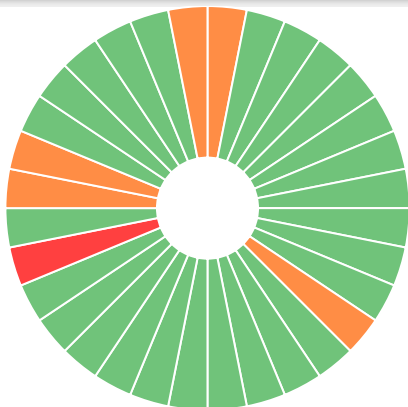
Customer Focus



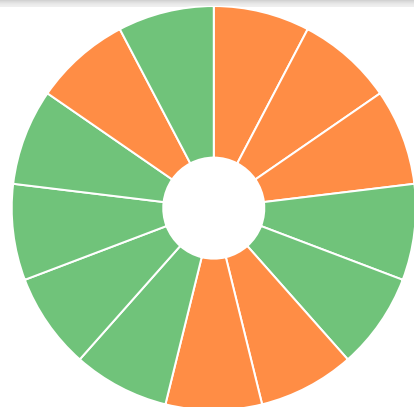
Climate, Coast and the Environment



Financial Sustainability and Growth



Quality of Life



Key Priorities

There are a number of actions in the delivery plan that Cabinet have identified as essential to be delivered in order for the objectives in the Corporate Plan 2019 - 2023 to be achieved. Cabinet and Corporate Leadership Team will be concentrating on ensuring these actions are delivered over the next quarter. Please note the actions receiving this increased focus will change over time as actions are delivered and other key priority actions are identified.

Latest Update




		30/09/2021
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	The Planning Policy and Built Heritage Working Party have finalised the Draft Plan. Officers are producing a final version of the Plan which will then be subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Performance	★
	Comments	
	Owner	Graham Connolly
	Stage	Completed
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	★
	Comments	12 units are now in purchased and in use for Temporary Accommodation, or interim accommodation for ex-rough sleepers. Purchase is underway for a further unit and the Council successfully bid for further grant to convert a space currently used for storage into a further unit. This will bring the total to 14 units. Proposals to reallocate Housing Reserves would allow the purchase of two family homes to be used as TA bringing the total to 16.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance	★
	Comments	Regular meetings are held monthly with Flagship to allow early identification of possible disposals and to identify alternative options. We have purchased one property for use as temporary accommodation. We have enabled Homes for Wells through grants and loans to purchase eight Flagship disposals (four complete and four in pipeline).
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	★
	Comments	The full draft Growth Sites Delivery Strategy has been received and is presently being reviewed before moving to the final report stage which is anticipated to be by the end of October 2021.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021

<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance	●
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance	★
	Comments	<p>This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2022
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	★
	Comments	
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	●
	Comments	<p>The Customer Services Charter has been finalised and published, enabling the initialisation of the CS improvement action plan.</p>
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/01/2022

<p>> <input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement</p>	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p>	<p style="text-align: center;">★</p> <p>Following the ratification the Digital Customer Service Improvement plan is being developed. this will incorporate current initiatives such as the continued roll out of additional webforms to encourage and facilitate self service and new improvements to the Contact system to improve telephony and other contact handling across the Council.</p> <p>Sean Kelly</p> <p>In Progress</p> <p>01/06/2020</p> <p>31/03/2022</p>
<p>> <input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey</p>	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p>	<p style="text-align: center;">●</p> <p>Stuart Harber</p> <p>In Progress</p> <p>04/02/2020</p> <p>31/03/2022</p>
<p>> <input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy</p>	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p>	<p style="text-align: center;">★</p> <p>Initial discussions of the Chief Executive and the Leader and Cabinet Portfolio Holder to scope out the project are planned for November 2021. This project will then be allocated to a senior manager to progress.</p> <p>Steve Blatch</p> <p>In Progress</p> <p>02/12/2019</p> <p>31/03/2022</p>
<p><input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy</p>	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p>	<p style="text-align: center;">★</p> <p>Implementation of the Communications Plan continues to progress well, with the marked increase in quality and quantity of video content produced for the Council's digital channels continuing. Audiences for our social media channels continue to grow, with Facebook growth ahead of that achieved on Twitter. A new TikTok Council channel has been launched to continue efforts to engage with some of our younger residents, with whom this channel is popular.</p> <p>The communications team has been producing on average around 80-90 items of content for Facebook in each four-week period and this channel will pass 7,000 page follows imminently (currently 6,946 - up from 4,369 in October 2020, 58.9% annual growth). Audience growth on our Council-owned channels provides more effective engagement with our communities and improved promotional opportunities for Council activities, events and projects.</p> <p>Review of the Council's media protocol for members and officers is on-going and due to be completed and submitted for approval in November.</p> <p>Joe Ferrari</p> <p>In Progress</p> <p>01/06/2020</p> <p>31/12/2021</p>

<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	★
	Comments	The Carbon Reduction Strategy and Action Plan is in preparation which will be presented to Cabinet in the next few months.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
	<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance
Comments		The planning process for the tree project is complete and has been encompassed through the development of a tree planting strategy which all future tree projects will align with.
Owner		Annie Sommazzi
Stage		Completed
Start Date		01/06/2020
Due Date		31/08/2021
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation		Performance
	Comments	This piece of work has been encompassed within the tree planting strategy
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/10/2020
	Due Date	31/12/2022
	<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance
Comments		Waiting for UKPN and meter provider attendance at Bank Loke North Walsham. All other sites at public car parks in the following locations Cromer, Sheringham, Fakenham, Wells, Holt and Cromer Council office car park are now operational.
Owner		Russell Tanner
Stage		In Progress
Start Date		04/02/2020
Due Date		01/11/2021
<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey		Performance
	Comments	Karen Hill and Emily Capps are putting together a proposal, by the end of 2021, for the portfolio holder to review. Then it will go through the Committee process for approval by 31 March 2022.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
	<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance
Comments		Delayed due to Covid, however, Officers are now looking at how this work is taken forward to reflect the post pandemic environment.
Owner		Steve Hems
Stage		In Progress
Start Date		04/02/2020
Due Date		30/11/2021

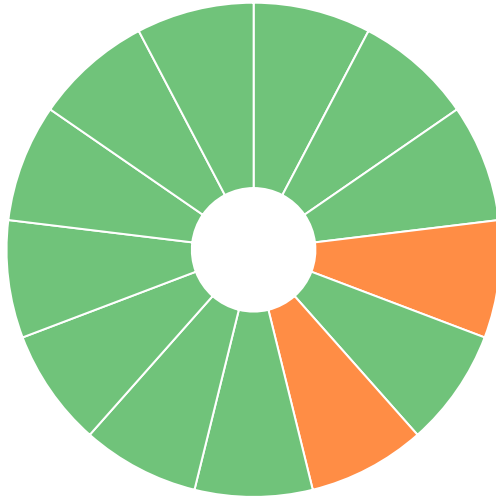
<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance Comments Owner Stage Start Date Due Date	<p style="text-align: center;">★</p> <p>The programme is progressing as planned. The Place Making work on public realm and highways - a number of events including; face-to-face public meeting with over 600 people taking part, targeted focus group discussions and online surveys. Results are being analysed which will inform the final design proposals. The next step is being considered at Cabinet on 1 November.</p> <p>An invitation to tender has been issued for the Cedars restoration work.</p> <p>The Building Improvement Grant Scheme was launched and over twenty expressions of interest have been received. The cultural programme, which runs alongside the HAZ scheme, is being delivered. A heritage exhibition and poetry performance were delivered.</p> <p>Jenni Jordan</p> <p>In Progress</p> <p>04/02/2020</p> <p>31/03/2024</p>
<input checked="" type="checkbox"/> 5.8.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance Comments Owner Stage Start Date Due Date	<p style="text-align: center;">●</p> <p>The Leisure Centre did not complete in September due to ongoing issues with materials and labour as previously reported. The Contractor has provided new timeframes for completion and handover in October. The site is being regularly visited by the project team and dates are being monitored. The overrun of the contract does not incur direct costs to the project however the Council will incur indirect costs related to the late opening of the facility as well as a delay in the provision of excellent new swimming and fitness to residents.</p> <p>Kate Rawlings</p> <p>In Progress</p> <p>04/02/2020</p> <p>19/11/2021</p>
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance Comments Owner Stage Start Date Due Date	<p style="text-align: center;">★</p> <p>All Green Flags retained in 2021/22 for Pretty Corner, Holt Country Park and Sadlers Wood. The Blue Flag applications for 2022 will be submitted in January 2022.</p> <p>Karl Read</p> <p>In Progress</p> <p>20/06/2020</p> <p>not set</p>
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance Comments Owner Stage Start Date Due Date	<p style="text-align: center;">★</p> <p>Operational managers are working on submissions which will be discussed by Cabinet and Management Team in November prior to the budget being set in February 2022.</p> <p>Lucy Hume</p> <p>In Progress</p> <p>01/06/2021</p> <p>30/04/2022</p>

>  6.3.3 Take a strategic approach to commercial development opportunities	Performance	★
	Comments	<p>The Asset Management Plan has been redrafted to reflect the Councils key priorities and delivery plan in particular reducing carbon emissions from property. Once feedback on the document has been provided, the governance process will commence seeking approval to adopt the document in readiness for April 2022.</p> <p>Following The Beach Hut & Chalet Review 2018 and that service forming part of the Estates team earlier in 2021, an interim assessment of the Review's action plan and pricing strategy was undertaken. The objective of this was to refocus some of the actions and provide recommendations to pricing structure to encourage more bookings out of the usual peak season. Officers are now progressing through the governance process with recommended proposals and will seek to implement these for the 2022 season.</p>
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022

Local Homes for Local Need

There is a significant local need for housing across the district. Enabling and facilitating new housing of the right type, quality and affordability will therefore, be a key priority for the Council and, working with a variety of partners, we will explore all available avenues to increase the supply of quality, affordable housing to address this need. We will also seek opportunities to improve the condition and environmental sustainability of existing housing stock. We will aim to ensure that new homes are of a high standard of design and built with a strong emphasis on environmental sustainability and therefore, more affordable to live in.

Latest Update



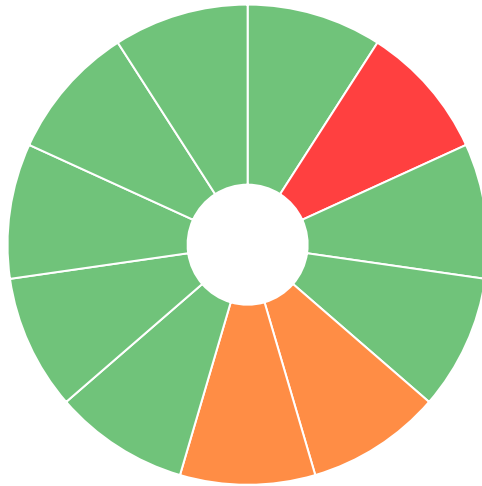
		30/09/2021
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	The Planning Policy and Built Heritage Working Party have finalised the Draft Plan. Officers are producing a final version of the Plan which will then be subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
	<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Performance
Comments		
Owner		Graham Connolly
Stage		Completed
Start Date		04/02/2020
Due Date		30/06/2021
<input checked="" type="checkbox"/> 1.2.2 Improve conditions and energy efficiency in private sector housing		Performance
	Comments	The target date for this action has been moved back to 30/9/21. This target will be superseded by the actions included in the Housing Strategy which was agreed by Cabinet on 5th July. This action and target dates will be updated in line with dates in the Housing Strategy Action Plan ahead of the next reporting cycle.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
	<input checked="" type="checkbox"/> 1.2.4 Investigate the viability of methods to help reduce fuel poverty	Performance
Comments		The target date for this action has been moved back to 30/12/21. This target will be superseded by the actions included in the Housing Strategy which was agreed by Cabinet on 5th July. This action and target dates will be updated in line with dates in the Housing Strategy Action Plan ahead of the next reporting cycle.
Owner		Nicky Debbage
Stage		In Progress
Start Date		04/02/2020
Due Date		31/12/2021
<input checked="" type="checkbox"/> 1.3.1 Develop a business case for a housing company		Performance
	Comments	The Housing Strategy (agreed by Cabinet 5th July 2021) has set new target dates relating to this objective: Agreed objectives for direct delivery/ housing company - October 2021, Update Housing Company business case - December 2021.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021

<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	★
	Comments	12 units are now in purchased and in use for Temporary Accommodation, or interim accommodation for ex-rough sleepers. Purchase is underway for a further unit and the Council successfully bid for further grant to convert a space currently used for storage into a further unit. This will bring the total to 14 units. Proposals to reallocate Housing Reserves would allow the purchase of two family homes to be used as TA bringing the total to 16.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.5.2 Explore ways to help households into owner-occupation	Performance	★
	Comments	The target date for this action has been moved back to align with the Housing Strategy agreed by Cabinet 5th July 201. The new actions agreed in the Strategy are: Raise awareness of shared ownership and other low cost home ownership homes, and Report on mortgage availability and if council itself should become a mortgage lender for shared owners - December 2021.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance	★
	Comments	Regular meetings are held monthly with Flagship to allow early identification of possible disposals and to identify alternative options. We have purchased one property for use as temporary accommodation. We have enabled Homes for Wells through grants and loans to purchase eight Flagship disposals (four complete and four in pipeline).
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.6.1 Deliver, with partners, 500 units of Housing-with-Care/ExtraCare	Performance	★
	Comments	The 66 home site in Fakenham achieved practical completion in March, most of the rented homes have now been allocated (with all homes due to be occupied by the end of November) and sales of the shared ownership homes are ongoing. A Planning application for a 61 home, all social rent scheme in Stalham has been submitted and we continue to explore other sites with possibilities in North Walsham and Hoveton under consideration.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024

Boosting Business Sustainability and Growth

The Council is ambitious in wanting to support a strong local economy and new job-creating investment which strengthens and broadens the business base and employment opportunities in the District.

Latest Update



30/09/2021

<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	Performance	★
	Comments	The new Local Plan will be subject to public consultation shortly. It includes a range of policies designed to support all aspects of business growth including investment in town centres, expansion of businesses, tourism and supporting new inward investment on designated employment land. Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly. Formal Independent Examination of the Plan should commence early in 2022. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
	<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023)	Performance
Comments		Delayed due to Covid-19 pandemic. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy. Therefore it is considered that the due date should be amended to the end of March 2022.
Owner		Stuart Quick
Stage		In Progress
Start Date		04/02/2020
Due Date		31/03/2022
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy		Performance
	Comments	The full draft Growth Sites Delivery Strategy has been received and is presently being reviewed before moving to the final report stage which is anticipated to be by the end of October 2021.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021
	<input checked="" type="checkbox"/> 2.4.1 Analyse evidence of local business needs and opportunities and engage local businesses	Performance
Comments		Covid-19 has had a significant impact on local businesses. A number of workstreams have been established in which the council is actively engaged and evidence is being acquired through. This includes a Business Impact Survey which was conducted between 12 May and 13 June 2020 which received 319 response. On 20 January, in collaboration with other Norfolk local authorities, the Council launched a further business survey, so that notable changes can be observed, to temperature check the current business sentiment in light of the further lockdown and to better understand the present needs of local businesses. This information may in part inform decision making around future business support schemes. This survey remains ongoing and changes in sentiment are monitored.
Owner		Stuart Quick
Stage		In Progress
Start Date		01/04/2020
Due Date		31/12/2021

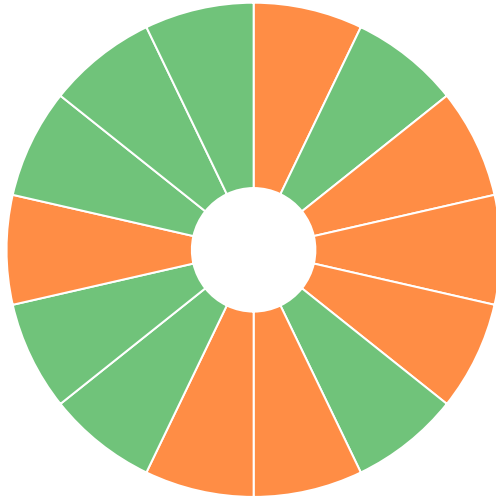
<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	Performance	●
	Comments	The focus of the Economic Growth Team has predominantly been on delivering Government Covid-19 support grants and discretionary schemes for local business during the Covid-19 lockdown. This focus remains as we move on to providing the delivery of a package of support (including grants) utilising the Additional Restrictions Grant top up funding and providing immediate business support as required.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/01/2022
	<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance
Comments		This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support.
Owner		Stuart Quick
Stage		In Progress
Start Date		04/02/2020
Due Date		30/04/2022
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance	★
	Comments	<p>The Council has continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>The announcement of the third lockdown created a natural hiatus in the immediate promotion of north Norfolk, in accordance with national restrictions to which peoples were asked to stay local. However, Visit North Norfolk recommenced marketing in April, with a particular focus on encouraging visitors to less populous areas.</p> <p>Visit North Norfolk's campaign for September-October is 'Enjoy North Norfolk Without a Car'. The film and blog will be promoted via ads on Facebook, Instagram and Google Remarketing as well as e-comms to a database of around 30,000 consumers. A new Deep History Coast film about fossil hunting also went live on 1 October.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021







<input checked="" type="checkbox"/> 2.6.1 Work with partners to identify skills deficiencies & monitor apprenticeships	Performance	★
	Comments	<p>The Covid-19 pandemic has continued to have an impact on apprenticeships, to which it is anticipated that this will take time to recover. Whilst we continue to work with businesses to support this, we are presently further engaged in delivering a local 'Kickstart' programme. This Government initiative is intended to support 16-24yr olds into work by providing a 6 month paid placement.</p> <p>Work is also presently being undertaken to work with care sector to deliver a Sector Based Work Programme to provide career pathways into social care.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	Performance	★
	Comments	<p>Delayed due to Covid-19 pandemic. The inclusive Growth Coalition is due to refresh the delivery plan, in the light of the consequences of the pandemic. It is deemed even more important than ever, especially a renewed focus on skills; however, tangible progress locally has been stalled due to diversion of the team into Covid-19 response activity.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021






Customer Focus

We want our customers to be at the heart of everything we do and will strive to improve access to our services further through stronger community engagement, developing more formal mechanisms of inviting customer feedback and comment and, where possible and practical, seek to deliver our services at a more local level through strengthening partnerships with local Town and Parish Councils. The Council will seek further to improve democratic engagement and participation by people of all ages, but particularly through working with schools and colleges to ensure that the voice young people is heard and informs council decision-making.

Latest Update



		30/09/2021
<input checked="" type="checkbox"/> 3.1.1 Undertake a Customer Contact Survey	Performance	
	Comments	The webform to record customer feedback is expected to go live on Wednesday 20th October with a reporting/analysis dashboard available by the end of October.
	Owner	Stuart Harber
	Stage	Completed
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	
	Comments	
	Owner	Stuart Harber
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/10/2021
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	
	Comments	The Customer Services Charter has been finalised and published, enabling the initialisation of the CS improvement action plan.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/01/2022
<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance	
	Comments	
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/05/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter	Performance	
	Comments	A discussion has been started with the lead officer responsible for the implementation of the Customer Service Strategy and Customer Charter to ensure monitoring is integrated into the implementation. No other action has taken place yet.
	Owner	Helen Thomas
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement	Performance	
	Comments	Following the ratification the Digital Customer Service Improvement plan is being developed. this will incorporate current initiatives such as the continued roll out of additional webforms to encourage and facilitate self service and new improvements to the Contact system to improve telephony and other contact handling across the Council.
	Owner	Sean Kelly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/03/2022

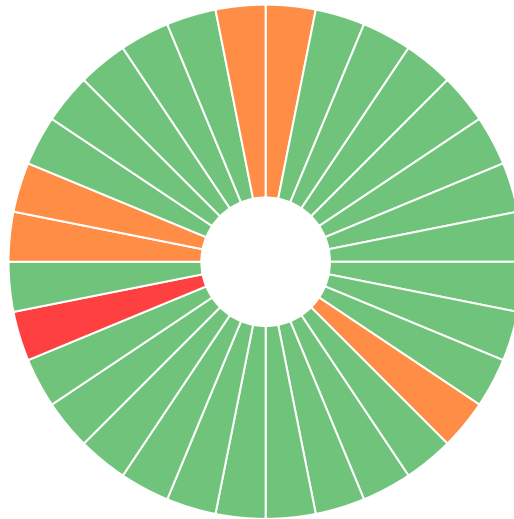
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance	
	Comments	
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere	Performance	
	Comments	<p>This work cannot be carried out yet as it is dependent on action 3.2.1 Undertake an annual Residents Survey in order to have the north Norfolk figures to compare against other councils. Due to Covid-19 it has been rescheduled to be completed by 31 December 2021. The completion date for this action has been reset to 31 March 2022. Whether or not a residents survey could be benchmarked is doubtful as there are few similar local authorities carrying out the LGA survey at the moment to whom we can compare NNDC.</p> <p>An alternative benchmarking approach is being assessed using the LG Inform headline report for local authorities comparing NNDC to our CIPFA nearest neighbours and all district local authorities in the East. Links to these reports have been added to the Council's website and are being considered for regular review at Cabinet and Overview & Scrutiny meetings.</p>
	Owner	Helen Thomas
	Stage	In Progress
	Start Date	29/05/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	
	Comments	Initial discussions of the Chief Executive and the Leader and Cabinet Portfolio Holder to scope out the project are planned for November 2021. This project will then be allocated to a senior manager to progress.
	Owner	Steve Blatch
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions	Performance	
	Comments	Delayed due to Covid-19. Agreed with the Portfolio Holder to contact schools with the aim of establishing a virtual Youth Council allowing for the impact on schools at present..
	Owner	Emma Denny
	Stage	Not Started
	Start Date	01/03/2021
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance	
	Comments	
	Owner	Rob Holmes
	Stage	Completed
	Start Date	01/10/2019
	Due Date	31/12/2021






<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance	★
	Comments	<p>Implementation of the Communications Plan continues to progress well, with the marked increase in quality and quantity of video content produced for the Council's digital channels continuing. Audiences for our social media channels continue to grow, with Facebook growth ahead of that achieved on Twitter. A new TikTok Council channel has been launched to continue efforts to engage with some of our younger residents, with whom this channel is popular.</p> <p>The communications team has been producing on average around 80-90 items of content for Facebook in each four-week period and this channel will pass 7,000 page follows imminently (currently 6,946 - up from 4,369 in October 2020, 58.9% annual growth). Audience growth on our Council-owned channels provides more effective engagement with our communities and improved promotional opportunities for Council activities, events and projects.</p> <p>Review of the Council's media protocol for members and officers is on-going and due to be completed and submitted for approval in November.</p>
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021

Climate, Coast and the Environment





North Norfolk has an outstanding natural rural and coastal environment, which makes the District a fantastic place to live, work and visit – our natural environment underpins our appeal as a popular holiday destination. The district also has 80 Conservation Areas which recognise the strong character of the local built environment. The district is at the frontline of climate change and declared a Climate Emergency in April 2019 and committed resources to establish an Environmental Forum with the objective of informing the development and implementation of an Environmental Charter. In turn this will lay out how we will lead community adaptation and reduce the Council's impact on the environment.

Latest Update



		30/09/2021
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	
	Comments	This is a long term piece of work which has yet to be fully developed - the website has been updated to be more user friendly, and regular Environment Forums also established, however a full framework that looks into the detail of how to establish 'carbon champions' has yet to be determined.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.1.2 Develop an action plan, draft, adopt and publish Environment Charter	Performance	
	Comments	n/r
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/06/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 4.1.3 Promote energy efficiency and behavioural change towards greater sustainability	Performance	
	Comments	Environmental and Climate Change related issues will be considered and promoted at Greenbuild with the view to increase awareness of the agenda and shift behaviours.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	Performance	
	Comments	These issues will be considered and discussed at Greenbuild 2021.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.1.5 Monitor and review the implementation of the Environmental Charter and Action Plan	Performance	
	Comments	This is an ongoing piece of work - a Carbon Reduction Strategy and Action Plan is currently being developed which will consider ongoing mechanism for monitoring and evaluating the effectiveness of the pledges made within the Environmental Charter
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	20/06/2021
	Due Date	31/12/2021

		30/09/2021
<input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future	Performance	★
	Comments	The draft Local Plan has now been agreed by the working party. It includes a comprehensive range of policies to support the transition to a low carbon future including; enhanced energy efficiency standards, reducing car dependency, mitigating the risks from coastal erosion and flooding, electric vehicle charging points and better broadband connectivity. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	★
	Comments	The Carbon Reduction Strategy and Action Plan is in preparation which will be presented to Cabinet in the next few months.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	Meeting being arranged in October 2021 with Environmental Policy Officer to finalise wording for the report template.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.3.3 Measure, monitor and report on the change in the Council's emissions and review action plan	Performance	★
	Comments	This is an ongoing piece of work - a Carbon Reduction Strategy and Action Plan is currently being developed which will consider ongoing mechanism for monitoring and evaluating carbon emissions on an annual basis.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.3.4 'Green energy' initiatives	Performance	★
	Comments	Applying for Public Sector Decarbonisation Scheme funding to update heating systems in council owned buildings. This funding application will be submitted in November.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set

		30/09/2021
<input checked="" type="checkbox"/> 4.4.1 Agree the vision and business plan for Coastal Partnership East	Performance	
	Comments	The CPE vision has been shared with the CPE Operational Officer Group and the CPE Board. The Business Plan is in draft form and is developing and will be progressed through November with wider team input. Progression has slowed due to wider draws on resources.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.4.2 Establish evidence of coastal change impacts, interpret and communicate this to policymakers	Performance	
	Comments	Anglia Coastal Monitoring Programme ongoing and discussions ongoing for future monitoring requirements. There is an need for further analysis and this has been highlighted to the Environment Agency. Happisburgh drone survey continues. Sandscaping autumn survey captured and analysis arranged. UEA research secondment progressing and extended for a further six months.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.3 Local coastal communities - adaptive responses to coastal change and resilience	Performance	
	Comments	Innovative Resilience Fund expression of interest has been successful and a bid for initial funding to develop the Outline Business Case for full government funding has been approved. Work now underway in preparing the Outline Business Case.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.4 Develop innovative coastal management approaches	Performance	
	Comments	Innovative Resilience Fund expression of interest has been successful and a bid for initial funding to develop the Outline Business Case for full government funding has been approved. Work underway to prepare the Outline Business Case.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2023

		30/09/2021
<input checked="" type="checkbox"/> 4.4.5 Continue to implement local actions to manage the coast	Performance	★
	Comments	Maintenance of coastal assets has continued over the last quarter and a programmed work at Overstrand is due to start late October/early November. Mundesley and Cromer (Phase 2) schemes detailed design is underway and preparation for consenting. Due to shortages in resources at the Marine Management Organisation there are risks around delays in consenting (beyond NNDC/CPE control) which may impact on procurement timeframes and construction start dates.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy regarding coastal management	Performance	★
	Comments	Continued engagement with LGA Coastal Special Interest Group including input and leading on national topic themes such as adaptation. Continued support and input into the East Anglian Coastal Group including appointment to two vice chairs from CPE team. Input into DEFRA Historic Erosion Rates project. Progression of investigations in relation to the coast and climate change through UEA secondment. Progression of Coastal Loss Innovative Funding and Finance Project which seek to provide evidence and information to influence national approach of solutions or at risk residential properties - draft outputs expected later in 2021.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2023
<input checked="" type="checkbox"/> 4.5.1 Collect and analyse data relevant to the tree planting project	Performance	★
	Comments	A tree planting strategy is being taken to Overview and Scrutiny committee in November 2021 - this strategy outlines the route for the delivery of the 110,000 tree project and outlines the main aims that this scheme will fulfil.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	★
	Comments	The planning process for the tree project is complete and has been encompassed through the development of a tree planting strategy which all future tree projects will align with.
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/08/2021

		30/09/2021
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	Performance	★
	Comments	There are a range of community tree planting projects (Cromer High School, Miyawaki forests, Trunch) taking place across the current tree planting season (October 2021 - March 2022)
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	★
	Comments	This piece of work has been encompassed within the tree planting strategy
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/10/2020
	Due Date	31/12/2022
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	★
	Comments	Waiting for UKPN and meter provider attendance at Bank Loke North Walsham. All other sites at public car parks in the following locations Cromer, Sheringham, Fakenham, Wells, Holt and Cromer Council office car park are now operational.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/11/2021
<input checked="" type="checkbox"/> 4.6.2 Assess demand/growth in the use of electric vehicles and roll-out of further charging points	Performance	▲
	Comments	There is a wider piece of piece of feasibility work which needs to be undertaken to identify suitable areas across the district for the delivery of EV charging infrastructure. This needs to align with Norfolk wide approaches to the decarbonisation of highway networks as well as with public transport provision.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.6.3 Include policies on EV and EV infrastructure in the Local Plan and in asset management plans	Performance	★
	Comments	The Planning Policy and Built Heritage Working Party are close to finalising the Draft Plan. Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly. The plan includes requirements for EV charging points within new developments. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	28/02/2020
	Due Date	31/08/2021

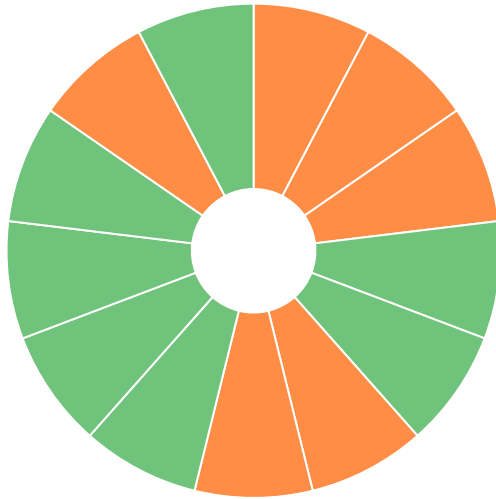
		30/09/2021
<input checked="" type="checkbox"/> 4.6.4 Review staff/member travel policies and future options that will reduce emissions	Performance	
	Comments	Work on this is progressing, but at a reduced pace, due to a number of vacancies within the HR team.
	Owner	James Claxton
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	29/10/2021
<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	Performance	
	Comments	Alongside the promotion of our Carbon Reduction Strategy and Action Plan this will follow on as a means of encouraging more sustainable modes of transport. Therefore this action will be started during 2022 with a view to completing by March 2023.
	Owner	Robert Young
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	07/09/2021
<input checked="" type="checkbox"/> 4.7.2 Waste & cleansing contract - investigate going beyond the minimum necessary	Performance	
	Comments	<p>Project started, but some delays. Provisions relating to this objective have been included within the procurement of the waste contract or the solution offered by the contractor, including community engagement grants reuse on bulky waste collections and the potential for an upcycling scheme. The deployment of these elements of the contract have been delayed whilst the contractor concentrates on delivering core services however officers are working closely with the contractor to implement these elements when it is appropriate to do so.</p> <p>Expansion of the community fridge scheme continues to see food waste being diverted from landfill. Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste reduction. We are planning an updated waste composition analysis in Q3 within north Norfolk to plan for a future targeted communication and intervention strategy.</p>
	Owner	Scott Martin
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance	
	Comments	The COVID-19 pandemic has significantly altered waste composition and collection patterns. We are planning an updated waste composition analysis in Q3 within north Norfolk to plan for a future targeted communication and intervention strategy.
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	not set






<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance	★
	Comments	<p>Two new community fridges have been opened this year. During Q2, discussions have also taken place regarding a potential new site within the district.</p> <p>Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste reduction. We are planning an updated waste composition analysis in Q3 within north Norfolk to plan for a future targeted communication and intervention strategy.</p>
	Owner	Scott Martin
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2021
	<input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Performance
Comments		<p>Eight, all electric Maxus vehicles (Transit sized) are now deployed on the contract and are in use by the Supervisors and Toilet Cleansing Operatives. Minor adjustments to working practices are still being made to reflect the charging requirements and location of charge points.</p> <p>Serco continue to investigate the availability of alternatively fuelled vehicles across their contracts and there is continued dialogue with the Councils about this rapidly developing technology environment. To reflect this, for some ancillary vehicles, officers have agreed the purchase of previously used vehicles which can be replaced when suitable alternatively fuelled vehicles become available.</p> <p>Serco are currently working to produce a baseline carbon report, to inform the Council's work towards net zero carbon by 2030. It is anticipated that this will also inform the progress made against Serco's carbon reduction plan, submitted as part of the bid process.</p>
Owner		Steve Hems
Stage		In Progress
Start Date		01/04/2020
Due Date		30/04/2022







Quality of Life

North Norfolk is a wonderful place to live and work, with strong and vibrant communities and most of our residents enjoying a good quality of life. The Council and its partners are committed to improving the wellbeing of older people through social prescribing and promoting the development of Housing with Care / Extra Care provision where people can live independently for longer with opportunities for social interaction. The Council has a strong record of providing and supporting facilities and activities which improve local people's mental wellbeing and quality of life and, within the financial constraints the Council operates within, it is committed to maintaining and enhancing such facilities for the future as they form an essential element of the district's appeal as a place to live and visit.

Latest Update



		30/09/2021
<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Performance	
	Comments	Karen Hill and Emily Capps are putting together a proposal, by the end of 2021, for the portfolio holder to review. Then it will go through the Committee process for approval by 31 March 2022.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	
	Comments	Delayed due to Covid, however, Officers are now looking at how this work is taken forward to reflect the post pandemic environment.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2021
<input checked="" type="checkbox"/> 5.2.2 Implement the Quality of Life Strategy	Performance	
	Comments	As the Quality of Life strategy has been delayed due to Covid19 it has not been possible to begin the implementation.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	
	Comments	<p>The programme is progressing as planned. The Place Making work on public realm and highways - a number of events including; face-to-face public meeting with over 600 people taking part, targeted focus group discussions and online surveys. Results are being analysed which will inform the final design proposals. The next step is being considered at Cabinet on 1 November.</p> <p>An invitation to tender has been issued for the Cedars restoration work.</p> <p>The Building Improvement Grant Scheme was launched and over twenty expressions of interest have been received. The cultural programme, which runs alongside the HAZ scheme, is being delivered. A heritage exhibition and poetry performance were delivered.</p>
	Owner	Jenni Jordan
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024
<input checked="" type="checkbox"/> 5.4.1 Formulate and publish an accessibility guide	Performance	
	Comments	n/r
	Owner	Sonia Shuter
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2021

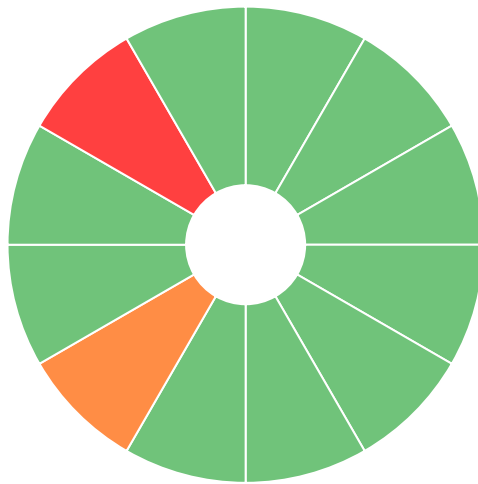
<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	
	Comments	The Leisure Centre did not complete in September due to ongoing issues with materials and labour as previously reported. The Contractor has provided new timeframes for completion and handover in October. The site is being regularly visited by the project team and dates are being monitored. The overrun of the contract does not incur direct costs to the project however the Council will incur indirect costs related to the late opening of the facility as well as a delay in the provision of excellent new swimming and fitness to residents.
	Owner	Kate Rawlings
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	19/11/2021
<input checked="" type="checkbox"/> 5.6.1a Maintain and enhance the physical structure of Cromer Pier	Performance	
	Comments	Tender is delayed until December 2021. Delay caused by additional information required for the statutory licence issued by the Marine and Maritime Organisation.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.6.1b Work with partners to develop a programme of events on Cromer Pier	Performance	
	Comments	A summer show was held at the Pavilion Theatre and a Christmas show is planned. Concerts are also being held. The programme is very close to being back to normal.
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	Performance	
	Comments	Approval from S151 officer confirmed for additional spend of approximately £50k caused by construction inflation currently at 12.5%.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	
	Comments	All Green Flags retained in 2021/22 for Pretty Corner, Holt Country Park and Sadlers Wood. The Blue Flag applications for 2022 will be submitted in January 2022.
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 5.9.1 Deliver the first Mammoth Marathon	Performance	
	Comments	Planning for the marathon has started and the intention is to hold the event on 15 May 2022.
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	15/05/2022

<input checked="" type="checkbox"/> 5.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	Performance	
	Comments	This is ongoing. I continue to research, log and share funding opportunities, as appropriate. Awaiting further direction on QoL strategy and results of survey to allow more specific opportunities to be identify.
	Owner	Laura Blackwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	28/12/2021

Financial Sustainability and Growth

Looking forward the Council will need to be even more innovative in its approaches to maintaining and increasing service provision, building upon its record of robust financial management through identifying new sources of income, making sound investments and delivering high quality services in the most efficient way possible.

Latest Update



		30/09/2021
<input checked="" type="checkbox"/> 6.1.1 Establish a baseline against which to review and control fees and charges	Performance	★
	Comments	This is being progressed as part of the Zero Based Budgeting (ZBB) project. Once a new cost base is established as part of ZBB, fees and charges can be set which reflect an updated cost of delivering the service.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	30/06/2021
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.2 Develop a public convenience strategy	Performance	★
	Comments	Work has not recommenced on this Strategy document. Will feed back overall approach to BPG for approval/amends Nov/Dec 2021.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	★
	Comments	Operational managers are working on submissions which will be discussed by Cabinet and Management Team in November prior to the budget being set in February 2022.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	01/06/2021
	Due Date	30/04/2022
<input checked="" type="checkbox"/> 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance	★
	Comments	There are no further updates since the previous report, officers will feed in to any further consultations in respect of business rates as they are released.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.5 Undertake service reviews to improve efficiency and reduce costs	Performance	★
	Comments	Each Service area has undertaken a Zero Based Budgeting exercise, in which managers have been asked to review the budgetary needs for their service from scratch. While this was not undertaken as a specific cost reduction exercise, it was expected that managers would review the possibilities for making efficiencies.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022










<input checked="" type="checkbox"/> 6.2.1 Develop a Financial Sustainability Strategy	Performance	★
	Comments	Draft report on the Financial Sustainability Strategy framework and development cycle discussed with the Corporate Leadership Team (CLT) in July 2021. Initial discussions held with Cabinet Members at Business Planning in August. Further meeting held at the start of October, further feedback on draft report currently awaited prior to drafting of the final strategy for committee approval by the end of the calendar year.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance	★
	Comments	A detailed proposal is being prepared and will be brought to Cabinet over the coming months.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.2.3 Explore the opportunities to generate income from advertising and sponsorship	Performance	●
	Comments	No further progress this period.
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2022
<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	Performance	★
	Comments	<p>The Asset Management Plan has been redrafted to reflect the Councils key priorities and delivery plan in particular reducing carbon emissions from property. Once feedback on the document has been provided, the governance process will commence seeking approval to adopt the document in readiness for April 2022.</p> <p>Following The Beach Hut & Chalet Review 2018 and that service forming part of the Estates team earlier in 2021, an interim assessment of the Review's action plan and pricing strategy was undertaken. The objective of this was to refocus some of the actions and provide recommendations to pricing structure to encourage more bookings out of the usual peak season. Officers are now progressing through the governance process with recommended proposals and will seek to implement these for the 2022 season.</p>
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022

<input checked="" type="checkbox"/> 6.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	Performance	▲
	Comments	There is a wider piece of piece of feasibility work which needs to be undertaken to identify suitable areas across the district for the delivery of EV charging infrastructure. This needs to align with Norfolk wide approaches to the decarbonisation of highway networks as well as with public transport provision.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/08/2021
	<input checked="" type="checkbox"/> 6.4.2 Explore the potential for the installation of photo voltaics (PV) on the Council's assets	Performance
Comments		A review is currently being undertaken to look at the delivery of a solar array over the carpark at the new Reef facility.
Owner		Annie Sommazzi
Stage		Not Started
Start Date		04/02/2020
Due Date		31/12/2021

Performance achieving targets

Key Performance Indicators

This report shows performance for the Corporate Plan Key Performance Indicators (KPIs). The performance levels shown are the year-to-date figures for monthly and quarterly measures.

		Sep 2021
CS 001 Number of complaints	Performance (YTD)	
	Actual (Period) (YTD)	221
	Target (YTD)	180
	Direction of change (YTD)	
	Owner	Jane Wisson
	Comments	During Quarter 2 we have seen an increase in the number of complaints for Environmental Health and Planning. This may be due to difficulties in recruitment for both services. This will be pointed out to the relevant Assistant Directors for them to investigate.
	Objective/ Department	<ul style="list-style-type: none"> ■ Customer Services Management ■ 3 - Customer Focus
EG 011 Number of businesses supported	Performance (YTD)	
	Actual (Period) (YTD)	228
	Target (YTD)	100
	Direction of change (YTD)	
	Owner	Stuart Quick
	Comments	The number of business supported is significantly lower than the previous quarter due to closure of the last phase of Covid grant support.
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 2 - Boosting Business Sustainability and Growth
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	387
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Lisa Grice
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ People Services
HS 001 Number of affordable homes built	Performance (YTD)	
	Actual (Period) (YTD)	92
	Target (YTD)	50
	Direction of change (YTD)	
	Owner	Nicky Debbage
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 1 - Local Homes for Local Need
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	
	Actual (Period) (YTD)	144,768
	Target (YTD)	144,768
	Direction of change (YTD)	
	Owner	Karl Read
	Comments	Due to the continually changing Covid-19 situation targets are continually under review.
	Objective/ Department	<ul style="list-style-type: none"> ■ 5 - Quality of Life ■ Environment and Leisure

		Oct 2021
CE 001 Number of very long term empty homes (2 years or more as at 1st day of each month)	Performance (YTD)	!
	Actual (Period) (YTD)	140
	Target (YTD)	
	Direction of change (YTD)	↓
	Owner	Bob Wade
	Comments	The number has decreased from 166 on 30 September 2020 to 140 on 30 September 2021. The reasons for this are likely to be due, in part at least, to the market but also the financial impact of the council tax levy, amongst other things. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Combined Enforcement Team Leader and the Revenues Manager monitors these properties. Given current capacity within the teams legal interventions are constrained not least given the time and complexity of tackling this issue. The new Housing strategy includes this issue but any resources will need to be targeted given local housing needs and recognise that there are rarely instant solutions in bringing long-term empties back into use via the corporate Enforcement board.
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ Planning
CE 003 Number of long term empty homes (6 months or more as at 1st day of each month)	Performance (YTD)	!
	Actual (Period) (YTD)	470
	Target (YTD)	
	Direction of change (YTD)	↑×
	Owner	Bob Wade
	Comments	The number has decreased from 564 on 30 September 2020 to 470 on 30 September 2021. The reasons for this are likely to be due, in part at least, to the market but also the financial impact of the council tax levy, amongst other things. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Combined Enforcement Team Leader and the Revenues Manager monitors these properties. Given current capacity within the teams legal interventions are constrained not least given the time and complexity of tackling this issue. The new Housing strategy includes this issue but any resources will need to be targeted given local housing needs and recognise that there are rarely instant solutions in bringing long-term empties back into use via the corporate Enforcement Board.
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ Planning

Performance Focus

This section of the report shows all the performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are the year-to-date figures for monthly and quarterly measures.



Latest Update

		Sep 2021
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	▲
	Actual (Period) (YTD)	60.36
	Target (YTD)	20.00
	Direction of change (YTD)	↗✗
	Owner	Renata Garfoot
	Comments	The majority of the outstanding debt now relates to 1 tenant. Payment was received for this at the start of October so the debt is still showing on this report.
CS 001 Number of complaints	Performance (YTD)	▲
	Actual (Period) (YTD)	221
	Target (YTD)	180
	Direction of change (YTD)	↗✗
	Owner	Jane Wisson
	Comments	During Quarter 2 we have seen an increase in the number of complaints for Environmental Health and Planning. This may be due to difficulties in recruitment for both services. This will be pointed out to the relevant Assistant Directors for them to investigate.
-> CS 004 Average transaction time (minutes) - Customer Services	Performance (YTD)	▲
	Actual (Period) (YTD)	14.76
	Target (YTD)	10.00
	Direction of change (YTD)	↘✓
	Owner	James Jacobs
	Comments	From April 2020 to July 2020 no face to face transactions were recorded due to lockdown. From August 2020 to June 2021 staff returned but only to see the most vulnerable of customers with complex enquiries. From July 2021 we continue to see transaction times falling back towards pre-COVID numbers. This has resulted from our offices now being open to more types of enquiries and more staff being available. We also have new reception staff who can deal with the more straightforward drop in customer enquiries at first point of contact.
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	15.06
	Target (YTD)	80.00
	Direction of change (YTD)	↘✓
	Owner	Emily Capps
	Comments	There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response. A conversation has been held with the relevant portfolio holder over how best to report this data in future. - unfortunately due to other commitments a review of this nature has not occurred.

		Sep 2021
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	13.13
	Target (YTD)	80.00
	Direction of change (YTD)	↕✘
	Owner	Emily Capps
	Comments	There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response. A conversation has been held with the relevant portfolio holder over how best to report this data in future. - unfortunately due to other commitment's a review of this nature has not occurred.
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance (YTD)	▲
	Actual (Period) (YTD)	54.5
	Target (YTD)	41.0
	Direction of change (YTD)	↕✘
	Owner	Jeny Carroll
	Comments	A large value invoice was in dispute for a number of months. This has now been paid. Another factor influencing this increase in debtor days is the amount of trade waste debt waiting to be cancelled as a result of COVID.
RV 010 Percentage of non-domestic rates collected	Performance (YTD)	▲
	Actual (Period) (YTD)	55.87
	Target (YTD)	58.00
	Direction of change (YTD)	↕✔
	Owner	Sean Knight
	Comments	The NDR collection is 55.87% against a target of 58.00% as at end of September 2021. This is a shortfall in collection of £432k. The main reason for this is that the NDR relief awarded as part of the covid support has been changed from 100% to 66% with effect from 1 July 2021. This work needed a re-billing exercise for approx. 1,800 businesses with the total relief reducing and an increase in the amount needed to be collected by over £3.8m. This additional charge has been spread over the remaining instalments of the 2021/22 financial year and has reduced the percentage collected to date.

All other management performance measures

This report shows performance for all other monthly, quarterly and annual operational management performance measures. The performance levels shown are the year-to-date figures for monthly and quarterly measures.














Latest Update

		Sep 2021
AS 001 Occupancy rate of Council-owned rental properties - Industrial	Performance (YTD)	★
	Actual (Period) (YTD)	80.95
	Target (YTD)	80.00
	Direction of change (YTD)	➔
	Owner	Renata Garfoot
	Comments	
AS 002 Occupancy rate of Council-owned rental properties - Retail	Performance (YTD)	●
	Actual (Period) (YTD)	73.33
	Target (YTD)	80.00
	Direction of change (YTD)	➔
	Owner	Renata Garfoot
	Comments	One asset removed as unlettable due to temporary planning consent expiry.
AS 003 Occupancy rate of Council-owned rental properties - Concessions	Performance (YTD)	★
	Actual (Period) (YTD)	100.00
	Target (YTD)	90.00
	Direction of change (YTD)	➔
	Owner	Renata Garfoot
	Comments	
AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time	Performance (YTD)	?
	Actual (Period) (YTD)	
	Target (YTD)	100.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from the Internal Audit team.
AU 002 Percentage of Priority 2 (Important) audit recommendations completed on time	Performance (YTD)	?
	Actual (Period) (YTD)	
	Target (YTD)	70.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from the Internal Audit team.
AU 004 Percentage of audit days delivered	Performance (YTD)	?
	Actual (Period) (YTD)	
	Target (YTD)	34.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from the Internal Audit team
BC 001 Building Control income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	226,193.00
	Target (YTD)	189,996.00
	Direction of change (YTD)	↕
	Owner	Stuart Tate
	Comments	

		Sep 2021
BE 027 (HB1) Average time for processing new claims (housing benefit and council tax support)	Performance (YTD)	★
	Actual (Period) (YTD)	17.50
	Target (YTD)	20.00
	Direction of change (YTD)	↗✗
	Owner	Trudi Grant
	Comments	The speed of processing for new claims increased during September as we finalised a number of outstanding new claims which had been submitted against new supported accommodation developments. The decision making process involves agreeing the rent levels and eligible service charges for Housing Benefit. Unfortunately we had not been made aware of the developments in advance of claims being submitted for Housing Benefit which meant we had claims we were not able to action in a timely manner. Our performance for Q1/2021 for new claims was 17 days and for Q2/2021 it was 18 days. Following the pandemic we are continuing to use best practices that worked well over the last 18 months and we are continuing to make service improvements which will allow the customer to make an application easily and for new claims to be processed more quickly.
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	★
	Actual (Period) (YTD)	12.33
	Target (YTD)	14.00
	Direction of change (YTD)	↓✓
	Owner	Trudi Grant
	Comments	During September we have concentrated on processing older outstanding work items to ensure we minimise overpayments occurring and issue underpayments. Whilst this has increased our speed of processing for September, our performance for the last two quarters has remained under our target. For Q1/2021 our speed of processing was 15 days and for Q2/2021 it was 10 days.
CE 004 Percentage of very long term empty homes as a proportion of the taxbase	Performance (YTD)	★
	Actual (Period) (YTD)	0.26
	Target (YTD)	0.31
	Direction of change (YTD)	↓✓
	Owner	Bob Wade
	Comments	
CE 005 Percentage of long term empty homes as a proportion of the taxbase	Performance (YTD)	★
	Actual (Period) (YTD)	0.83
	Target (YTD)	1.00
	Direction of change (YTD)	↓✓
	Owner	Bob Wade
	Comments	
CL 002 Number of Ombudsman referral decisions	Performance (YTD)	★
	Actual (Period) (YTD)	2
	Target (YTD)	18
	Direction of change (YTD)	→
	Owner	Linda McEggett
	Comments	

		Sep 2021
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Performance (YTD)	★
	Actual (Period) (YTD)	2
	Target (YTD)	0
	Direction of change (YTD)	→
	Owner	Lynda McElligott
	Comments	
→ CS 003 Average wait time (minutes) - Customer Services	Performance (YTD)	!
	Actual (Period) (YTD)	14.76
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	James Jacobs
	Comments	Targets suspended due to Covid-19.
CS 006 Percentage of customers who were quite / extremely satisfied-helpful pleasant and courteous	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	
CS 007 Percentage of customers who were quite/extremely satisfied - competent/knowledgeable/	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	
CS 008 Percentage of customers who were quite or extremely satisfied with the time taken	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	
CS 009 Percentage of customers who were quite or extremely satisfied they got everything they need	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	

		Sep 2021
DM 024 (24m) Percentage of non-major planning applications determined within time period	Performance (YTD)	
	Actual (Period) (YTD)	79.24
	Target (YTD)	80.00
	Direction of change (YTD)	
	Owner	Geoff Lyon
	Comments	This performance measure is set against a national threshold of 70%; performance reporting to Development Committee has noted concerns, reasons and measures taken to address this underperformance. Monthly returns show July at 73.5 %; August at 86% and September at 92%, Quarter 8 recorded 83%. Members of Development Committee will be updated Monthly and are satisfied that performance is now improving.
DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	
	Actual (Period) (YTD)	0.54
	Target (YTD)	10.00
	Direction of change (YTD)	
	Owner	Geoff Lyon
	Comments	
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within time period	Performance (YTD)	n/a
	Actual (Period) (YTD)	11
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Geoff Lyon
	Comments	
EG 009 Grants awarded (£)	Performance (YTD)	
	Actual (Period) (YTD)	2,553,282.00
	Target (YTD)	0.00
	Direction of change (YTD)	
	Owner	Stuart Quick
	Comments	
EG 010 Number of businesses engaged via business support events	Performance (YTD)	
	Actual (Period) (YTD)	33
	Target (YTD)	20
	Direction of change (YTD)	
	Owner	Stuart Quick
	Comments	
EP 001a Percentage of responses to nuisance complaints within 2 working days	Performance (YTD)	
	Actual (Period) (YTD)	79.86
	Target (YTD)	80.00
	Direction of change (YTD)	
	Owner	Emily Capps
	Comments	The Environmental Protection Team experienced a greater number of complaints during the summer months. This coupled with staff annual leave has impacted on the response time. All complaints that were received were prioritised in order of public health significance and the most urgent dealt with within the timescale.

		Sep 2021
HC 005 Number of grants awarded from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	18
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Sonia Shuter
	Comments	
HC 006 Amount of funding investment from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	90,087.75
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Sonia Shuter
	Comments	The North Norfolk Sustainable Communities Fund Panel met on 6th September 2021 to consider applications over £1,000 and under £15,000. Five new applications totalling £44,194.05 were presented to the Panel. The panel recommended that the five applications were all approved with grants totalling £37,451.75. The Panel were also advised that three grants for Under £1,000 had been received. Awards were made to all three applicants totalling £2,660.
HO 006 Numbers on the housing waiting list	Performance (YTD)	n/a
	Actual (Period) (YTD)	2,796
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
HO 008 Numbers on the Housing Options Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	1,972
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
HO 009 Numbers on the Transfer Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	417
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
HR 007 Working days lost due to sickness absence - whole authority days per FTE	Performance (YTD)	★
	Actual (Period) (YTD)	2.23
	Target (YTD)	3.00
	Direction of change (YTD)	↕
	Owner	James Claxton
	Comments	

		Sep 2021
HS 002 Number of affordable homes granted planning permission	Performance (YTD)	n/a
	Actual (Period) (YTD)	23
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Nicky Debbage
	Comments	
HW 003 Number of Disabled Facilities Grants completed	Performance (YTD)	n/a
	Actual (Period) (YTD)	36
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Karen Hill
	Comments	
HW 004 Number of Disabled Facilities Grants approved	Performance (YTD)	n/a
	Actual (Period) (YTD)	43
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Karen Hill
	Comments	
HW 005 Average Disabled Facilities Grant spend (£)	Performance (YTD)	n/a
	Actual (Period) (YTD)	80,235
	Target (YTD)	
	Direction of change (YTD)	n/a
	Owner	Karen Hill
	Comments	
IT 001 Number of transactions made via the Council website	Performance (YTD)	★
	Actual (Period) (YTD)	25,697
	Target (YTD)	21,000
	Direction of change (YTD)	↕
	Owner	Rob Holmes
	Comments	
LE 010 Number of Adult Visitors to Parks and Countryside Events	Performance (YTD)	★
	Actual (Period) (YTD)	549
	Target (YTD)	549
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance (YTD)	★
	Actual (Period) (YTD)	579
	Target (YTD)	579
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	

		Sep 2021
LE 012 Total number of Visitors to Parks and Countryside Events	Performance (YTD)	★
	Actual (Period) (YTD)	788
	Target (YTD)	788
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	
LE 013 Income from events organised at Country Parks	Performance (YTD)	★
	Actual (Period) (YTD)	1,401.00
	Target (YTD)	1,401.00
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	
LS 003 Legal Services fee income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	370,530.00
	Target (YTD)	36,000.00
	Direction of change (YTD)	↕
	Owner	Noel Doran
	Comments	
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days	Performance (YTD)	●
	Actual (Period) (YTD)	86.97
	Target (YTD)	90.00
	Direction of change (YTD)	↘
	Owner	Noel Doran
	Comments	
MJ 001 (24m) Percentage of major planning applications determined within time period	Performance (YTD)	★
	Actual (Period) (YTD)	75.61
	Target (YTD)	60.00
	Direction of change (YTD)	↘
	Owner	Geoff Lyon
	Comments	
MJ 002 (24m) Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	★
	Actual (Period) (YTD)	2.44
	Target (YTD)	10.00
	Direction of change (YTD)	↘
	Owner	Geoff Lyon
	Comments	
MJ 002 (n24m) Major - quality: Number of decisions allowed on appeal	Performance (YTD)	n/a
	Actual (Period) (YTD)	1
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Geoff Lyon
	Comments	

		Sep 2021
PL 001 Planning income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	406,038.00
	Target (YTD)	400,752.00
	Direction of change (YTD)	↕
	Owner	Phillip Rowson
	Comments	
PP 002 Number of homes granted planning permission (all tenure types)	Performance (YTD)	n/a
	Actual (Period) (YTD)	316
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Mark Ashwell
	Comments	
RV 009 Percentage of Council Tax collected	Performance (YTD)	★
	Actual (Period) (YTD)	54.78
	Target (YTD)	54.25
	Direction of change (YTD)	↕
	Owner	Sean Knight
	Comments	Council Tax collection up to 30 September 2021 is 54.78%. This is up against a target of 54.25%. This means we have an excess in expected collection of over £437k.

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PUBLIC CONVENIENCE INVESTMENT PROGRAMME

Summary: This report outlines proposals in relation to continuing to improve the standard and quality of the District Council's public conveniences as a key element of the district's local infrastructure whilst also proposing a more strategic approach to this service area. The report presents a number of options to improve the public convenience service following on from the previous investment programme and makes a number of recommendations for the next phase of capital works to provide new inclusive, replacement and remodelled facilities in key locations within the District. It also provides a framework for the consideration of a Public Convenience Strategy to help shape the future direction of this important provision.

Options considered:

Do nothing.

Explore transfer of public convenience provision to town and parish councils.

Continue the investment programme to make improvements to the quality of the public convenience portfolio.

Adopting a more strategic approach to the management and improvement of these assets.

Conclusions: In conclusion it is recommended that the Cabinet adopt the principles set out in the draft strategy document contained within Appendix A. To further support the Strategy, it is recommended that the capital improvement programme continues to enable the Council to provide quality facilities to residents and visitors alike whilst also focusing on wider accessibility.

Recommendations: It is recommended that Cabinet resolve to;

- **Adopt the principles contained within the draft Strategy document contained within Appendix A;**
- **Approve a provisional budget of £30k to support with the evidence gathering recommended within the Strategy, to be funded from the Invest to Save reserve;**
- **Task the Overview and Scrutiny committee with further developing and embedding the draft strategy and**

considering the further work in relation to evidence collection and engagement proposed and that Cabinet agree the scope of this work; and

- Recommend to Full Council that further capital provision of £500,000 is allocated from capital receipts (to include any potential grant funding) to undertake improvements to facilities in Sheringham and North Walsham, to include provision of Changing Places facilities. These facilities will be delivered by the end of the 2022 calendar year.

Reasons for Recommendations: To provide a more strategic approach to the management and investment off these important assets whilst continuing the capital investment improvement plan.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report, which do not contain exempt information and which are not published elsewhere)

Cabinet Member(s)	Ward(s) affected
Cllr Eric Seward	Sheringham, North Walsham

Contact Officer, telephone number and email: Duncan Ellis (Director for Resources), 01263 516330 duncan.ellis@north-norfolk.gov.uk

1. Introduction

1.1 This report follows on from the previous report brought to Cabinet in September 2018 which secured initial capital funding of £600,000 for investment in the Council's public convenience facilities. This has since been supplemented by further provision of £137,000 to give a total project budget of £737,000.

1.2 Works completed and scheduled to date include;

- Refurbishment and re-modelling of the following facilities;
 - Lushers Passage, Sheringham
 - Coast Road, Bacton
 - Coast Road, Walcott
- Significant upgrading, remodelling and provision of Changing Places facilities at the following locations;
 - North Norfolk Information Centre, Cromer (completed December 2019)
 - Stearmans Yard, Wells-next-the-Sea (scheduled for completion by the end of the current financial year)

- Queens Road, Fakenham (scheduled for completion by the end of the current financial year)
- 1.3 At its meeting of October 2017 the Cabinet stated that it would wish to try to provide a Changing Place facility in each of the District's seven principal towns – either directly or in partnership with a private provider or the third sector, so as to meet this specialist need and increase the attraction of the District to all visitors.
- 1.4 The subsequent report in September 2018 outlined the Council's intent in wishing to provide good quality public toilet facilities in locations across the District, recognising that such facilities are key local infrastructure and support the District's thriving tourism economy; building on the District's reputation as being a first class visitor destination.
- 1.5 This first phase of investment will, by the end of the financial year, see the completion and delivery of three new Changing places facilities within the district, being located in Cromer, Wells-next-the-Sea and Fakenham.
- 1.6 This reports looks to secure further capital funding to continue with the programme of public convenience improvements across the district and to support Cabinet's aspirations to provide further Changing Places facilities.

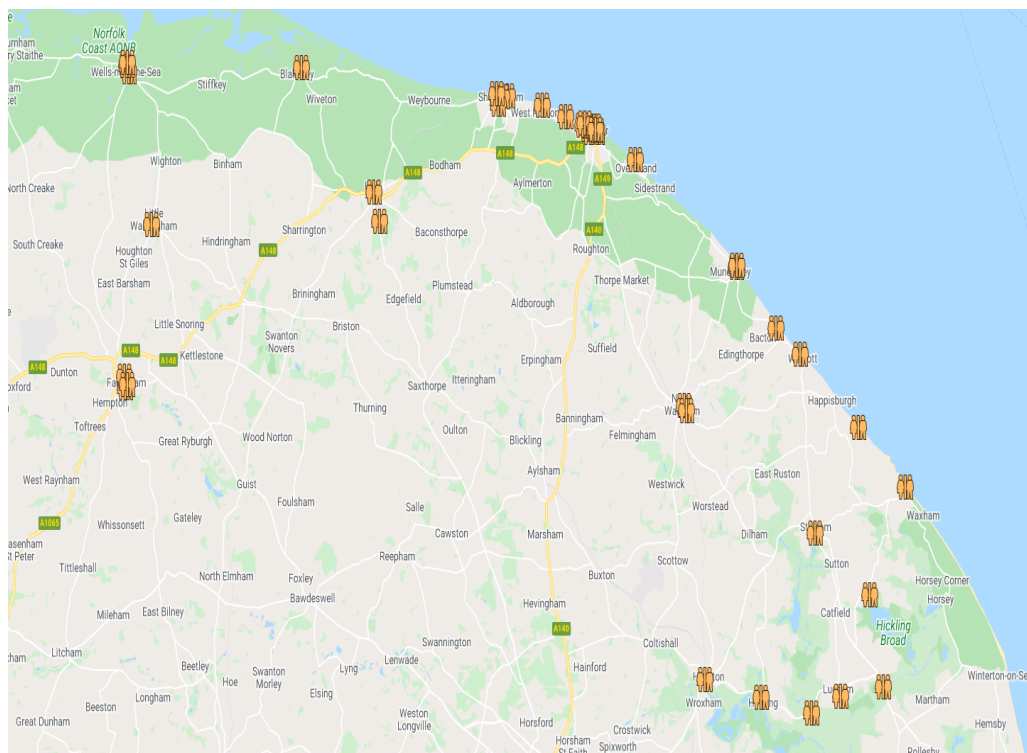
2. Background

- 2.1 The Council has consistently supported the provision of public toilets in the district, acknowledging the elderly demographic of the area, support for the tourism industry and the increasing demand for accessible facilities. Even though the provision of public conveniences is a non-statutory function for local authorities, the Council currently operates 38 public conveniences across the district at key resort and town centre locations including the Broads. Of these, 35 are sited on Council owned property with 3 being on private land leased to the Council. These three are at East Runton, Pauls Lane, Overstrand and Hickling Staithe.
- 2.2 Whilst the Council sees the provision as important, even key to providing infrastructure to support our tourism, leisure and cultural activities, the cost to the Council is significant with the 2021/22 net budget being nearly £730,000. As a discretionary service this leaves the Council with a choice about its provision in the context of decreasing central government funding and budgetary pressures.
- 2.3 The provision of public toilet facilities in North Norfolk spans many decades with facilities in the Broad's villages, seaside resorts and several key market towns and has traditionally been widespread, supporting users of small independent shops as well as busy tourism locations. Many people feel that toilet provision is key to supporting and promoting outdoor activities such as walking, boating and other sporting recreation in a significantly rural area where other provision may be limited.
- 2.4 Many of the facilities are located in key locations such as car parks or high streets and have become an expected provision by many tourists and residents, particularly North Norfolk's aging population. This provision of public toilets, over some 60+ years, has resulted in an array of assets, many

that no longer reflect current public expectation of service provision. Small buildings struggle to comply with current Disabled Disability Act (DDA) standards and despite ongoing refurbishments to update outdated sanitary wear and plumbing, high usage and vandalism makes ongoing maintenance frequent and costly.

- 2.5 Servicing remote and diverse facilities has its challenges, as does the operational issues of a managing facilities over a district spreading some 360 square miles (960 sq/km) and these costs are easy to evidence but, in several cases, where the Council has sought to rationalise or reduce provision, there has been very strong opposition to such proposals.
- 2.6 Maintenance of the provision, such as minor repairs and emergency response, is generally undertaken in-house as part of the Council's Asset Management programme by the Property Services Team. The small team of maintenance operatives is able to undertake works seven days a week when necessary which is very important during peak holiday periods when blockages and breakages can be frequent. Major refurbishments are contracted out but managed by the same team. On a day to day basis, NNDC manages a cleansing contract with Serco to undertake regular cleaning and reporting of maintenance issues.

Figure 1 – location of Council operated public conveniences



3. Public Convenience Strategy

- 3.1 A draft Strategy document is presented within Appendix A for further discussion and consideration. This Strategy provides a framework within which to make objective, informed decisions about the future direction of the service and the stock and makes a number of recommendations regarding further engagement with the public and collection of evidence to support decision making.

- 3.2 It provides the basis of a vision for service delivery and improvement, assesses the current situation and ambitions for the future in terms of service development and delivery and then considers a high level implementation plan. The Strategy also contains a high level assessment of provision across the District and indicates areas where potentially provision is low and two of these areas (Sheringham and North Walsham) are recommended for further improvement works below.
- 3.3 There are also a number of recommendations included in terms of gathering and improving various sources of evidence and information to help better inform decision making. It is recommended that a provisional budget of £30k is allocated from the Invest to Save reserve to support with this work given the current workload of the Property team.
- 3.4 It is recommended that the Overview and Scrutiny committee are tasked with further developing and embedding the draft strategy and considering the further work required in relation to evidence collection and engagement proposed and that Cabinet agree the scope of this work.

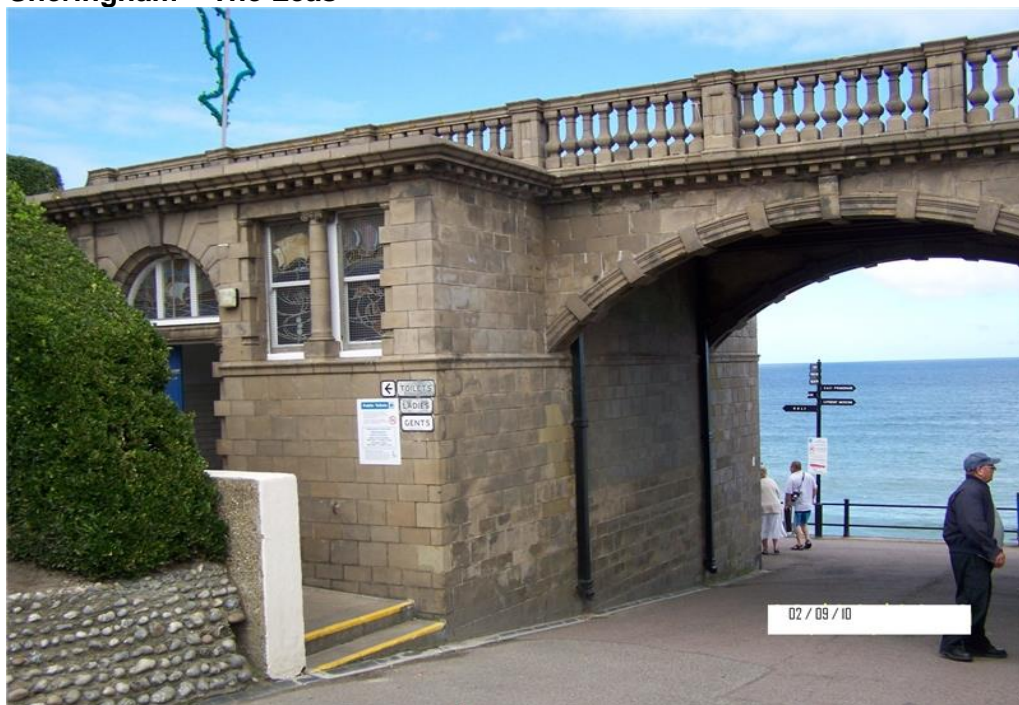
4. Changing Places provision

- 4.1 Where previously the Council have sought to keep DDA compliant facilities available through the RADAR key system, more recently there has been a drive for public provision of more inclusive [Changing Places facilities](#).
- 4.2 The Changing Places Consortium campaigns for public toilets, for people with significant/or complex health conditions, that are spacious and clean, with suitable equipment including a changing bench (adult sized), mobile hoist, space for up to two carers and centrally placed toilet and screen.
- 4.3 According to the consortium, there are as many as 250,000 people nationwide who would benefit from this type of facility. Anecdotally, it would seem many people organise their holidays and trips out around the provision of such facilities.
- 4.4 As outlined above, the Council has an aspiration to provide one of these facilities in each resort and market town if possible, the first was opened as part of the Cromer NNIC refurbishment at the end of 2019. On 29 July the government announced funding proposals for a £30m Changing Places Toilet (CPTs) investment programme, the prospectus for which can be accessed [here](#).
- 4.5 Local authorities (district councils and unitary authorities) were invited to lodge Expressions of Interest (EOIs) in this programme by 26th September 2021 to receive funding. Every local authority that opted in to this programme was able to receive capital funding equivalent to the average cost of installing at least one Changing Places toilet in their area (based on cost average assumption of £40k).
- 4.6 Whilst the outcome of this funding submission has not yet been confirmed for the purposes of agreeing this capital request it has been assumed that a minimum of £40k will be forthcoming from this application process. Should the wider bid be successful there will be an opportunity for further development and improvement of other facilities.

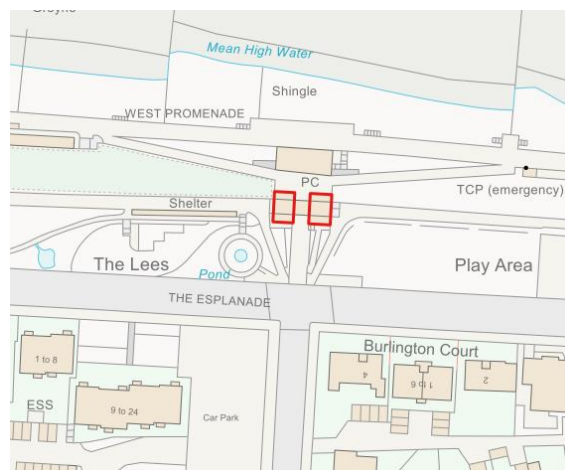
5. Additional work proposals

- 5.1 It is recommended that the next phase of works focuses on facilities in Sheringham (the Leas) and North Walsham (exact location to be agreed but to replace the current Vicarage Street facilities), to include overall modernisation, improvement and provision of Changing Places facilities. These facilities will be delivered by the end of the 2022 calendar year.

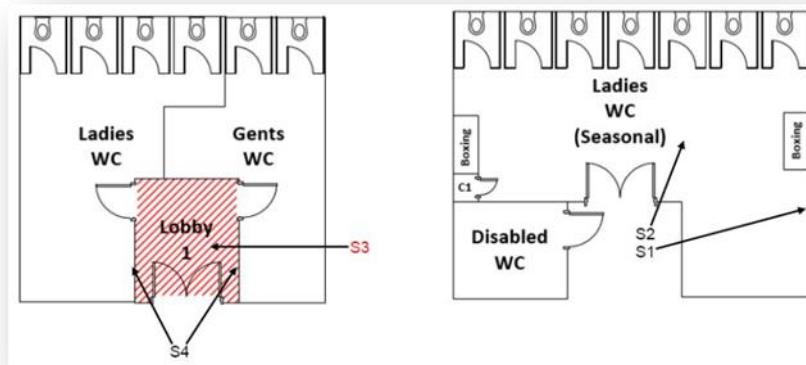
Sheringham – The Leas



- 5.2 These unique toilets are located in the busy and popular area known as Sheringham Leas. Overlooking the west promenade and beaches the two separate blocks are spanned by a pedestrian bridge linking two amenity areas. Their Palladian style include stained glass windows and fully tiled interiors, although it would be fair to say this once decadent facility is now faded. The west block is used year round with the additional east section providing additional seasonal ladies toilets and the accessible toilet.



- 5.3 Alternative uses for this prominent site have been explored but dismissed given the challenge of finding a suitable, alternative site for new facilities.



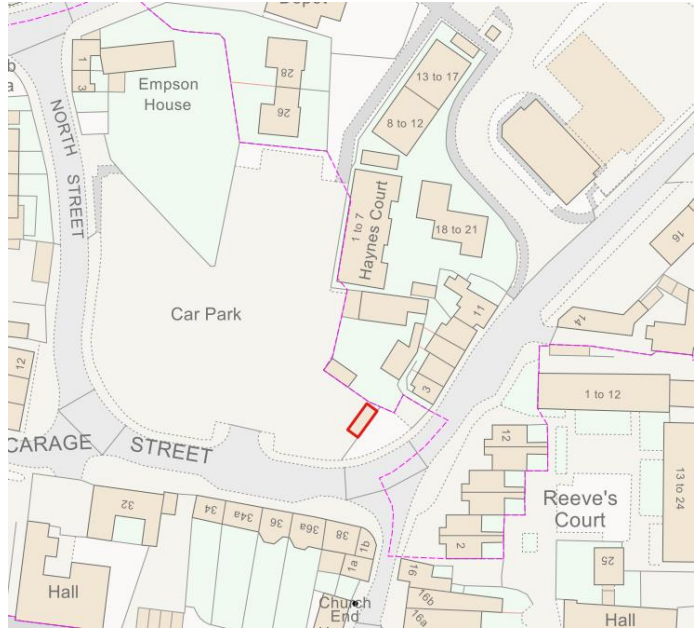
5.4 This premises have the highest running costs of any public convenience in NNDCs portfolio, often due to failure of Victorian drains, with average yearly spend of nearly £12,000.

- **North Walsham - Vicarage Street replacement**



5.5 This public convenience is located on Vicarage Street car park in North Walsham close to a popular thoroughfare between the town and Sainsburys store. The car park also has the town's only public coach park, although this is seldom used for coach parking. The modular block is unique to NNDC having been acquired (second hand) from a London borough in 2012. The individual pods are fitted out in stainless steel to reduce vandalism. It has one accessible toilet with ramped access.

- 5.6 It has an average spend of just over £6k per annum. It should be noted that, while this investment is to re-provide these facilities, the exact location of this re-provision is yet to be agreed.



6. Corporate Plan Objectives

- 6.1 There are two elements of the Corporate Plan supported by this report, the first directly supports Objective 7 under the 'Quality of Life' theme which includes the following;

Public convenience investment programme to include a Changing Places facility in each of our seven principal settlements

7.1. Maintain the quality and accessibility of public conveniences, ensuring they are suitable to the needs of the community and visitors to the area.

- 6.2 The second comes under Objective 1 of the 'Financial Sustainability and Growth' theme which includes the following;

Continuously reviewing our service delivery arrangements, fees and charges to ensure that we deliver value for money

1.2 Develop a public convenience policy to identify ways in which the current £600k a year spend on the provision of public conveniences (to serve users of town centres, recreational and visitor attractions) can be funded, so that good quality provision can be maintained whilst providing council tax payers with value for money.

- 6.3 Agreeing to the proposals outlined within this report will add a further two Changing Places facilities within the District which will then take the total provision to six facilities including the new development at the Reef in Sheringham.

- 6.4 Further to this adoption of the Strategy will help to provide a framework for consideration of future investment and operation of the facilities.

7. Medium Term Financial Strategy

- 7.1 While this continued improvement programme represents a significant amount to invest in a non-statutory service there is an expectation from residents and visitors alike that there is good provision of public conveniences across the District.

7.2 However, this level of investment will see a significant improvement to the highlighted facilities, one of which is the costliest from an operational perspective across the entire portfolio. The investment will have a beneficial impact in terms of ongoing revenue costs and reactive works, which are far costlier by their very nature than planned works and the improved facilities will be more efficient to operate.

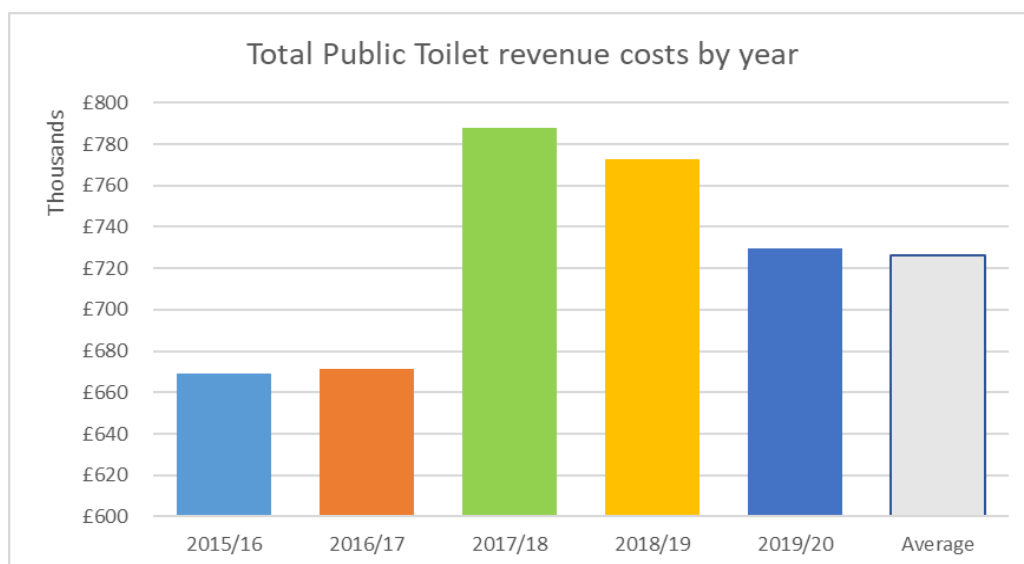
6.3 There is a risk that if the Council does not invest in these assets that the buildings and facilities will continue to deteriorate leading to increased responsive maintenance costs, undermining the Council's reputation and ambition as a quality tourism destination of choice.

8. Financial and Resource Implications

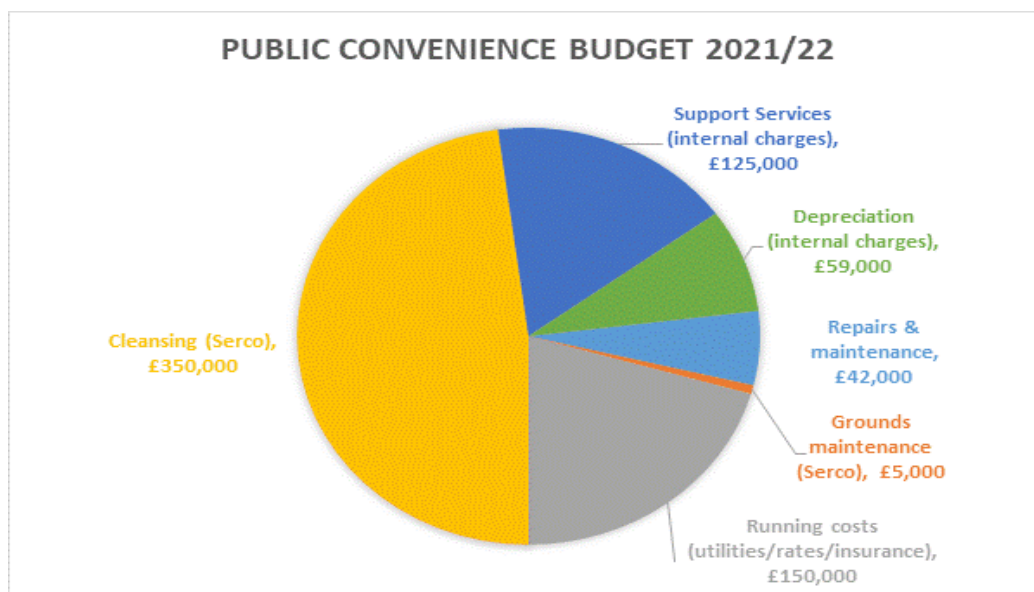
8.1 The cost of operating the Council's public toilets is split across revenue budgets managed by Property Services; which cover general maintenance and running costs including repairs and utilities and a separate budget, forming part of the waste contract, which is assigned for daily cleansing. In addition, there have been several capital investment programmes approved for refurbishments over previous years.

8.2 The graph below shows revenue expenditure over the last 5 years. This averages £726k per year. It should be noted that these costs include depreciation and internal service support (MU) recharges.

Graph 1 - Revenue costs per year



8.3 The following diagram shows the high level breakdown of the 2021/22 budget for the annual operation of the Council's public conveniences.



8.4 This year's budget totals £731k, of which direct costs represent 75% of the budget while indirect costs (depreciation and support service charges) account for the remaining 25%. As can be clearly seen, the largest element of expenditure is the cleansing contract undertaken by Serco and represents almost half of the entire budget.

9. Legal Implications

9.1 There are not considered to be any legal implications as a direct result of this report of these proposals at the current time.

10. Risks

10.1 A detailed risk register will be completed as part of the project governance proposals along with the necessary project documentation which will be discussed and agreed with the Corporate Delivery Unit (CDU).

10.2 In terms of the general risks associated with not progressing with the proposals as outlined, there is a significant risk that, without an overall Strategy, decisions regarding the future investment and operation of the service provision will be made in an ad hoc and un-coordinated way.

10.3 Failure to invest in these facilities will see revenue costs continue to increase as the facilities age and become less fit for purpose. The Council would also be failing to deliver on two of the objectives outlined within the Corporate Plan.

11. Reputationally there is a risk that poor facilities attract negative comments and press coverage in an area which the Council has highlighted as representing key infrastructure for the District.

12. Sustainability

12.1 The sustainability of the facilities in terms of their operation, cleansing and fit out will be considered as part of the works specification for the improvement and will be undertaken by the Property Services team in conjunction with key officers and architects.

13. Climate / Carbon impact

- 13.1 The Property team will engage with the Climate and Environmental Policy Manager to ensure that any opportunity to improve the carbon impact of these facilities is taken as part of these improvement works.

14. Equality and Diversity

- 14.1 The inclusion of two further Changing Places facilities as part of these improvement works impacts positively in terms of equality and diversity and these aspects will be further considered as part of the overall design of the general improvement works as well for each facility.

15. Section 17 Crime and Disorder considerations

- 15.1 As with other similar improvement schemes as part of the design process the Council will engage with the police to ensure they have no concerns in relation to anti-social behaviour.

16. Conclusion and Recommendations

- 16.1 In conclusion it is recommended that the Cabinet adopt the principles set out in the draft strategy document contained within Appendix A. To further support the Strategy, it is recommended that the capital improvement programme continues to enable the Council to provide quality facilities to residents and visitors alike whilst also focusing on wider accessibility.

It is recommended that Cabinet resolve to;

- **Adopt the principles contained within the draft Strategy document contained within Appendix A;**
- **Approve a provisional budget of £30k to support with the evidence gathering recommended within the Strategy, to be funded from the Invest to Save reserve;**
- **Task the Overview and Scrutiny committee with further developing and embedding the draft strategy and considering the further work in relation to evidence collection and engagement proposed and that Cabinet agree the scope of this work; and**
- **Recommend to Full Council that further capital provision of £500,000 is allocated from capital receipts (to include any potential grant funding) to undertake improvements to facilities in Sheringham and North Walsham, to include provision of Changing Places facilities. These facilities will be delivered by the end of the 2022 calendar year.**

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2021

Public Toilet Provision Strategy



NORTH
NORFOLK
DISTRICT
COUNCIL

Maxine Collis
North Norfolk District Council
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Public Toilet Provision Strategy

1. Introduction

In order to bring about a refreshed view of how we manage the public convenience portfolio to greater effect, we are seeking to create a strategic view of the public convenience assets and their management. This strategy seeks to provide a structured plan for assessing each facility, prioritising improvements based on public usage/need and to reflect the Council's desire to provide comprehensive, quality toilet amenities to support local residents, town centre businesses and visitors alike.

This strategy forms an integral part of the Council's corporate plan in the areas of both growth and financial sustainability as well as customer focus and quality of life goals. This approach supports wellbeing in the community and echoes the council's 'A better place' ethos.

This strategy will present an overview of the current facilities and reflect on growing trends and needs of our community and visitors. This will include reviewing alternative options for sites with very low usage, identifying any appropriate future need or improvements in the context of a green agenda. Identifying new policies and creating an implementation plan.

Key elements of this Strategy are the:

- Vision
- Ambition
- Implementation Plan
- Public Toilet Decision toolkits

The Implementation Plan will identify a number of recommendations which will lead to a capital works programme being developed which will detail upgrades and refurbishment of existing facilities where needed.

Where there is a community need for a new toilet, two decision making tools have been included to assist the council in making fair and unbiased decisions.

2. The Vision

To provide and maintain good quality publicly accessible toilets across North Norfolk where there is an identified need for public toilet provision. This is to be supported by a targeted investment programme by the Council and more innovative ways of managing public toilets.

For the management of this service area this means;

- A. On current provision;
 - To ensure a suitable investment programme is in place to maintain toilets to a high standard of cleanliness and functionality to enhance the safety, health and wellbeing of all users.
 - To ensure toilets are well signposted and easily accessible for all users
 - To review the existing provision and resolve strategic network gaps and over provision.
 - Actively consider alternative provision where feasible.
 - To regularly review expenditure and seek ways to reduce revenue costs.

B. On Future design of toilets to;

- reflect need
- be visually attractive and empathic to their surroundings,
- be safe, fully inclusive and accessible to users of all ages and abilities,
- be able to minimising occurrences of anti-social behaviour through careful design and future management,
- have minimal impact on the environment through good design and technology features.

3. Background

The **Public Convenience Review Document 2021** provides information on each of the **38 public toilets** managed by NNDC as well as an overview of the costs and challenges of the overall provision. The document also undertakes a short review of the approach of other local authorities to this challenge and some of the solutions found. A summary identifies the issues NNDC faces in providing these facilities in the future.

It is generally understood that the provision of public conveniences is not a statutory obligation and that the extensive resource budget is borne through a desire to provide local residents and visitors alike with infrastructure that supports the use of our town centres and coastal and broad's resorts.

However with rising costs and shrinking budgets it is appropriate to review provision and identify better, fairer and more efficient ways of working in order to ensure continued provision at a good standard.

The review document was discussed by the Business Planning Group who identified some aspects for the Strategy to consider. These elements are listed below.

Business PG comments

- The Council should aim to provide 1 'high standard' public provision at Cromer, Fakenham, Wells, Sheringham, North Walsham and Holt. These will include a separate accessible toilet, changing places facility, family room and all-gender facilities (where possible) with appropriate directional signage and fit-out decoration in NNDC's corporate colours.
- Explore:
 - outsourcing with assurance of continuation / the creation of a proactive programme to identify toilets to be transferred to new ownership along with limited budgets
 - different forms of operation
 - installation of solar panels and other green solutions
 - advertising/sponsorship
 - community toilet schemes
- Identify ways to:
 - Cap rising costs and lower expenditure - maintain toilets with same/less money
 - Target investment only where needed.
 - Maximise relief on NNDR (already completed)
- DO NOT consider charging

4. The current situation

We currently provide 39 separate toilet blocks in 23 localities. We have minimal accurate data on usage but we know many have high seasonal use in line with the many resort locations along our coastline and in the broad's region.



The Public Convenience Review document 2021 gives further details of each asset including its layout, provision and current condition.

Gathering Evidence

One of the key issues with changing how the service is managed is that public toilets can be a very emotive subject. Therefore decisions are not always based on need or in the context of the wider portfolio, due, in part, to a lack of evidence from monitoring any change. This leads to decisions sometimes being made in isolation or at best on anecdotal evidence. Therefore in order to progress the service; to clarify its function and determine best practice for the future it is necessary to gain solid evidence where possible.

In the Public Convenience Review document 2021 the result of counters measuring footfall of public convenience use was illustrated. This data collection was carried out at 9 of our 39 facilities. Whilst there are no real surprises in the diverse usage shown by the data collection exercise, we have no other information collated to help us make better, more informed decisions. We have anecdotal evidence of the need to keep facilities open, but no actual evidence on what exactly users want. Equally, we know there is some public provision through local visitor attractions and businesses, but we do not know the saturation of such provision, assuming it to be minimal because of the lack of national or large food/retail chains in the area.

With this in mind the service will need to undertake an audit to seek responses to some of the following questions:

- What is the true need? i.e. Do people value quality over extent of provision? Feeling safe over extended opening? (in other words - what exactly do the local population and visitors want?)
- Where is there (geographically) greatest need?
- Where use is low – is it because better provision is made close by?
- How many changing places should we / do we want to provide?

- Are there other services that could be included?
- Are we prepared for spending on toilet provision to increase? And if so by how much?
- If not – how do we reduce costs without reducing the ability to support local economies?

5. Our ambition

- 1) There is a keen desire to ensure all the district's key towns and resorts are served by at least one **High Standard facility**.

Currently, although it does not offer gender-neutral facilities (these are offered elsewhere in the town), we would consider that Cromer's North Norfolk Visitor Centre offers a 'high standard' of public toilet provision. In 2022, new facilities being installed at Wells and Fakenham will also be considered 'high standard' provision. Consideration is now being given to future facilities at North Walsham and Sheringham.

Where possible external funding opportunities need to be sought to reduce the cost to the Council.

In that vein, on 29 July 2021 the government announced funding proposals for a £30m Changing Places Toilet (CPTs) investment programme. Expressions of interest has been declared by NNDC. Every local authority that opted in to this programme was able to receive capital funding equivalent to the average cost of installing at least one Changing Places toilet in their area (based on cost average assumption of £40k).

Whilst the outcome of this funding submission has not yet been confirmed for the purposes of agreeing this capital request it has been assumed that a minimum of £40k will be forthcoming from this application process.

- 2) That a periodic 'assessment of need' is carried out to determine any changes to provision that may be required. This should include reviewing feasibility of alternative provision such as through a **Community Toilet Scheme** or **adoption** of the facility by alternative statutory body or, if appropriate future proofing safeguards are in place, a private provider.
- 3) Any facilities where it is considered a new facility would be more compliant and more cost effective than updating the current one, AND no other provision is feasible, must seek to;
 - include green energy solutions such as solar panels and ground source heat pumps.
 - use Decision Matrix 2 to assess the number of WCs required for that location and that these should include accessible toilets, a family room and all-gender facilities and,
 - include a changing place facility if it is a) located in a key resort or town (and no other provision is made) and b) if site size permits.
 - ensure the internal design is compliant with corporate branding and standard fitting/fixtures
- 4) Where a location could be considered to offer more WCs than required for that location and a facility is particularly difficult to maintain, is non DDA compliant and is within 800m of another facility, then this facility could be considered for closure.
- 5) Closure may also be considered where provision on an alternative site in the same locality is preferable and where the sale of the redundant asset would enable the construction of a new facility.

- 6) That periodic surveys of each asset should be undertaken to identify absences in standard provision based on customer experience to include aspects of convenience, lighting, etc as set out in the Loo of the year criteria.
- 7) That either a periodic survey (approx. 4 years) be carried out to obtain customer satisfaction feedback on toilet provision in North Norfolk or an on-line public feedback system in enabled to capture feedback for consideration of issues and ideas to further improve service provision.

Key elements of High Quality Facilities

Accessible toilets Accessible toilets with standard provision of space and equipment have been in operation since the 1970s so many of the Council facilities provided these as part of the creation of the building. The council uses the radar key system to restrict use, although these are now widely and cheaply purchased by anyone. Accessible toilets assume some level of ability to use the facility alone or with some assistance and these differ from the equipment required by changing rooms or changing places facilities.

Changing Places Originating in 2006, Changing Places facilities are designed for people who require a hoist to use a toilet. The facilities differ from standard accessible or disabled toilets as they include additional features such as an adult change table, hoist, shower, screens and large circulation spaces. There has been an increasing interest in the provision of Changing Places facilities across both the private and government sectors, particularly in locations that attract regular crowds, such as sports and recreation facilities.

Changing Places facilities are vital pieces of community infrastructure which allow members of the public who with specific needs to participate in the day-to-day activities across the District. The key barrier that constrains Council's in providing these facilities is lack of space/footprint requirements of the facility (min 12m²) and expense of facility (£12k for kit alone).

Family Rooms – offer a larger gender neutral space for families – specifically young children/babies to use. They would include a toilet, baby change, and sufficient space for sole use of a small family group and pushchair/pram etc. Space/footprint of current facilities is usually a barrier to the Council offering this facility.

All Gender toilets – (aka Gender neutral/unisex) are becoming more popular to keep in line with equality and diversity legislation. Although not universally popular they do offer a completely self-contained room with hand washing and drying facilities and individual external doors. This does enable improved management of the facility because during maintenance or repair, it is rare to have to close all units at the same time.

Considered opening times - High standard facilities should offer long opening hours to service evening customers as well as early morning ones, such as market traders. This is particularly key where the facility is close to a transport hub.

Regular cleansing/inspection – High standard facilities require regular cleaning and inspection particularly in peak season/times. Complaints need to be dealt with quickly and effectively and should be seen as a key indicator for change.

Maintenance and Décor – Such facilities need to be well maintained through surveys and inspections with priority given to any remedial work. Corporate colours, quality fixtures and fittings and clear signage is also a key element of these facilities. Importantly the works should in the main be programmed not reactive.

Loo of the year awards¹- The ‘Loo of the Year Awards’ offer a useful criteria tick box list that the Council should seek to comply with whether or not the facility is entered for the competition. The criteria includes things like; cubicle size, user convenience, cleanliness, flooring, lighting etc. Full details can be seen via the link below.

Sustainable facilities - should be both being energy and water efficient as well as financial sustainable with consistent effort to lower running costs by the use of quality materials to reduce repairs and maintenance or vandal resistant fixtures/fittings to lessen replacement costs.

Receive an appropriate budget - an appropriate repairs and maintenance budget is required and capital utilising data from 5 year planned maintenance programme.

6. Managing the service

The service needs to continue on the basis of providing an excellent service. In order to do this effectively it needs to gather evidence where possible to inform future decision making and this includes collecting customer feedback, actively taking a more strategic view of its portfolio and regularly reviewing how and why something is being done.

Ability to reduce costs

With the current situation regarding rising interest rates (particularly to energy supplies) and pressures to find green solutions not to mention supply chain difficulties with obtaining goods and materials it could be concluded that making substantial cuts to running costs is not realistic or feasible if the current desire to provide a geographically wide ranging, quality service is upheld.

It would be anticipated that an increase in improvements to assets would realise a short term reduction in wear and tear related maintenance as would the installation of improved designs around vandalism but it would be unrealistic to assume these would be negated entirely.

Resources are an ongoing issue for the Service and it is easy in such circumstances to focus on reactionary maintenance over strategic planning. This is entirely understandable as a prime need by the user of the convenience is that they function! However it is important to get ahead of the curve and to look at the long term provision and how this is best provided. Only on a solid evidence base can we ensure the delivery of the ambition.

Ensuring due diligence and consideration

It must be remembered that whilst a holistic approach is desirable for clarity and focus, determining the most appropriate response to an issue should be site/context specific and what works in one location to deter anti-social behaviour may not apply in other locations. Responses should also consider the diversity and density of activities around the toilet, particularly evening activities. 24 hour availability presents a

¹ [Enter The Loo of the Year Awards](#)

range of challenges, particularly in relation to safety and perceptions around anti-social behaviour during the evening.

The provision of additional toilets to service the night time economy is not considered necessary due to the availability of privately owned toilets found in restaurants and bars.

It is therefore recommended that the Council should retain existing operating arrangements continue to monitor this need as development and land use patterns change over time.

7. Implementation Plan

Step 1: Seek to enable periodic or ongoing customer feedback (commence by April 2022)

Through an on line submission of comments/feedback or through a dedicated questionnaire, obtain feedback on the public conveniences, what the needs are and where they are required. Aim to create a base line to work against to gauge the effect of improvements.

Step 2: Undertake a holistic audit of NNDC's public convenience assets (complete by June 2022)

One of the key features of reviews undertaken by other authorities is to take a holistic view of the portfolio. What this enables is the ability to take an objective view of the provision and align it with other data including visitor numbers, local businesses and attractions and other local provision. In addition information on accessibility, convenience and desirability can help to shape future provision and prioritise key developments. By acknowledging 'not all things are equal' will enable budgets to be spent proportionately, helping to identify where capital spend should be allocated and where new, additional or key facilities should be sited.

Given the general desire to maintain current facilities it is difficult to identify significant budget savings without reducing provision but as part of this process a review of costs could be undertaken to identify any savings or income generating elements such as advertising or car park levy.

In addition to seeking to ensure our provision fulfils need, it may be possible to created added value by taking a fresh look at other elements, for example;

- Are there opportunities to make environmental improvements? (ie PV panels)
- Are there better ways to provide the service?
- What future demands and legislation may change what we provide in the future?

In addition a comprehensive review could culminate in a strong vision or statement of intent – a written 'standard' on what the Council wishes to provide, backed up by evidence and supported by key stakeholders alike.

Ensure the audit contains information on each site with regard to; cleansing requirements, opening hours, perceived safety, lighting etc.

NB This element is likely to require additional funding and should proceed as a separate project through due process.



Step 3: Review audit (complete by Sept 2022)

Identify and prioritise improvements identified. Submit capital bids and implementation changes if funding is approved. Use Sheringham and North Walsham proposals as a test bed for evidencing change.

Step 4: Evidence work requests and needs (on going)

When requests for new build or refurbishments of public toilet facilities are received then use the decision matrix to determine the priority of the request or whether a different approach would be more suitable.

Step 5: Create supporting policies to clarify decision making processes (complete by Sept 2022)

Step 6: Prepare a 5 year plan/works programme (as part of Asset Management Plan - autumn 2022)

It is important to future proof the provision through a realistic improvement/management programme. This should be a holistic plan showing the results of the audit and identifying costs for improvements. The plan should also include conclusions regarding outsourcing and/or community toilet scheme development.

Whilst stronger evidence is gathered to inform the requirements the following decision matrixes (appendix 1) can be used to identify need and prioritise refurbishments.

As the plan is implemented it will be necessary to submit project proposals and capital bid forms in line with Council procedures.

8. Appendix 1 Decision Toolkits

Decision matrix 1 – assessing need

Public Toilet use - assessment of need											
Locations	Resident Pop	Key tourist hot spot?	Nos of Key facilities (ie banks, range of shops)	Other stand alone public toilet facilities?	Estimated provision by shops, cafes etc to customers?	Less than 500m to public car park, railway/ bus station?	KEY				
Bacton	1249	MEDIUM	LOW	NO	LOW	NO					
Blakeney	758	HIGH	MED	YES	MED	YES					
Cromer	7738	V HIGH	V HIGH	NO	VERY HIGH	YES					
Fakenham	7785	MEDIUM	V HIGH	NO	HIGH	YES					
Cart Gap (Happisburgh)	875	MEDIUM	LOW	NO	LOW	YES					
Holt	4189	HIGH	V HIGH	YES	VERY HIGH	YES					
Horning	1146	MEDIUM	MED	NO	MED	NO					
Hoveton	2078	MEDIUM	HIGH	NO	MED	YES					
Hickling	935	MEDIUM	LOW	NO	LOW	YES					
Ludham	1278	MEDIUM	MED	NO	LOW	NO					
Mundesley	2727	HIGH	HIGH	YES	MED	YES					
North Walsham	12901	LOW	V HIGH	NO	MED	YES					
Overstrand	980	HIGH	MED	NO	MED	YES					
Potter Heigham	1045	MEDIUM	LOW	NO	LOW	YES					
East & West Runton	1639	HIGH	MED	NO	MED	YES					
Sea Palling	596	HIGH	MED	NO	HIGH	YES					
Sheringham	7365	V HIGH	V HIGH	YES	LOW	YES					
Stalham	3615	MEDIUM	HIGH	NO	MED	YES					
Walcott	546	MEDIUM	LOW	NO	LOW	NO					
Walsingham	761	HIGH	MED	NO	MED	NO					
Wells	2283	V HIGH	V HIGH	YES	HIGH	YES					
Weybourne	513	MEDIUM	LOW	NO	LOW	YES					

Key tourist spot?	Very High	Has significant hostelry enterprises and visitor attractions throughout the year
	High	Caters for large seasonal influx with some B&Bs, cafes etc but no single attraction
	Medium	Has a good number of seasonal visitors primarily with specific aim (ie visit beach, racecourse, broads, pilgrimage)
	Low	Local economy not largely reliant on visitors
Nos of Key facilities (ie banks, range of shops)	Very High	Lots of shops , banks, service provision inc schools and libraries
	High	A range of small shops
	Medium	Likely to be one or two food stores and other gift or specialist shops
	Low	One or two shops
Other standalone toilets	As identified on British toilet map or local knowledge	
Customer toilets <small>Cafes, Restaurants, Hotels, Large shops and chains</small>	Very High	> 8 may be provided
	High	>5 but <8 toilets may be provided
	Medium	>2 but <5 toilets may be provided
	Low	<2 places toilets may be provided

Scoring Need	Pop.	Tourism	No of facilities	Other PUBLIC toilets	Customer provision	Close to transport hub?			
	1pt/1000 (rounded)	VH 10, High 7, med 3, low 1		approx no WCs provided	Est no (ie pubs, cafes) low = -1, high = -5	Yes = 1 No=0	Min WC provision	Actual prov	Tolerance within 2
Bacton	1	3	1	0	-1	0	4	4	ok
Blakeney	1	7	3	-1	-3	1	8	9	ok
Cromer	8	10	10	0	-5	1	24	49	high
Fakenham	8	1	10	0	-3	1	17	18	ok
Cart Gap (Happisburgh)	1	3	1	0	-1	1	5	6	ok
Holt	4	10	10	-5	-5	1	15	8	low
Horning	1	3	3	0	-3	0	4	6	ok
Hoveton	2	3	7	0	-3	1	10	15	high
Hickling	1	3	1	0	-1	0	4	7	high
Ludham	1	3	1	0	-1	0	4	13	high
Mundesley	3	10	7	-4	-3	1	14	13	ok
North Walsham	13	1	10	0	-3	1	22	12	low
Overstrand	1	7	3	0	-3	1	9	7	ok
Potter Heigham	1	7	1	0	-1	0	8	7	ok
East & West Runton	2	7	3	0	-1	1	12	11	ok
Sea Palling	1	7	3	0	-1	1	11	9	ok
Sheringham	7	10	10	-5	-5	1	18	30	High
Stalham	3	3	7	0	-3	0	10	5	low
Walcott	1	3	1	0	-1	0	4	5	ok
Walsingham	7	3	1	0	-3	0	8	7	ok
Wells	2	10	10	-8	-5	1	10	24	high
Weybourne	1	3	1	0	-1	1	5	1	low

Decision matrix 2 – for refurbishment or replacement decision

Question	For example	Response	Suitable Evidence base
Does the implementation of Matrix 1 show an on-going need?		YES/NO	Matrix results
Is there a demonstrated community demand or volume of requests for this facility to be replaced or refurbished?		YES/NO	<ul style="list-style-type: none"> • Evidence from the community or Council audits/records that the existing facility is not adequately functioning • Maintenance requests from community • Community surveys • Local masterplans
Is there a H&S reason these facilities should be replaced or refurbished?	Broken or dangerous fittings/structures/poor hygiene, evidence of vermin	YES/NO	Internal or external surveys
Is the existing public toilet in poor condition?	Vandalism, wear and tear, features not working, issues with smell or vermin	YES/NO	observations or anecdotal information from the community, Council staff, cleaning, service or maintenance contractors
Does the existing toilet have a low level of usage?	Location and siting, opening hours and availability	YES/NO	<ul style="list-style-type: none"> • Counters if previously used • Observations or anecdotal information from the community, Council staff, cleaning, service or maintenance contractors • Maintenance costs • Water usage, levels of toilet paper, soap consumed weekly, monthly or annually

Does the toilet have appropriate fixtures or fittings?	DDA Compliance Universal access Site specific features	YES/NO	Inspections / surveys set against optimum provision levels
Is there an existing public or planned toilet nearby?	Toilets within 800m of the proposed location Evidence of community toilets that are accessible within 800m? (e.g. libraries, community centres, indoor sport/ recreation centres) Privately operated public toilets within close proximity? (e.g. Shopping Centre, restaurant)	YES/NO	<ul style="list-style-type: none"> • Site survey and investigation • Town centre strategies • National Toilet map
Does the toilet enhance community safety, health and wellbeing or offer social value?	Does it significantly contribute to existing network? Needs of different groups? Locality & environment	YES/NO	<ul style="list-style-type: none"> • Site survey and investigation • Social engine to measure social value of investment

Overview and Scrutiny NNDC Council Call for Action:

Cllr Liz Withington and Cllr John Toye December 2021

A.) A request for O and S to consider holding a One Day Rapid Review Process, focussing on the management and mitigation of the impact of second homes, holiday lets, B&Bs or Air B&Bs (Visitor Accommodation) in North Norfolk by NNDC

B.) As part of this review process a request for O and S to consider including:

1. An evaluation of the current local situation including;

- I. An analysis of the current rates/ types of visitor accommodation across the district
- II. An analysis of the difference in safety between long term let and short term holiday lets and Air Band Bs
- III. An analysis of the local housing need
- IV. Identifying the detrimental and positive impacts of high numbers of tourist related accommodation across the district and other areas
- V. A review of how we can maximise the benefits and mitigate the detrimental impact of high numbers of visitor accommodation.

2. A review of actions taken to mitigate the impact of high levels of visitor accommodation across the country.

3. The development of an approach and action plan to make clear

- I. The NNDC position on visitor accommodation.
- II. And identify what is already underway.
- III. The NNDC understanding of the impact of visitor accommodation levels across the district
- IV. The NNDC position on appropriate regulation and legislation which supports the NNDC position.
- V. An agreed approach, which continues to protect and grow the local tourism-based economy.
- VI. Establish mechanisms that can be used by NNDC to ensure that residents can access truly affordable and energy efficient homes in the communities where they can access work, education and public transport based on the findings of this review
- VII. Establish what needs to be done by other tiers of Government to support effective management of the impact of visitor accommodation in North Norfolk along with a strategy for lobbying and engagement to drive the findings forward.
- VIII. Establish if there needs to be changes to establish adequate safety levels across visitor accommodation.
 - IX. What NNDC consider necessary to happen and lobby for through the actions/ responsibility/ legislation of other tiers of Government to support effective management of the impact of visitor accommodation in North Norfolk

The gathering of information, analysis and evaluation will require input and support beyond NNDC Officers and members.

Note: For the purposes of this document Visitor Accommodation refers to second homes, holiday lets, B&Bs and Air B&Bs.

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COUNCILLOR CALL FOR ACTION

9.1 Any Member of the Council may, with seven clear working days notice before the meeting, request the Democratic Services Manager to include a Councillor Call for Action on the agenda of the Overview & Scrutiny Committee. Upon receipt of such a Call for Action the Monitoring Officer shall ensure that the item is included on the next available agenda for consideration by the relevant committee, and advise the Chairman accordingly.

9.2 A Councillor Call for Action must be in the form of a written application submitted to the Monitoring Officer and received within the timescale outlined in Rule 9.1 above.

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

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

9.4 The Councillor Call for Action will be deemed valid unless:

- (a) It does not relate to a local government matter (i.e. it does not relate to the functions of the Council nor its partners); or
- (b) It does not relate to a local crime and disorder matter (including anti-social behaviour, behaviour adversely affecting the local environment and misuse of drugs, alcohol or other substances); or
- (c) It does not affect all or part of the ward for which the referring Member is elected, or any person who lives or works in that ward; or
- (d) It is a matter that has been excluded by Order of the Secretary of State (e.g. planning or licensing appeals and other quasi-judicial matters); or
- (e) The Monitoring Officer, in consultation with the Chairman of the Overview & Scrutiny Committee, considers the Call for Action to be frivolous, vexatious or clearly outside the Councillor Call for Action provisions; in which case the Monitoring Officer may reject the Call for Action request.

9.5 Before deciding on its validity, the Monitoring Officer may seek clarification of the Call for Action from the Member concerned. In the absence of the Monitoring Officer, the Deputy Monitoring Officer(s) shall exercise the Monitoring Officer's functions in this respect.

9.6 Upon deciding on its validity, the Monitoring Officer shall forthwith notify the Member concerned, the Leader and Portfolio Holder, the Chairman and Vice Chairman of the Overview & Scrutiny Committee, the Chief Executive, and the relevant Head of Service or service manager.

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ENFORCEMENT UPDATE – DECEMBER 2021

Summary: This report provides the update for Members on a range of enforcement related issues arising from the work of the Enforcement Board and Combined Enforcement Team.

Conclusions: The Enforcement Board continues to make progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties (LTE) back into use, across all areas of the District.

The Combined Enforcement Team continues working to reduce the backlog on the planning enforcement cases and ensuring that property level Council Tax enforcement is taken forward at the earliest opportunity.

Recommendations: **1. That Cabinet notes the continued progress of the Enforcement Board and the Combined Enforcement Team**

Reasons for Recommendations:

1. To ensure appropriate governance of the Board's activities
2. To show the progress of Combined Enforcement Team cases and contribution to the work of the Enforcement Board

Cabinet Members
Cllr John Toye (Planning)
Cllr Nigel Lloyd (Environmental Health)
Cllr Eric Seward (Revenues and Benefits)

Ward(s) affected
All Wards

Contact Officer, telephone number and email: Phillip Rowson, Assistant Director 01263 441263
phillip.rowson@northnorfolk.gov.uk

1. Introduction

- 1.1. The Enforcement Board was set up in 2013 to tackle difficult and longstanding enforcement issues. At that time, there was an additional focus on Long Term Empty (LTE) homes due to the financial issues arising. The initiative ran alongside actions to secure New Homes Bonus payments. In addition, Corporate Plan seeks to promote local homes for local need, LTE initiatives can support this aim.
- 1.2. The Board is designed to provide cross service working on more complex multi-agency cases which are often by their nature complex nature. Senior management level attendees from Environmental Health, Planning, Revenues Housing Strategy and Legal Services enable the most appropriate course of action to be brought to bear on the issues at hand and to be implemented quickly and effectively.
- 1.3. Dealing with difficult cases in this way has delivered more direct formulation of strategies and encouraged innovative approaches to the use of the Council's legislative powers. The Board has helped to ensure enhanced governance, with significant support from officers in both legal and finance teams.
- 1.4. A monthly update on the work of the Board is provided through a confidential case update report stored on the Members' area of the Intranet. These are listed by ward to make access easier for Members.
- 1.5. The Planning Enforcement backlog has been reduced, faster responses to new cases has been delivered and significant cases have been moved forward. The CET provides the Revenue Service with property level investigation work on Non-Domestic Rates and Council Tax cases, including the Long Term Empty properties.

2. Case Progress update

- 2.1. This section the report gives an update on some specific enforcement cases being handled by the Board. Whilst some cases are covered below, the full details of all cases can be found in the confidential updates on the Members' Intranet area.
- 2.2. The Board continues to meet regularly to ensure good progress is maintained across the full range of cases under consideration. Currently, the caseload of the Board is 21 ongoing matters across all areas of the district.
- 2.3. Since the reporting in June, a number of long standing cases have been progressed, some moved to final monitoring stages before closure and three cases completed.
- 2.4. Action by the Board has brought about a closure of:
 - Michaels House, Bale: Council tax dispute
 - Kelling Archery. Holt: appeal determined conditions discharged
 - Moorlands, Sutton: Owners addressed outstanding Environmental Protection issues
- 2.5. In terms of longer term monitoring, prior to closure. At the Shannoeks Hotel the developer has complied with the Compulsory Purchase Order Agreement to commence demolition in June 2021 the site is cleared and hoarding is erected around the site. A revised layout planning application is currently under

consideration, and will not be an impediment to commencement of development no later than 1 June 2022; and completion of development no later than 1 June 2023. Every expectation is for delivery of this important site on or before June 2023.

At Little Harbord House, Cromer, a live planning application is received which if approved will enable the enforcement notice for demolition of the unauthorised development to be withdrawn.

For Kings Head Hotel (Waterfront Rooms) Station Road, Hoveton the Broads Authority (BA) are in advanced pre application discussions with a developer to secure redevelopment of the site. BA confirm no requirement for S215 notice and updating on receipt of planning application. Closure expected on receipt of application.

The enforcement notice requiring restoration of Grade II listed building Sutton Mill remains in place. The owner has constructed a replacement mill cap which will complete restoration required under the notice, works to reinstate the cap are ongoing. Officers have issued a final and binding timeline for the reinstatement of the stock's cap (to be installed voluntarily). This is being monitored and when complete will enable final compliance and case closure

- 2.6. On-going actions remain over the remainder of cases. This report highlights the following actions being undertaken:

Tattersett Business Park high level meetings across local agencies (Environment Agency, NCC, NNDC) and Jerome Mayhew Mp have been undertaken. The Council will undertake further enforcement action under the live planning enforcement notice for site clearance, legal action to reclaim outstanding Business Rates.

Grade II listed building 9 Norwich Street, Fakenham the Council have served an urgent repairs notice following completion of the building survey. The Council will review further actions following receipt of response to the notice. Legal action undertaken for reclamation of costs for existing building propping.

- 2.7. Revenue Services are progressing enforcement against a number of outstanding properties both residential and commercial properties. These actions are primarily on the basis of arrears of council tax and/or Non-Domestic (Business) Rates. These also bring potential resolutions of LTE properties.

- 2.8. Cases for charging orders/insolvency are being brought forward at:

- Pine Heath Care Home, High Kelling
- The North Wing, Melton Constable Park, Melton Constable,
- 15 Pitt Street, Southrepps

- 2.9. Of the remaining properties on the Board's agenda, all are progressing with actions being promoted and followed up to bring them back into habitable condition or deliver compliance with required enforcement actions.

3. Long Term Empty Homes (LTEs)

- 3.1. In terms of LTEs, there remains a number of good reasons to act. It is essential that we enable occupation of as much of the District's housing stock as possible, thereby maximising housing provision.

A number of LTEs become the result of anti-social behaviour and the Board

has had a number of successes in acting to prevent this and bring homes back into use.

In addition, many LTEs attract New Homes Bonus to the Council when brought back into use, although this is decreasing over time, we are still waiting details of the replacement scheme.

The percentage of LTE's in our housing stock remains lower than the national average with less than 1% (around 550 properties) in this category at any time. Given the many reasons for properties becoming and/or remaining empty, and the length of time taken for owners to complete issues such as complex probate cases, it is unlikely that the numbers of LTE's will drop below 400 and much of our effort is therefore targeted at preventing these numbers from increasing.

- 3.2. The overall picture with LTE is one that needs to sit within the wider district Housing Strategy, officers from the Board are working together to inform the development of specific policy within the new Housing Strategy that will enable a more effective strategy for the management of the LTE issues facing North Norfolk. We will continue to update on development of the strategy and report to O&S before consideration by Cabinet.

4. Combined Enforcement Team Update

- 4.1. As noted above, the Combined Enforcement Team was set up to bring consistency of approach and efficiencies in the way the Council deals with Empty Homes, Council Tax and Non-Domestic (Business) Rates Completions, avoidance, taxbase work and Planning Enforcement, as these are mainly property level inspection based cases.
- 4.2. Empty Homes work is important to maximise New Homes Bonus but the introduction of new build properties and larger developments into Council Tax banding also helps to maximise the collection of Council Tax. The team carry out regular inspections of known developments to ensure properties are brought into banding at the earliest opportunity.
- 4.3. The work of the Combined Enforcement Team underpins much of the work of the Enforcement Board, both in terms of finding new cases to be worked on but also in moving forward many of the current caseload.
- 4.4. The team work with Council tax colleagues to ensure owners of long-term empty properties receive chasing emails & letters promoting the need to for all types of accommodation. The team actively target properties where owners have failed to respond to these letters, specifically trying to identify properties most likely to have a damaging effect on neighbourhoods and communities. These properties ensure a regular throughput of properties for the Enforcement Board.
- 4.5. The team's planning enforcement caseloads remains high, with 540 cases received since 1 January 2021, we have 305 cases are currently live.

The team have delivered success on several key cases:

- M.R. Scaffolding at Catfield has ceased trading and relocated away from the site. The enforcement notice has been complied with.
- Beeches farm Tunstead, all commercial uses have ceased in accordance with the enforcement notice and planning inquiry appeal.

As advised in June we have a number of involved and challenging cases which are taking up large amounts of officer time with a number of potential criminal prosecutions that may be brought forward. Alternatively, carefully negotiated

investigations are also delivering submission of appropriate planning applications which may then achieve regularisation of development and activities.

The ongoing demands on staff are significant.

- 4.6. Service transformation – a revised web service was introduced in October. The service includes an interactive complaint reporting form. Officers will be flagging this preferred means of reporting to members and Parish Council's. the revised reporting process should enable greater consistency of evidence at the early stage of complaint assessment and enable efficiencies in drawing together the initial triage of cases.

Additional support has been made available from Colleagues in the Planning Process Unit who are logging new cases into the case management system. This is liberating more resource for investigation of complaints by dedicated enforcement officers.

A full time Enforcement Manager will be in place from 10 December, we thank Bob Wade for his significant impact as Interim Manager and welcome Kevin Peacock to this role. Consultancy support has been made available in October to facilitate this transition and resource case closure of historic investigations. Our recruitment campaign to back fill Kevin's role is nearing completion.

Our team plan and Zero Base Budgeting exercises have identified opportunities for additional resource for an Enforcement trainee and Conditions Monitoring officer.

Finally, work will be completed in January for the refresh of the Council's Enforcement plan.

5. Performance Management

- 5.1. Members continue to be kept informed of enforcement board cases being taken forward in their wards and Group Leaders are also being kept informed of all cases.
- 5.2. Where appropriate, Town and Parish Councils are also kept informed of progress and where there is an obvious legal risk or implication, the relevant Portfolio holder is also informed, as well as the local member.
- 5.3. The Overview and Scrutiny Committee will continue to consider the Enforcement Board update report to provide additional oversight.

6. Financial Implications and Risks

- 6.1. The work of the Enforcement Board is partly driven by the need to maximise revenue from both Council Tax and, for Long Term Empty Properties, the New Homes Bonus scheme. Significant contributions have already been made by bringing properties back into use and/or back into Council Tax banding.
- 6.2. There is also a reputational risk involved, if we lose legal action. Whilst this can be mitigated by good process and evidence gathering etc., we are seeking to be innovative in our use of Multi agency working and use of legal powers. Consideration of risk and use of cost benefit analysis when considering significant actions is promoted.
- 6.3. The Enforcement Board Reserves the costs of dealing with these cases

and in general, most of the costs concerned are recovered. However, formal action takes place in a number of cases, where some costs are simply not recoverable.

- 6.4. As the engagement of the enforcement team has accelerated there has been the need for significant additional legal input to the cases and although much of the cost is recovered, this has been underwritten by the Reserve.

7. Sustainability

The actions promote better use of existing housing stock and other buildings, and updating of buildings with contemporary sustainable building techniques. Promotion of an effective Housing (LTE) strategy will reduce the need for new build development in the district.

8. Equality and Diversity

There are no equality and diversity implications directly resulting from the recommendations or options considered in this report.

9. Section 17 Crime and Disorder considerations

Some of the work being undertaken by the Board has a direct link to criminal activity, around deliberate Council Tax and Non-Domestic (Business) Rates avoidance. In addition, a number of empty properties have been associated with anti-social behaviour, which of course will be removed when properties are brought back into use.

10. Conclusions

The Enforcement Board continues to make significant progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties back into use, across all areas of the District, with both social and economic benefits to the community, and financial benefits to the Council.



As well as the above, the Combined Enforcement Team continues to achieve success in closing cases and ensuring that property level Council Tax enforcement is taken forward at the earliest opportunity.

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

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North Norfolk District Council
Cabinet Work Programme
For the Period 29 November 2021 to 31 March 2022

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
29 November 2021					
Cabinet	29 Nov 2021	Managing Performance Q2	Sarah Butikofer Steve Blatch Chief Executive	<i>Customer Focus</i>	
Scrutiny	15 Dec 2021				
Cabinet	29 Nov 2021 08 Dec 2021	Public Conveniences strategy	Eric Seward <i>Duncan Ellis</i> <i>Head of Finance & Assets</i>	<i>Quality of Life</i>	
Cabinet	29 Nov 2021	Local Plan – consultation	John Toye Mark Ashwell Planning Policy Manager	<i>Local Homes for Local People</i> <i>Quality of Life</i>	
Cabinet	29 Nov 2021	Treasury Management Half Yearly report	Eric Seward Lucy Hume Chief Technical Accountant		
05 January 2022					
Cabinet	05 Jan 2022	Domestic Abuse Support in Safe Accommodation Strategy			
	05 Jan 2022	Property Transactions	Eric Seward Renata Garfoot Estates & Asset Strategy Manager		 Exempt information



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

North Norfolk District Council
Cabinet Work Programme
For the Period 29 November 2021 to 31 March 2022




31 January 2022					
Scrutiny	12 Jan 2022	Fees & Charges 2022/23	Eric Seward <i>Duncan Ellis</i> <i>Director for Resources</i>	<i>Financial Sustainability</i>	Pre-Scrutiny
Cabinet	31 Jan 2022				
Council	23 Feb 2022				
Scrutiny	12 Jan 2022	Medium Term Financial Strategy	Eric Seward Duncan Ellis Director of Resources	<i>Financial Sustainability</i>	Pre-Scrutiny
Cabinet	31 Jan 2022				
Council	23 Feb 2022				
Scrutiny	12 Jan 2022	2022/23 Base Budget and Projections for 2023/24 to 2024/25	Eric Seward <i>Duncan Ellis</i> <i>Director of Resources</i>	<i>Financial Sustainability</i>	Pre-Scrutiny
Cabinet	31 Jan 2022				
Council	23 Feb 2022				
Cabinet	31 Jan 2022	Capital Strategy 2022/23	Eric Seward Lucy Hume Chief Technical Accountant	Lucy Hume <i>Chief Technical Accountant</i>	
Scrutiny	09 Feb 2022				
Council	23 Feb 2022				
Cabinet	31 Jan 2022	Investment Strategy 2022/23	Eric Seward Lucy Hume Chief Technical Accountant	Lucy Hume <i>Chief Technical Accountant</i>	
Scrutiny	09 Feb 2022				
Council	26 Feb 2020				



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

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North Norfolk District Council
Cabinet Work Programme
For the Period 29 November 2021 to 31 March 2022


Cabinet	31 Jan 2022	Treasury Strategy 2022/23			
Scrutiny	09 Feb 2022				
Council	23 Feb 2022				
Cabinet	31 Jan 2022	Review of Car Parking charges	Eric Seward <i>Duncan Ellis</i> <i>Director for Resources</i>	<i>Financial Sustainability</i>	 Pre-scrutiny
Scrutiny	12 Jan 2022				
Cabinet	31 Jan 2022	Recommendations for use of s106 commuted sums to support affordable housing delivery	Wendy Fredericks <i>Nicky Debbage</i> <i>Housing Strategy & Delivery Manager</i>	<i>Local Homes for Local People</i> <i>Quality of Life</i>	 Exempt information
Cabinet	31 Jan 2022	Property Transactions	Eric Seward Renata Garfoot Estates & Asset Strategy Manager		 Exempt information
March 2022					
Cabinet	28 Feb 2022	Managing Performance Q3	Sarah Butikofer <i>Steve Blatch</i> <i>Chief Executive</i>	<i>Customer Focus</i>	
Cabinet	28 Feb 2022	Budget Monitoring Period 10	Eric Seward Duncan Ellis <i>Director of Resources</i>	<i>Financial Sustainability</i>	
Scrutiny	09 Mar 2022				



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

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North Norfolk District Council
 Cabinet Work Programme
 For the Period 29 November 2021 to 31 March 2022

Cabinet	28 Feb 2022	Extension of Leisure Contract	Virginia Gay Karl Read Leisure & Locality Services Manager		 Exempt information
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Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
May 2021				
Scrutiny	Safer Norfolk Strategy 2021 – 25 Briefing		To receive a briefing on the new Safer Norfolk Strategy	
Cabinet Scrutiny	Officer Delegated Decisions (March – April 2021)	Emma Denny Sarah Butikofer	To review the officer delegated decisions	
Scrutiny	Sheringham Leisure Centre Project Update	Rob Young Virginia Gay	To update Members on the status of the Sheringham Leisure Centre Project	Monthly
Scrutiny	O&S Draft 2021/22 Work Programme	Matt Stembrowicz Nigel Dixon	To review and approve the draft 2021/22 Work Programme	Annual
Scrutiny Cabinet	Enforcement Board Update	Phillip Rowson Nigel Lloyd/John Toye	To receive an update on the work of the Enforcement Board	Six-monthly
June				
Scrutiny Cabinet Council	Equality, Diversity & Inclusion Policy	Karen Hill Sarah Butikofer	To review the updated Policy in advance of seeking Council approval	
Scrutiny	Sheringham Leisure Centre Project Update	Rob Young Virginia Gay	To update Members on the status of the Sheringham Leisure Centre Project	Monthly
Cabinet Scrutiny	Performance Monitoring Q4	Sarah Bütikofer Helen Thomas	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny Council	Overview & Scrutiny Committee Annual Report	Matt Stembrowicz	To approve annual summary of Committee work for 2019-20 & 2020-2021	Annual
July				
Scrutiny	Sheringham Leisure Centre Project Update	Rob Young Virginia Gay	To update Members on the status of the Sheringham Leisure Centre Project	Monthly
Scrutiny Cabinet	Housing Strategy	N Debbage/G Connolly	To review the Council's new Housing Strategy	
Scrutiny	North Walsham Heritage Action Zone Project Monitoring	Rob Young Richard Kershaw	To monitor progress of the NWHAZ project	Committee Request
Scrutiny	Coastal Ambulance Response Times Update	Victoria Holliday	To receive an update on the status of ambulance response times in coastal areas of the District	Committee Request
Scrutiny Cabinet Council	Pre-Scrutiny: Customer Services Strategy	Sean Kelly Lucy Shires	To review the new Customer Services strategy	

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
September				
Cabinet Scrutiny	Budget Monitoring P4	Eric Seward Duncan Ellis	To review the budget monitoring position	Periodical
Cabinet Scrutiny Council	Debt Management Annual Report	Eric Seward Sean Knight	To review the Report and make any necessary recommendations to Council	Annual
Cabinet Scrutiny Council	Out-turn report	Eric Seward Duncan Ellis	To make any recommendations to Council – To include an update on savings proposals	Annual
Cabinet Scrutiny Council	Treasury Management Annual Report	Eric Seward Duncan Ellis	To make recommendations to Council	Annual
Cabinet Scrutiny	Performance Monitoring Q1	Helen Thomas Sarah Butikofer	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny	Officer Delegated Decisions	Emma Denny Sarah Butikofer	To review any officer delegated decisions taken during the period covered by the report	
October				
Cabinet Scrutiny	People Services Restructure	Karen Hill/Wendy Fredericks	To review the proposals of the Peoples Services Restructure	
Cabinet Scrutiny	Use of Housing Reserves	Nicky Debbage/Wendy Fredericks	To review the use of Housing Reserves	
Cabinet Scrutiny Council	Council Tax Discount Determinations	Lucy Hume/Eric Seward	To determine the Council Tax discounts for 2020/21	Annual
Scrutiny	Waste Contract Monitoring	Steve Hems Nigel Lloyd	To monitor performance of Council waste contractor (w/ update on food waste collection)	Annual
Scrutiny	Beach Huts & Chalets Monitoring	Renata Garfoot Eric Seward	To monitor the occupancy, condition and revenue of the beach huts and chalets.	Annual
Cabinet WP Scrutiny	NWHSZ Project Monitoring	Richard Kershaw Rob Young	To monitor the implementation of the NWHSZ Project.	Quarterly

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
November				
Cabinet Scrutiny	Budget Monitoring P6	Eric Seward Duncan Ellis	To review the budget monitoring position	Periodical
Scrutiny Cabinet	Pre-Scrutiny: Tree Planting Strategy	Annie Sommazzi/Nigel Lloyd	To review the strategy of the Council's tree planting strategy in advance of approval by Cabinet	
Cabinet Scrutiny	NNDC Delivery Plan Review	Steve Blatch/Sarah Butikofer	Review of delivery February 2020 – October 2021 and consideration of priority objectives as agreed by Cabinet for next twelve months	
Cabinet Scrutiny	NEWS Contract	Scott Martin/Nigel Lloyd	To review the terms and amendments for the NEWS contract extension and	
Scrutiny	Reef Leisure Facility Visit	Rob Young/Virginia Gay	To visit the new Sheringham Leisure Centre Facility	Committee Request
December				
Scrutiny	Waste Contract: SERCO Briefing	Steve Hems/Nigel Lloyd	To receive a briefing and question Serco Officers on the implementation of the Waste Contract	Committee Request
Scrutiny	Councillor Call for Action	Liz Withington	To review and consider Cllr L Withington's CCfA on the impact of second and holiday homes on the District	CCfA
Cabinet Scrutiny Council	Treasury Management Half-Yearly Report	Eric Seward Duncan Ellis	To consider the treasury management activities	Six Monthly
Cabinet Scrutiny	Performance Monitoring Q2	Helen Thomas Sarah Butikofer	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny	Public Convenience Investment Programme	Eric Seward Duncan Ellis	To review the programme and consider the request for Scrutiny's involvement in the process	Requested by Cabinet
Cabinet Scrutiny	Enforcement Board Update	Phillip Rowson Nigel Lloyd/John Toye	To receive an update on the work of the Enforcement Board	Six-Monthly

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
January 2022				
Cabinet Scrutiny Council	Fees & Charges	Eric Seward Duncan Ellis	To undertake an annual review of the Council's fees and charges	Annual
Cabinet Scrutiny Council	Medium Term Financial Strategy	Eric Seward Duncan Ellis	To review the Medium Term Financial Strategy	Annual Pre-2022/23 Budget
Cabinet Scrutiny Council	2020/21 Base Budget and Projections for 2021/22 to 2022/23	Eric Seward Duncan Ellis	To review the proposed budget and projections	Annual
Cabinet WP Scrutiny	NWHSZ Project Monitoring	Richard Kershaw Rob Young	To monitor the implementation of the NWHSZ Project.	Quarterly
Scrutiny	Market Towns Initiative Process Review & Monitoring	Matt Stembrowicz Richard Kershaw	To monitor the implementation of successful MTI applicants and review the funding process (Once complete)	Committee Request
Scrutiny	Planning Performance Review	John Toye Phillip Rowson	Review over five year period against national performance framework (To include a review of affordable housing delivery/section 106 agreements)	Committee Request
February				
Cabinet Scrutiny Council	Treasury Strategy 2019/20	Eric Seward Lucy Hume	To review the treasury management activities and strategy for the investment of surplus funds	Annual
Cabinet Scrutiny Council	Capital Strategy	Eric Seward Lucy Hume	To review the deployment of capital resources to meet Council objectives & framework for management of the capital programme	Annual
Cabinet Scrutiny Council	Investment Strategy	Eric Seward Lucy Hume	To review the Council's Investment Strategy for the year 2020-21	Annual
Scrutiny	Sheringham Leisure Centre Project Review	Virginia Gay Rob Young	To review the implementation of the Sheringham Leisure Centre Project.	Committee Request
Scrutiny	Ambulance Response Times Monitoring	Cllr V Holliday	To continue to monitor ambulance response times data across the District	Six-Monthly
March				
Cabinet Scrutiny	Budget Monitoring P10	Eric Seward Duncan Ellis	To review the budget monitoring position	
Scrutiny	Performance Monitoring Q3	Helen Thomas	To monitor the Council's performance and consider	Quarterly

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

Cabinet		Sarah Butikofer	any recommendations to Cabinet	
Scrutiny	Crime and Disorder Briefing	Nigel Dixon Matt Stembrowicz	PCC and district Superintendent to provide a briefing on TBC	Annual
April				
Scrutiny	Car Park Usage Monitoring	Eric Seward	To undertake an annual review of the usage and revenue from the Council's public car parks	Annual
Cabinet WP Scrutiny	NWHSZ Project Monitoring	Richard Kershaw Rob Young	To monitor the implementation of the NWHSZ Project.	Quarterly

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
Outstanding/ TBC				
Scrutiny	Website design/functionality		Scoping Required - Review the functionality of the Council's website	Committee Request
Scrutiny	Council Asset Maintenance (Preventative) Maintenance Strategy		To review the Council's Asset Maintenance schedule	Committee Request
Scrutiny	Economic Development Strategy		Scoping Required	Potential Panel Item
Scrutiny	Rural Services (Access)		Scoping Required - Review service gaps and lack of access	Committee Request

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OVERVIEW & SCRUTINY OUTCOMES & ACTION LIST - NOVEMBER 2021

REPORT, RECOMMENDATIONS & ACTIONS	ACTION BY	DATE
<p><u>10. BUDGET MONITORING REPORT P6 2021-22</u></p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. To note the contents of the report and the current budget monitoring position. 2. To support Cabinet’s decision that £40,000 is released from the Invest to Save reserve to fund the purchase and implementation of Planning s106 software. 3. To support Cabinet’s decision that £150,000 is released from the Capital Receipts Reserve to fund the new Financial Management System purchase and implementation. 	<p>Overview & Scrutiny Committee</p>	<p>November 2021</p>
<p><u>11. NORTH NORFOLK CORPORATE PLAN: REVIEW OF DELIVERY FEBRUARY 2020 - OCTOBER 2021 AND AGREEMENT OF PRIORITY OBJECTIVES FOR THE NEXT TWELVE MONTHS</u></p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. To review and comment on the progress made against the original and revised Delivery Plan objectives. 	<p>Overview & Scrutiny Committee</p>	<p>November 2021</p>
<p><u>12. PRE-SCRUTINY: TREE PLANTING STRATEGY</u></p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. To note the content of the draft Tree Planting Strategy. 2. To recommend to Cabinet that greater consideration be given to the future management and maintenance of trees planted as a result of the strategy, and that the importance of hedgerows be given greater consideration, with the potential for their inclusion in the Strategy’s title. 3. To recommend to Cabinet that consideration be given to the potential development of a separate Biodiversity Strategy, with special reference to ecosystems dependent on peat, salt marsh, and seaweed. 	<p>Overview & Scrutiny Committee</p> <p>Cabinet</p>	<p>November 2021</p> <p>December 2021</p>

<p><u>13. EXTENSION AND AMENDMENT TO CO-MINGLED DRY RECYCLABLE WASTE PROCESSING CONTRACT WITH NORSE ENVIRONMENTAL WASTE SERVICES</u></p> <p>RESOLVED</p> <p>1. To support Cabinet’s decision to amend and extend the current joint venture company contract with NEWS for three years from 2024 to 2027, accepting a shift to a variable gate fee based on actual costs from October 2021.</p>	<p>Overview & Scrutiny Committee</p>	<p>November 2021</p>
<p><u>15. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE</u></p> <p>RESOLVED</p> <p>1. To establish a Scrutiny Panel on a six-month trial basis, focused on the Corporate Plan themes of Environment & Quality of Life.</p> <p>2. To appoint Cllr H Blathwayt as Chairman of the Panel, with the remaining four Members to be appointed on a politically balanced basis by group leaders.</p>	<p>Overview & Scrutiny Committee</p>	<p>November 2021</p>

Start Date	Action	Owner	Status	Completion Date
14.07.21	That a project review be added to the Committee's Work Programme for consideration after opening of facility	Matt Stembrowicz/Rob Young	Added to Work Programme	16.07.21
14.07.21	Quarterly NWHSHAZ project updates to be added to Work Programme with the inc. budget/cash flow & project risks	Matt Stembrowicz/Rob Young	Added to Work Programme	16.07.21
14.07.21	To write to EEAST to express Committee's support for retaining the CFR - Rapid Response Vehicles	Matt Stembrowicz	Letter sent to EEAST - Awaiting Response	
14.07.21	Six-monthly updates to be added to the Committee Work Programme on Ambulance response times	Matt Stembrowicz	Added to Work Programme	16.07.21
14.07.21	Request information on the geographical location of the District's Community First Responders.	Matt Stembrowicz/Clr V Holliday	Outstanding	
15.09.21	RM to review Business Rates debts to uncover any potential issues relating to specific sector	Sean Knight	Data received - MS to	13.10.21
15.09.21	Original deadlines alongside updated, and benchmarking data included in Performance report, where possible.	CLT	Outstanding	
15.09.21	Ongoing consideration is given to improving the format & presentation of the performance report (TBC November)	CLT	Outstanding	
15.09.21	Scrutiny Officer to arrange meeting to agree working arrangements of Scrutiny Panel(s).	Matt Stembrowicz	Discussion held	19.10.21
13.10.21	EASM to provide additional information relating to NNDC Beach H	Reanata Garfoot	Awaiting information	11.11.21
13.10.21	DFC to arrange SERCO briefing/attendance at future Committee m	Steve Hems	Added to Work Programme	14.10.21
10.11.21	DSGOS to seek appointments to Scrutiny Panel from Group Leaders	Matt Stembrowicz	TBC	

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