

Cabinet



Please contact: Emma Denny

Please email: emma.denny@north-norfolk.gov.uk

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Friday, 27 May 2022

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Monday, 6 June 2022 at 10.00 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 arrive at least 15 minutes before the start of the meeting. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel:01263 516010, Email:emma.denny@north-norfolk.gov.uk.

Please note that this meeting is livestreamed:

<https://www.youtube.com/channel/UCsShJeAVZMS0kSWcz-WyEzg>

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so should 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.

Emma Denny
Democratic Services Manager

To: Mrs W Fredericks, Mrs A Fitch-Tillett, Ms V Gay, Mr R Kershaw, Mr N Lloyd, Mr E Seward, Miss L Shires, Mr J Toye and Mr T Adams

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

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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

1 - 6

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 03 May 2022

3. PUBLIC QUESTIONS AND STATEMENTS

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

4. DECLARATIONS OF INTEREST

7 - 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 (see attached guidance and flowchart)

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. MEMBERS' QUESTIONS

To receive oral questions from Members, if any

7. RECOMMENDATIONS FROM CABINET WORKING PARTIES

Planning Policy and Built Heritage Working Party:

At the meeting held on 23rd May 2022, the Working Party made the following recommendations to Cabinet:

1. That, subject to final amendments being delegated to the Conservation Design and Landscape Team Leader, in consultation with the Chairman of the Working Party, Cabinet adopts the six Glaven Valley Village Appraisals for statutory planning purposes and for the Appraisal documents to become material considerations in the planning process.

2. That, subject to the final amendments being delegated to the Conservation Design and Landscape Team Leader, in consultation with the Chairman of the Working Party, Cabinet agrees the proposed boundary changes as recommended in the draft Appraisal documents and that they be published in accordance with the Planning (Listed Buildings & Conservation Areas) Act 1990.

3. That Cabinet agrees the proposed Local Listings as identified within the draft Appraisal documents.

8. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

At the Overview & Scrutiny Committee held on 13th May, the following resolutions were made regarding two items of pre-scrutiny:

PRE-SCRUTINY: SALE OF PARKLANDS MOBILE HOMES SITE -
PUDDING NORTON, FAKENHAM

RESOLVED

1. To note the robust process and extensive due diligence carried out regarding assessment of the bids received.
2. That Officers present a report to Cabinet recommending sale of the Parklands mobile home site to the highest bidder on the basis of best value in accordance with section 123 Local Government Act 1972.

PRE-SCRUTINY: ENGAGEMENT STRATEGY

RESOLVED

1. To support approval of the Engagement Strategy in principle, subject to fulfilment of the Committee's request for further discussions at a Member Workshop, and the inclusion of appropriate metrics within the action plan to measure Council engagement.

The Committee also made comments on the following item of urgent business:

ITEM OF URGENT BUSINESS: LEVELLING UP FUND – ROUND 2

COMMITTEE OBSERVATIONS/COMMENTS

1. The process by which proposals are promoted and prepared for short notice funding schemes needs to be transparent, objectively scored against agreed priorities and fairly distributed across the District.
2. Opportunities needed for Town & Parish Councils to submit possible project proposals well ahead of funding scheme announcements, so that they are defined in outline and added to an approved investment list to be matched to scheme criteria, strategic priorities and equitably distributed, to enable more detailed proposal submission work to be efficiently targeted.
3. Both proposals had obvious merits; Fakenham facility appeared to be strongly supported for the BCA with clear infrastructure and regeneration benefits. Cromer proposal had to be seen in context of a wider range of possibilities across the NNCA. Given that there were no other outline project proposals for comparison or judgement, and the short funding scheme deadline, there was pragmatic agreement to support both proposals.

9. NORTH NORFOLK SUSTAINABLE COMMUNITIES FUND ANNUAL REVIEW 13 - 18

Summary: In March 2020 Cabinet approved a recommendation to:

- Change the name of the Big Society Fund to the North Norfolk Sustainable Communities Fund (NNSCF).
- Refocus the NNSCF to encourage a wider and more diverse range of projects from communities across North Norfolk.
- Give additional weight to projects with positive environmental outcomes which demonstrates the Council's commitment to the Climate Emergency it declared in 2019.
- To support the delivery of identified Council priorities in respect of Quality of Life and Climate, Coast and Environment.

This report provides an overview of the North Norfolk Sustainable Communities Fund during its second year of operation.

Recommendations: Cabinet to receive the report and note the contribution that the NNSCF makes on Council priorities in respect of Quality of Life and Climate, Coast and Environment.

Reasons for Recommendations: To ensure the NNSCF continues to reflect Council priorities to build sustainable communities and respond to the Climate Emergency declared by the Council in 2019.

Cabinet Member(s) Cllr. Virginia Gaye	Ward(s) affected All
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Officer - Sonia Shuter – Early Help and Prevention Manager

10. COUNCIL TAX ENERGY REBATE (DISCRETIONARY) SCHEME 19 - 34

Summary: The Government has announced the Council Tax Energy Rebate Scheme to provide a £150 non repayable rebate for eligible households in

Options considered:

council tax bands A-D and includes discretionary funding for billing authorities to support households who are in need but not eligible for the Council Tax Energy Rebate under the mandatory scheme. The discretionary scheme and eligibility criteria are set out in this report for approval.

To not approve the Council Tax Energy Rebate (Discretionary) Scheme would miss the opportunity to provide financial support to those in need of support with rising energy costs and to provide top-up support to the most financially vulnerable households.

To not approve the scheme would be a contravention to the legislation laid down by the Department for Levelling Up, Housing and Communities on 3rd February 2022.

To have no written scheme in place would mean there is no visible guidance of eligibility criteria and outline of the approach taken by the Council in determining when a discretionary rebate is to be paid or not. This would not be recommended as it could cause some uncertainty for residents.

To not approve delegated authority to the Benefits Manager to make technical scheme amendments would cause delay in reflecting any revised government guidance into the scheme, such as changes in eligibility criteria, and would cause uncertainty.

To not delegate authority to the Section 151 Officer, or their deputy, in consultation with the Assistant Director for People Services or the Cabinet Member for Housing and Benefits to make amendments to the scheme, such as the eligibility criteria and amount of the discretionary award, would not provide the ability to quickly make amendments to manage spending within the limited funding allocation.

Conclusions:

The proposed scheme allows the council to provide support to those households who are not eligible to a payment under the mandatory scheme, primarily due to the technicalities in council tax legislation, and to support the most financially vulnerable households who are in receipt of council tax reduction. The criteria and application process set out in the scheme is designed to be clear and as easy to administer as possible to each eligible household. The

council will be in a position to make payments in a timely manner to provide the financial support needed. This scheme supports our corporate priority to support communities and provide excellent public service.

Recommendations: To agree the scheme for the Council Tax Energy Rebate (Discretionary) scheme as detailed in Appendix 1.

To delegate authority to the Section 151 Officer, or their deputy, in consultation with the Assistant Director for People Services or the Cabinet Member for Housing and Benefits, to make amendments to the scheme eligibility criteria and the amount of the discretionary award.

To delegate authority to the Benefits Manager to make scheme amendments which are required to give effect to any revised government guidance.

Reasons for Recommendations: The Government is providing all billing authorities with discretionary funding to support other energy bill payers who are not eligible under the mandatory scheme for the £150 council tax rebate, and to provide carefully targeted “top-up” payments to the most vulnerable households in bands A-D.

It is for each Local Authority to determine agreed guidelines setting out the eligibility criteria for their discretionary funding and have regard to government guidance. It is important to have a written scheme for North Norfolk District Council outlining these and the administration of support payments to provide clarity to individuals.

The delegated authorities would ensure any required technical scheme amendments could be updated promptly where there is revised government guidance providing assurance to the scheme and also clarity to households. Any changes in eligibility criteria or the amount of discretionary awards could be changed quickly to ensure spending of the funding allocation is managed to maximise support to households in need and that the fund is not overspent.

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)

<p>Scheme guidance can be found here - Council tax rebate: factsheet - GOV.UK (www.gov.uk)</p> <p>Council Tax (Demand Notices and Reduction Schemes) (England) (Amendment) Regulations 2022' which were laid before Parliament on 11 February 2022 and came into force on 12 February 2022. The Regulations can be found at: https://www.legislation.gov.uk/uksi/2022/127/contents/made</p>	
Cabinet Member(s)	Ward(s) affected
Cllr Wendy Fredericks	All wards
<p>Contact Officer, telephone number and email: Trudi Grant, Benefits Manager trudi.grant@north-norfolk.gov.uk 01263 516262</p>	

11. DISCRETIONARY HARDSHIP & SUPPORT GRANT

35 - 54

Summary: North Norfolk District Council, People Services, will deliver a provision for discretionary financial support to help people deal with emergencies, resettle, or remain living in the community, and to ease exceptional pressures on households.

People Services are in the front-line of responding to challenges households face and they are at the heart of our district, interacting with residents' lives on a daily basis. This provides them with an opportunity to identify households in hardship and provide them with support, and to manage the nature of that relationship in a way that supports them through a crisis or resettlement.

Unless local support is effective, there is a risk that situations will rapidly escalate which will compound the vulnerabilities of many at risk households and create further pressures on statutory services.

People Services are focusing on ways to improve targeting of their support to those in need the greatest, by creating the Discretionary Hardship & Support Grant. These payments could help to prevent higher-cost interventions being required from, for example, housing, health and social care services.

Options considered: The aim is for the scheme to become a tool for support and resettlement to sustain vulnerable

people's independence in the community.

There is no statutory requirement to provide hardship support in this format. People Services believes in the present economic climate this new scheme will diversify and complement the support we already provide whilst widening our reach to the community.

To not approve the Discretionary Hardship & Support Scheme would miss the opportunity to provide crisis and resettlement support to the most vulnerable households. Doing nothing would undermine the ability of the Council to deliver its strategies to tackle community inequality. Without an equivalent intervention, we anticipate it would also lead to an increase in residents falling into financial crisis, escalating debt, homelessness, and destitution.

To have no written scheme in place would mean there is no visible guidance of eligibility criteria and outline of the approach taken by the Council in determining when support under the scheme is applicable. This would not be recommended as it could cause some uncertainty for residents and undue hardship.

Conclusions:

To not approve delegated authority to the Assistant Director for People Services to make technical scheme amendments would cause delay in reflecting any revised changes in eligibility criteria, and would cause uncertainty. The proposed scheme allows the council to provide support to vulnerable households who are in a crisis situation or require support to settle or remain in the community. The criteria and application process of the scheme is designed to be accessible, clear and easy to administer to ensure payments are timely and accurate. This scheme supports our corporate priority to support communities and provide excellent public service.

Recommendations: To agree the scheme for the Discretionary Hardship & Support Grant as detailed in Appendix 1.

As this is a new scheme, monitoring and evaluating the impact of the scheme will be particularly important. It is therefore requested that amendments to the scheme, where

required, should be delegated to the Assistant Director for People Services.

Reasons for
Recommendations:

More households are facing extreme crisis situations due to experiencing the highest cost of living increase in 30 years and expecting further rises, and this may now be even higher due to the war in Ukraine. The financial pressures on households have also magnified following the cessation of Covid-19 support, such as the Coronavirus Job Retention Scheme (CJRS), and the Universal Credit uplift.

In this precarious environment, the economic realities mean that many residents are more vulnerable than previously to acute financial shocks and are at risk of falling into crisis. It is more important than ever that we find new ways to support our residents.

As we respond to these challenges, the Discretionary Hardship & Support Grant will provide support to vulnerable households who are in a crisis situation or require support to resettle or remain in the community.

As part of the decision making process we will also be able to connect residents to support which can help them to find financial inclusion through budgeting and debt advice.

Any changes in eligibility criteria or the amount of discretionary award should be changed quickly to ensure spending of the funding allocation is managed to maximise support to households in need and that the fund is not overspent.

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)

<p>Outturn Report Reserve Statement 2021/22 (Public Pack)Agenda D Cabinet, 06/09/2021 10:00 (north-norfolk.gov.uk)</p>
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<p>Cabinet Member(s) Cllr Wendy Fredericks</p>	<p>Ward(s) affected All wards</p>
<p>Contact Officer, telephone number and email: Karen Hill – Assistant Director for People Services</p>	

karen.hill@north-norfolk.gov.uk
01263 516183

12. CAR PARK CONSOLIDATION ORDER 2022

55 - 62

Summary: The proposed car parking charges for 2022 were agreed at Full Council on 23 February 2022. A new car parking order, consolidating the existing orders as well as introducing new charges has been advertised. The closing date for objections was 20th May 2022. In all 12 objections/comments were received.

Conclusions: Members may consider that the objections do not constitute substantive reasons for not bringing the order into force. The consultation document contained an error concerning the use of season tickets whereby previously only short stay season tickets could be used on Albert St Holt and Staithe St, Wells. One positive comment pertains to this apparent lifting of the restriction. Members can decide if they wish to allow this restriction to be lifted as advertised or change the schedule to it being enforced.

Recommendations:

- 1. That the Council introduces the car parking consolidation order (as advertised) on Tuesday 5 July 2022. (Tariff changes will be downloaded to machines overnight of Monday 4 July 2022 after signage changes have taken place).**
- 2. That the Council considers it is appropriate to make the order without modification (as above) but with the exception of retaining the restricted use of long stay season tickets on Albert St, Holt and Staithe street, Wells car parks.**

Cabinet member(s):
Eric Seward

Ward(s) affected: All

Contact Officer,
number, and e-mail:

telephone

Duncan Ellis
01263 516330

Duncan.ellis@north-norfolk.gov.uk

13. MANAGING PERFORMANCE QUARTER 4 AND CUMULATIVELY FOR 2021/2022

63 - 158

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 during 2021/22, 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: Continued progress has been made over this quarter and across the 2021/22 year as a whole in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report. This has been achieved despite corporate focus again having to be directed to COVID response activity with rapidly rising rates of infection in the District in December 2021 and early 2022 associated with the spread of the Omicron variant.

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

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

Cabinet Member(s) Ward(s) affected
Cllr Tim Adams All

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

14. **CHANGING PLACES PUBLIC CONVENIENCE INVESTMENT PROGRAMME JUNE 2022** 159 - 170

Summary: This report follows the recent report considered by Cabinet on 29 November 2021 in respect of the Council's continued focus to improve the standard and quality of the District Council's public conveniences as a key element of the district's local infrastructure.

That report allocated a further £500,000 of investment in development and refurbishment

of sites at Sheringham and North Walsham to include the provision of Changing Places facilities.

This report now provides an update in respect of the Council's successful £300k grant application, which was submitted last September to help support delivery of Changing Places facilities across the district, and seeks approval for the recommended scheme investments.

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.

Conclusions: In conclusion, it is recommended that the Cabinet agree to the officer proposals for the further Changing Places investments at the locations identified and that the capital budgets are updated to reflect the additional funding.

Recommendations: It is recommended that Cabinet resolve to;

- **Agree to the officer proposals for the further Changing Places investments at the locations identified;**
- **Agree to the recommended changes to the capital budget identified within section 10 the report; and**
- **Delegate authority to the Director for Resources to develop and agree governance and reporting arrangements with the Broads Authority and funding providers.**

Reasons for Recommendations: To allocate the grant funding awarded to various schemes across the district to continue with the Council's investment in Changing Places facilities.

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected
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Contact Officer, telephone number and email: Duncan Ellis (Director for Resources), 01263 516330 duncan.ellis@north-norfolk.gov.uk

15. CROMER PIER INFRASTRUCTURE WORKS

171 - 178

Summary: Cromer Pier is an iconic structure within North Norfolk and a significant attraction for many thousands of visitors every year. It is a Grade 2 listed structure which was constructed in 1901. It is set in an extremely harsh environment and these factors combine to require a significant and ongoing maintenance regime.

Part of the maintenance regime for the pier includes annual structural surveys to identify remedial works with a more detailed survey undertaken every five years.

This report summarises the results of the latest detailed survey, which has been undertaken by the Hemsley Orrell Partnership (HOP). This survey identified a number of works to be completed over the next c12months.

This information has been used to create a works package which has now been tendered and a preferred supplier (Supplier A as contained within the exempt appendix) identified.

Options considered: This report seeks authority for the award of contract to the preferred supplier and to establish a capital budget (as identified within the exempt appendix) to enable the works to be completed.

For the existing pier structure to be retained in a safe and managed condition a rolling programme of works needs to be maintained.

Alternatively, a managed programme of demolition would need to be initiated to safely remove all or part of the structure.

Recommendations: **That Cabinet;**

- **Approve the award of the contract to the preferred supplier (Supplier A as identified within the exempt appendix) and;**
- **Recommend to Full Council that a capital budget is approved (as**

identified within the exempt appendix) to enable the works to be completed, to be funded from capital receipts

Reasons for Recommendations: The establishment of the capital budget and completion of the recommended works will enable the Council to continue to maintain the pier structure.

In order to ensure the structural integrity of the pier for the future it is essential that appropriate maintenance is undertaken.

Cabinet Member(s) Lucy Shires	Ward(s) affected Cromer Town. Suffield
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Contact Officer, telephone number and email: Sean Kelly, 01263 516276, sean.kelly@north-norfolk.gov.uk

16. FREEHOLD SALE OF PARKLANDS MOBILE HOME SITE, PUDDING NORTON, FAKENHAM 179 - 312

Summary: This report seeks approval from Cabinet to proceed with the recommendation and follows a report in May 2022 to the Overview and Scrutiny |Committee which provided details of the marketing exercise and due diligence appraisal undertaken in relation to the freehold sale of the Parklands mobile home site.

Options considered:

Officers have previously considered a range of options with regards to the sale of this property. The Council could decide not to accept any of the bids to acquire the site and either retain the site or reconsider the previous alternative options.

Conclusions: Following specialist marketing of the site, a number of offers have been received and officers have since undertaken detailed and robust due diligence appraisal of these offers.

As well as seeking to secure the financial best value for the Council, it is recognised that for the future well-being of residents the purchaser should demonstrate appropriate

experience, skills and conduct to manage the site appropriately.

The Council will continue to have a role with the site through the Licencing team, as the new owner will need to demonstrate they are a Fit and Proper Person and secure a Site Licence and this has been taken into account during the assessment process.

Bidder (C) would secure the highest capital receipt for the Council and represents Best Value for the Council and District Council tax payers.

Recommendations: It is recommended that Cabinet:

- 1. Approve the sale of the site to Bidder [C] as outlined in the Exempt Appendix A at best consideration and in accordance with s123 of the Local Government Act 1972.**

Reasons for Recommendations:

The provision and operation of this site does not directly support any of the key themes contained with the Corporate Plan and is not part of the Council's core business. Some of the asset therefore allows the capital receipt generated by the sale of the asset towards the Council's corporate priorities.

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected Pudding Norton
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Officer; Neil Turvey, Tel: 01263 516124
Email: neil.turvey@north-norfolk.gov.uk

17. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

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

18. PRIVATE BUSINESS

19. APPROVAL OF INSURANCE CONTRACT

Summary: The Council's current insurance arrangements with Zurich Municipal Insurance Plc are due to expire on 30 June 2022 and it is therefore necessary to enter into new insurance arrangements to ensure that the Council continues to have adequate cover in place.

Options considered: Apart from seeking insurance cover from the external market, the only other option for consideration would be to self-insure but given the value of some of the Council's assets, such as Cromer pier, this would not be a viable proposition.

Recommendation: Approve the award of the contract to the preferred supplier based on a 5-year contract with a potential 2-year extension.

Reason for the decision: The Council's current insurance arrangements are due to expire on 30 June 2022 and it is therefore necessary to enter into a new contract to ensure that the Council continues to have adequate cover in place

Cabinet Member(s) Eric Seaward	Ward(s) affected All
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Contact Officer, telephone number and email: Lucy Hume, Lucy.Hume@north-norfolk.gov.uk, 01263 516246

CABINET

Minutes of the meeting of the Cabinet held on Tuesday, 3 May 2022 at the Council Chamber - Council Offices at 10.00 am

Committee

Members Present:

W Fredericks
E Seward
J Toye

A Fitch-Tillett
R Kershaw
L Shires
T Adams (Chair)

Members also attending:

N Dixon
J Rest

Officers in Attendance:

Chief Executive, Democratic Services Manager, Director for Resources/Section 151 Officer, Director for Communities, Assistant Director for People Services and Assistant Director for Finance, Assets, Legal & Monitoring Officer

Apologies for Absence:

V Gay, N Lloyd

238 MINUTES

The minutes of the meeting held on 28th March were approved as a correct record and signed by the Chairman.

Cllr J Rest said that a question had been asked on his behalf at the previous meeting (Minute 235 Property Transaction: Lease Proposals at the Blue Sky Café and Art Deco Building) and he had not yet received a response. The Democratic Services Manager agreed to follow this up.

239 PUBLIC QUESTIONS AND STATEMENTS

None received.

240 ITEMS OF URGENT BUSINESS

None received.

241 DECLARATIONS OF INTEREST

The Leader, Cllr T Adams, declared a non-pecuniary interest in Agenda item 10: Property Transaction – North Lodge Park, as he was a member of Cromer Town Council.

242 MEMBERS' QUESTIONS

The Chairman advised Members that they could ask questions during the meeting as matters arose.

243 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

The Chairman of the Overview & Scrutiny Committee, Cllr N Dixon, said that although there were no recommendations from the main committee, there was a recommendation from the Environment and Quality of Life Scrutiny Panel, regarding Agenda Item 9 – Quality of Life Strategy. He explained that they supported approval of the strategy subject to consideration of the inclusion of demonstrable and measurable outcomes. He went on to say that there had been further correspondence between Cllr Dr V Holliday and the Director of Communities suggesting examples of how such indicators could be included. The Director of Communities confirmed that those possible areas had been identified where there were opportunities for existing data could be used. He said that the action plan was a working document that was still being developed and the monitoring element of this would be worked on in the coming months.

Cllr L Shires asked whether the outcomes for monitoring would be in addition to the final column of Appendix 7 – as this was already entitled outcomes and measures. The Director for Communities replied that it was felt that some elements of the action plan would be delivered over a longer period of time and there was an opportunity to have more measurable outcomes than currently specified. The Assistant Director for People Services added that the intention was to look at the Thriving Places index and see which areas were applicable to North Norfolk and reflect them within the Action Plan. She said that specific measures would be assessed as the Strategy was developed to ensure that they were robust enough to measure that a difference was being made.

244 OFFICER DELEGATED DECISIONS - FEBRUARY TO APRIL 2022

The Leader explained that this was a report to inform Cabinet of recent decisions taken under delegation.

Cllr N Dixon referred to the decision to apply a temporary increase to staff mileage rates and asked whether it was in line with national rates and whether other Norfolk authorities had introduced the same increase. The Director for Resources replied that it was a temporary increase for 3 months and would be reviewed at the end of that period. He said the decision had been taken following discussions with Unison who had raised concerns about the impact of high fuel prices and the general rise in the cost of living. Cllr Dixon sought clarification as to whether the decision had been taken by the District Council alone or in consultation with neighbouring authorities. The Director for Resources confirmed that it was not a national position and the Council had taken the decision on its own without wider, regional consultation.

AGREED

To note the report.

245 QUALITY OF LIFE STRATEGY 2022 - 2024

The Leader began by thanking the Assistant Director for People Services for her

hard work in preparing the Strategy and accompanying Action Plan.

Cllr W Fredericks then read out the following statement from the Portfolio Holder for Wellbeing, Cllr V Gay, as she was unable to attend the meeting in person:

'The Quality of Life strategy is the result of a good deal of work and thought and I recommend it to you. The strategy seeks to define quality of life. It analyses the research which underpins quality of life, it examines the various tables of comparison which measure accomplishment in this area. Perhaps most important of all, it suggests a profile for North Norfolk so that we may have an understanding of where our weaknesses may lie. A good District Council, such as ours is, does not simply work to pick up the rubbish, collect taxes or deliberate planning decisions. It has the competence to make life better for its residents. It can choose to provide safe and stimulating play areas for children, public conveniences, places to walk in the out of doors freely and easily, it can help people in getting to medical appointments, make it more likely that one may find a decent job, make it less likely that people are homeless. I might add many more things, but if you read the action plan you will see the picture. The strategy has now been studied within and without the District Council. It has received support from Councillor Blathwayt's Scrutiny Panel, from the members of the new Health and Well Being Partnership, Public Health and Norfolk Police. The action plan is a live document; it will alter as the situation changes and as we make further accomplishments. It is a foundation for future work rather than a blueprint. Finally, there's the matter of objective measurement. There are many measurements which we might apply - how many people went swimming last week? How many children under three were taken to one of our play areas? Is this number declining? How many hectares of woodland do we have? Do we have plans to increase this? What about allotments? But to do a good job in the future we must dig deeper? How would these measurements demonstrate that our residents had better lives? That is what we need to work on. Which things which lie within our power would be most helpful. That's the next step for us. In closing I would like to thank Karen, Sonia, Steve, for their work towards the strategy. I'd also like to thank Cllr. Dr. Holliday who has already made a very insightful contribution to the thinking about measurement. I hope that you can all support this.'

The Leader referred to the Engagement Strategy which was also being developed and asked how that was progressing. The Director for Communities replied that it was going to Overview & Scrutiny Committee on 12th May and would then come through to Cabinet for approval.

Cllr J Toye said that a huge amount of work had gone into preparing the Quality of Life Strategy and a lot of interesting information was coming out of it. He referred to page 42 and asked about monitoring reports and the annual review and which committee would consider these. The Assistant Director for People Services replied that the quarterly monitoring reports would be provided via the Portfolio Holder's report to Full Council. The route for the Annual report had not been agreed yet but it was likely to go to Cabinet and Overview & Scrutiny Committee. She added that community engagement was key to the success of the strategy and that was why the Engagement Strategy was being developed in tandem with it. She said it was likely that the QoL Strategy would be reviewed in full after 4-5 years.

Cllr Toye said that transport ran as a thread through a lot of the services provided by the Council. He added that he had noticed that 'transport and connectivity' was listed in the Action Plan in a couple of places and he queried whether it would be better to see it strengthened and listed in one place. The Assistant Director for People

Services replied that it was recognised that transport and connectivity cut across several areas, including sustainability as well as impacting on mental health. She said that it had been listed in the areas where it was felt that the Council could make a difference.

Cllr A Fitch-Tillett referred to additional stress levels in coastal erosion and flood risk zones. She asked whether this should be highlighted more in the strategy and action plan. The Assistant Director for People Services replied that the Thriving Places index was a national index so it didn't recognise whether an area was a coastal area but focussed on rurality. It was for this reason that the strategy referenced the Health in Coastal Communities report, although it was acknowledged that this was more focussed on health and wellbeing rather than quality of life. She added that quality of life in coastal communities would be looked at in more detail as the action plan developed and her team would work with the Coastal team to explore these areas. It was felt that the action plan needed a robust evidence base, hence the initial focus on the Thriving Places index.

The Director for Communities said that the recently formed Shadow Health & Being Partnership provided an opportunity to work with partners on matters that affected the whole District but also on specific local issues.

Cllr L Shires said that quality of life underpinned her reasons for standing for election. She felt that it was a really exciting document and would help improve people's lives. She referenced the mental health situation and said it was extremely disappointing to learn of the recent inspection of the region's mental health trust. However, the work of primary care network were working very hard to bridge the mental health gap and this work should be applauded. She gave the example of Birchwood Medical Practice which showed how a local group could work closely with the community to achieve real change and benefits through the Healthier North Walsham programme. She concluded by saying that the District Council could provide support and guidance and this was where its strength lay.

Cllr Dixon sought clarification on whether the recommendations from the Scrutiny Panel had been accepted. The Director for Communities replied that he was happy to work with Cllr Dr Holliday to develop the outcomes further. He added that one of the complexities of quality of life and the accompanying indicators, was that so many things could influence the outcomes so it was important to be able to demonstrate NNDC's contribution. He queried the use of the term 'subject to' and asked whether agreement to the Scrutiny Panel recommendation could potentially hold up the approval of the strategy if the measures were not developed. He wanted to be sure that it did not put a caveat on adoption of the Strategy. The Assistant Director for People Services suggested that an additional paragraph was inserted to state that work would be undertaken to develop the measures further.

Cllr J Toye commented that it was a living document and he supported the recommendation but it could not be agreed at the current time which measures and outcomes would be included. Cllr Dixon replied that there was no expectation that such detail would be agreed now.

Cllr W Fredericks said she welcomed the offer of help from Cllr Dr Holliday.

Cllr J Rest referred to page 60 and 'Housing' and the recent announcement from the Government regarding 'right to buy'. He said that the Council should be mindful of this and the possible impact that it could have. The Chief Executive agreed and said this was a good example of an issue that was not within the gift of the District

Council to being about change. The issues regarding mental health and the downgrading of the trust also fell into this category. The Council could work with partners to address such issued burt it must be recognised that there were some outcomes that could not be influenced.

It was proposed by Cllr W Fredericks, seconded by Cllr T Adams and

RESOLVED

To approve the Quality of Life Strategy 2022 – 2024 and Action Plan and the development of demonstrable outcomes to be included in Appendix 7 of the Strategy.

Reason for the decision:

The development and implementation of a Quality of Life Strategy is a key objective in the Council's Corporate Delivery Plan. The Strategy has been developed and is presented for approval by Cabinet and adoption by Full Council.

246 PROPERTY TRANSACTION - NORTH LODGE PARK

Cllr E Seward, Portfolio Holder for Finance & Assets, introduced this item. He said that the proposals reflected the Council's continued commitment to developing North Lodge Park in Cromer. He said the proposals to develop the former tennis courts on the site for a mixed use, combining both community and income producing operations, enhancing the use of the park and providing training and support for the wider community.

Cllr A Fitch-Tillett, seconded the proposal and congratulated the Friends of North Lodge Park who had undertaken a lot of work over a period of several years to improve the park and make it attractive to visitors.

The Leader concurred and said that he had been involved from a Town Council perspective previously. He clarified that the café was a separate entity and was not related to the proposals before Cabinet today.

Cllr N Dixon asked for clarification on how the base rent was determined. The Strategic Surveyor replied that it had been quite difficult but they had based it on comparable ground rent levels for similar sites and properties across the District.

It was proposed by Cllr E Seward, seconded by Cllr A Fitch-Tillett and

RESOLVED

To proceed with The Friends of the Park in partnership with Cromer Town Council to complete a new lease over the former tennis court site and as provided in the agreed heads of terms.

Reason for the decision:

The Friends of the North Lodge Park are a known operator to NNDC and are an existing partner in managing the Park.

The proposal made is a joint venture with the Cromer Town Council and provides for a new changing places toilet facility to be fully funded by the Town Council.

The proposal combines both community and income producing operations.

The proposals are unlikely to be of concern to local residents and offers the least contentious use from a planning perspective.

The proposal will further enhance the use of the Park whilst providing training and support for the wider community.

The proposal for a new toilet block within the tennis court site will free up the existing toilets in the Park which, when combined with the vacant adjacent unit (formerly the children's nursery) and the existing café, will provide the opportunity to create a newly refurbished income producing property.

247 EXCLUSION OF PRESS AND PUBLIC

248 PRIVATE BUSINESS

The meeting ended at 10.46am.

Chairman

Registering interests

Within 28 days of becoming a member or your re-election or re-appointment to office you must register with the Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in "The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012". You should also register details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

"Disclosable Pecuniary Interest" means an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in Table 1 below.

"Partner" means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
2. A 'sensitive interest' is as an interest which, if disclosed, could lead to the councillor, or a person connected with the councillor, being subject to violence or intimidation.
3. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Non participation in case of disclosable pecuniary interest

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.
5. Where you have a disclosable pecuniary interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it

Disclosure of Other Registerable Interests

6. Where a matter arises at a meeting which **directly relates** to one of your Other Registerable Interests (as set out in **Table 2**), you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

Disclosure of Non-Registerable Interests

7. Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.
8. Where a matter arises at a meeting which **affects** –
 - a. your own financial interest or well-being;
 - b. a financial interest or well-being of a relative, close associate; or
 - c. a body included in those you need to disclose under Other Registrable Interests as set out in **Table 2**

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied

9. Where a matter **affects** your financial interest or well-being:
 - a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
 - b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

10. Where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must make sure that any written statement of that decision records the existence and nature of your interest.

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
Sponsorship	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the

	<p>councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council —</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land and Property	<p>Any beneficial interest in land which is within the area of the council.</p> <p>'Land' excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.</p>
Licenses	<p>Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer</p>
Corporate tenancies	<p>Any tenancy where (to the councillor's knowledge)—</p> <p>(a) the landlord is the council; and</p> <p>(b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.</p>
Securities	<p>Any beneficial interest in securities* of a body where—</p> <p>(a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were</p>

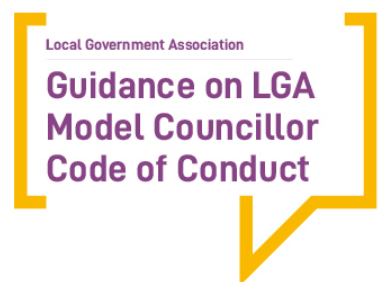
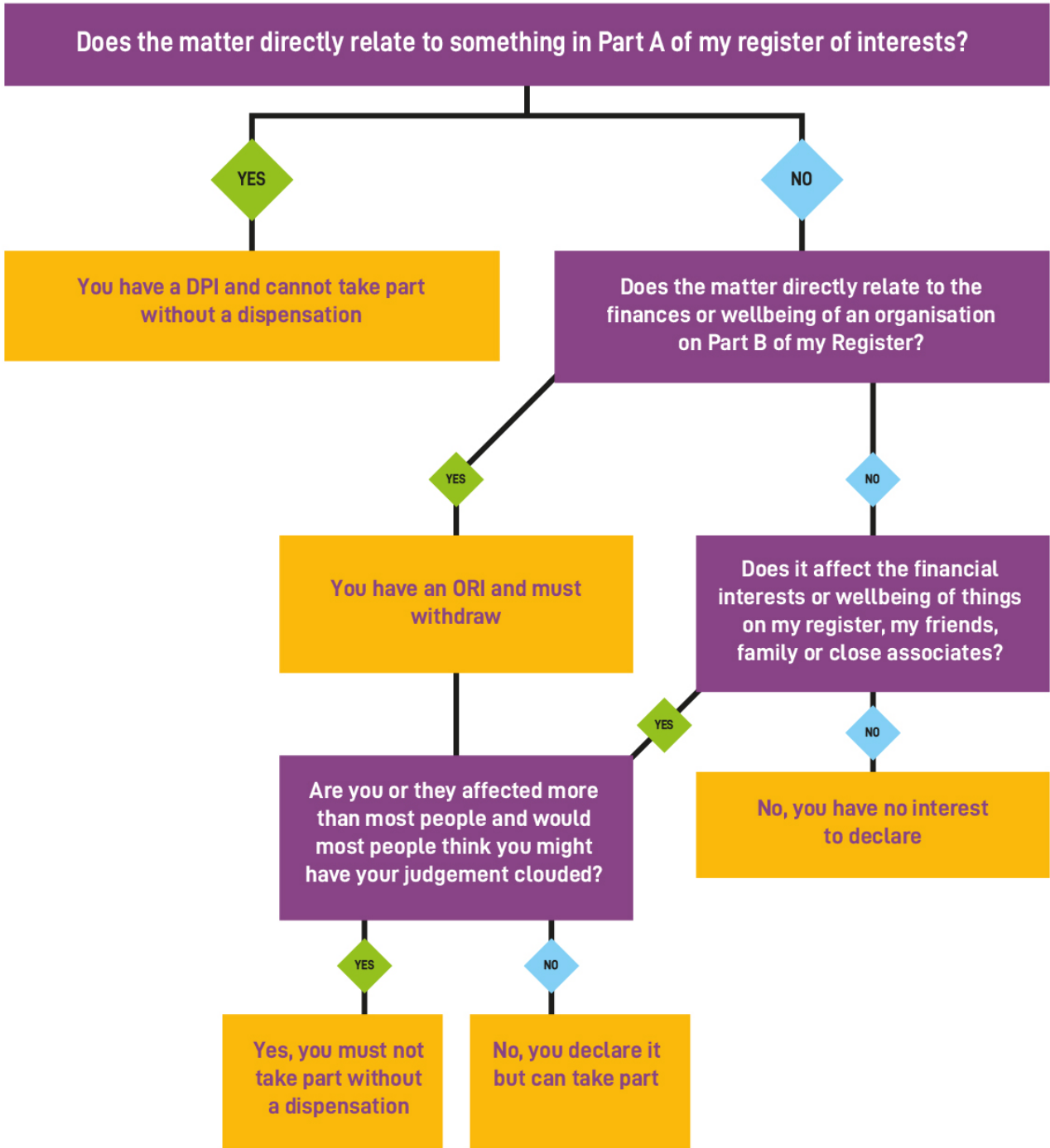
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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* 'director' includes a member of the committee of management of an industrial and provident society.

* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registrable Interests

<p>You have a personal interest in any business of your authority where it relates to or is likely to affect:</p> <ul style="list-style-type: none"> a) any body of which you are in general control or management and to which you are nominated or appointed by your authority b) any body <ul style="list-style-type: none"> (i) exercising functions of a public nature (ii) any body directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)
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North Norfolk Sustainable Communities Fund

Summary: In March 2020 Cabinet approved a recommendation to:

- Change the name of the Big Society Fund to the North Norfolk Sustainable Communities Fund (NNSCF).
- Refocus the NNSCF to encourage a wider and more diverse range of projects from communities across North Norfolk.
- Give additional weight to projects with positive environmental outcomes which demonstrates the Council's commitment to the Climate Emergency it declared in 2019.
- To support the delivery of identified Council priorities in respect of Quality of Life and Climate, Coast and Environment.

This report provides an overview of the North Norfolk Sustainable Communities Fund during its second year of operation.

Recommendations: Cabinet to receive the report and note the contribution that the NNSCF makes on Council priorities in respect of Quality of Life and Climate, Coast and Environment.

Reasons for Recommendations: To ensure the NNSCF continues to reflect Council priorities to build sustainable communities and respond to the Climate Emergency declared by the Council in 2019.

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)

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Cabinet Member(s) Cllr. Virginia Gaye	Ward(s) affected All
Officer - Sonia Shuter – Early Help and Prevention Manager	

1. Introduction

- 1.1 The North Norfolk Sustainable Communities Fund (NNSCF) was launched in June 2020. Sustainable Communities are places in which people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life.
- 1.2 The North Norfolk Sustainable Communities Fund was originally financed from a proportion of the second homes council tax returned by Norfolk County Council. This funding has now ceased, and the finances to support NNSCF are being taken from accrued community reserves. This reserve is used for the NNDC Community Transport Fund (50K) and the NNSCF (£225,000) per annum. If the maximum budget allocated to both the Community Transport Fund and the NNSCF is used each year there are sufficient reserves for both grant Funds to continue until 31st March 2024. If either of the funds do not use all of their allocated budget at the end of the financial year, the underspend goes back into the community reserve.
- 1.3 The Council declared a Climate Emergency across the District in April 2019. In addition to enhancing the sustainability of local communities, projects funded by the NNSCF should reflect the priorities of the Council in respect of climate change. Additional weighting is given to projects that clearly demonstrate that they have focussed on carbon reduction, reducing the environmental impact of their project and / or conserving or enhancing the biodiversity of their local environment.
- 1.4 To reflect the priorities of the Council in respect of quality of life, weighting is also given to applications which promote, encourage or support healthy lifestyles, increase accessibility and promote the physical, mental and social wellbeing of communities.
- 1.5 To widen access to the Fund amongst all communities across North Norfolk, and to allow for a wider range of beneficial projects to be supported, equal priority is given to revenue and capital projects.
- 1.6 A simplified application process was set up for smaller revenue or capital projects below £1,000.
- 1.7 In order to make best use of the funding available, all applications for grants of between £1K and £15K are expected to identify a level of match funding of at least 10% commensurate with the type and size of the organisation and value of the project.

2. North Norfolk Sustainable Communities Fund 2021 / 2022

- 2.1 The NNSCF Panel is politically balanced and consists of seven members of NNDC appointed by NNDC's Cabinet.
- 2.2 The Panel meets quarterly in June, September, December and March to consider grant applications over £1,000 and up to a maximum limit of £15,000. The Panel recommends that grant applications are either approved, not approved or deferred. Grants recommended for approval will identify the

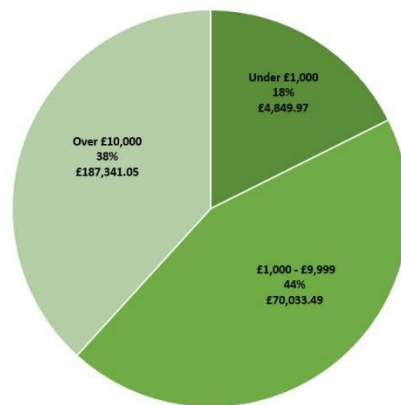
amount of funding to be awarded and any conditions that should be applied to the grant award. Recommendations made by the Panel will be submitted to the Leader of the Council, as the Senior Executive Member for approval and authorisation within one week of the Panel meeting.

- 2.3 The Chair and or Vice of the Panel meet monthly to consider grant applications under £1,000. The Chair and or Vice Chair of the Panel recommends that grant applications under £1,000 are approved, not approved or deferred. Grants recommended for approval will identify the amount of funding to be awarded and any conditions that should be applied to the grant award. Recommendations made by the Chair and or Vice Chair will be submitted to the Leader of the Council as the Senior Executive Member for approval and authorisation within one week of the recommendation being made.

3. NNSCF applications

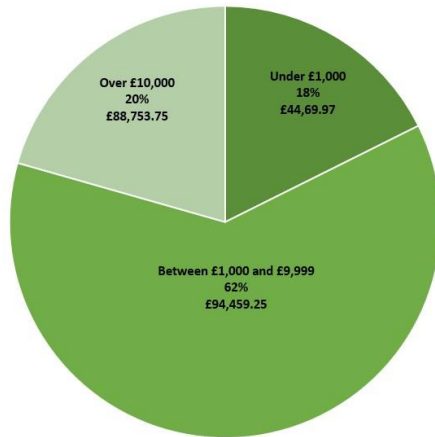
- 3.1 In the last financial year, the Panel met remotely in June, September, December and March to consider applications to the NNSCF. In addition the Chair and Vice Chair of the NNSCF met virtually as required to consider applications under £1,000.
- 3.2 Forty three organisations in total submitted grant applications to the NNSCF requesting funding of £262,224.51

Breakdown of Grant Requests to the North Norfolk Sustainable Communities Fund
2021-22



- 3.3 Thirty four grant awards were approved totaling £187,682.97. Two applications were not presented to the Panel as they were withdrawn by the applicant, one organisation declined the grant award, four were not approved, and two deferred in March 2022 so a recommendation will be made in the next financial year.

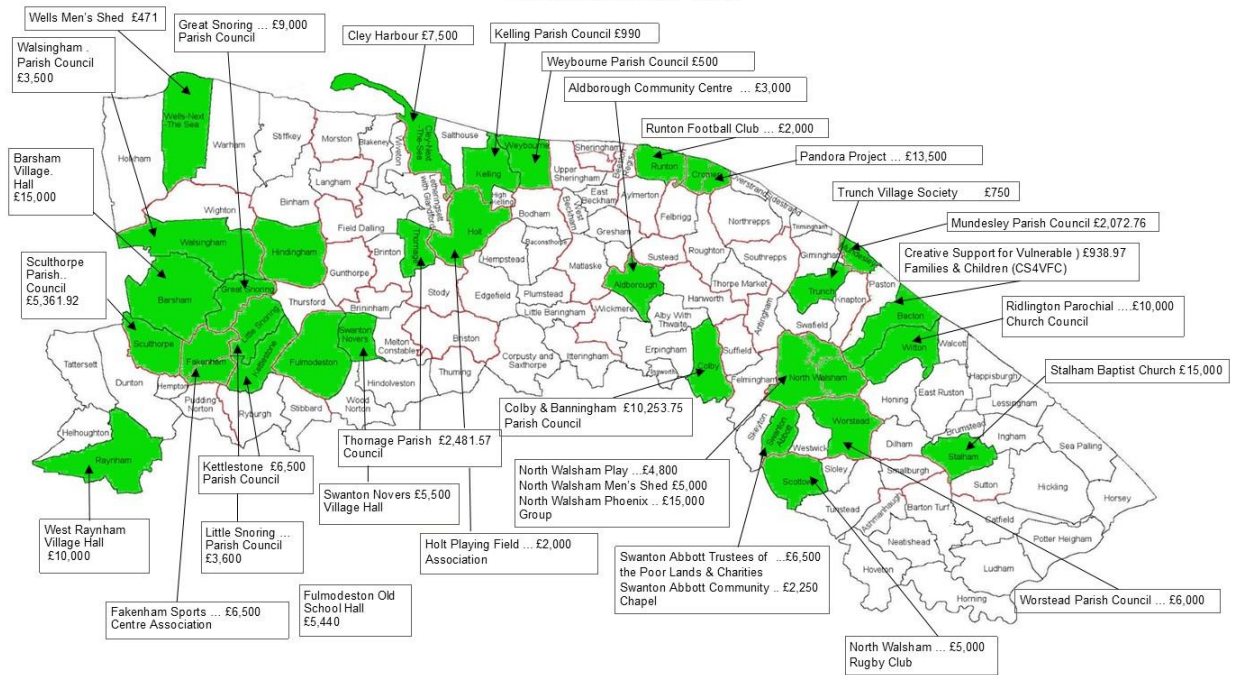
**Breakdown of Awards Made by North Norfolk Sustainable Communities Fund
2021-2022**



3.4 Parishes awarded a North Norfolk Sustainable Communities Fund grant

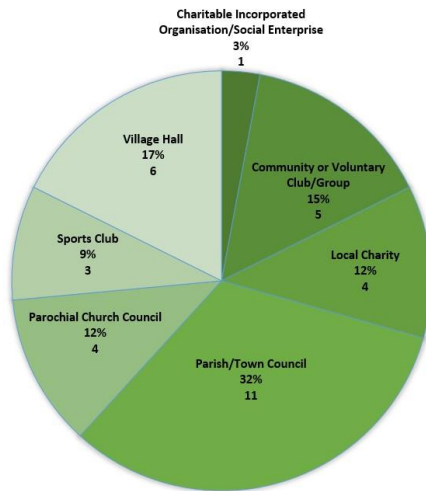


**North Norfolk Sustainable Communities Fund
Grant Awards 2021-2022**



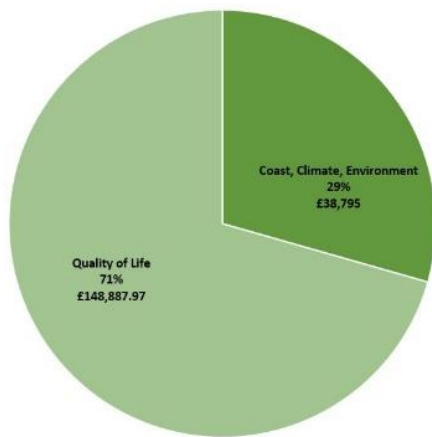
3.5 Type of organisations applying to the North Norfolk Sustainable Communities Fund

ORGANISATIONS APPLYING TO THE NORTH NORFOLK SUSTAINABLE COMMUNITIES FUND
2021-2022



3.6 NNSCF applications in relation to Corporate Plan priority

North Norfolk Sustainable Communities Fund By Corporate Plan Area
2021-2022



Over 70% of the projects awarded funding related to the Quality of Life Corporate Plan priority. Whilst these projects align to the Quality of Life Corporate Priority successful applicants are still expected to use sustainable materials, local suppliers and consider environmental sustainability. Continued publicity and promotion of the NNSCF particularly to encourage applications for projects that meet the Coast, Climate and Environment priority as well as support the delivery of the North Norfolk District Council Environmental Charter will continue.

The Climate and Environmental Policy Manager and Climate Change Policy Officer are asked to attend the Panel meetings and comment on Coast, Climate and Environment applications. They also promote the NNSCF amongst their networks.

4. Financial Implications and Risks

The funding for the NNSCF is taken from allocated reserves. It is envisaged that if the normal annual grant budget of £225,000 is spent. There are sufficient reserves for the Fund to continue for approximately two years.

5. Equality and Diversity

- 5.1 There are no identified equality or diversity implications. The need to increase accessibility is integral to the NNSCF. One of the Panel Members, Cllr. Spagnola offers advice and support to applicants to ensure projects are as inclusive and accessible as possible.

6. Crime and Disorder

There are no crime and disorder implications

7. Conclusion

Monitoring and End of Grant reports from organisations awarded a NNSCF grant demonstrates the benefit of the NNSCF. The fund enables a wide variety of projects to be delivered that support sustainable communities and Council priorities in respect of Quality of Life and Climate, Coast and Environment.

Council Tax Energy Rebate (Discretionary) Scheme

Summary:	<p>The Government has announced the Council Tax Energy Rebate Scheme to provide a £150 non repayable rebate for eligible households in council tax bands A-D and includes discretionary funding for billing authorities to support households who are in need but not eligible for the Council Tax Energy Rebate under the mandatory scheme. The discretionary scheme and eligibility criteria are set out in this report for approval.</p>
Options considered:	<p>To not approve the Council Tax Energy Rebate (Discretionary) Scheme would miss the opportunity to provide financial support to those in need of support with rising energy costs and to provide top-up support to the most financially vulnerable households.</p> <p>To not approve the scheme would be a contravention to the legislation laid down by the Department for Levelling Up, Housing and Communities on 3rd February 2022.</p> <p>To have no written scheme in place would mean there is no visible guidance of eligibility criteria and outline of the approach taken by the Council in determining when a discretionary rebate is to be paid or not. This would not be recommended as it could cause some uncertainty for residents.</p> <p>To not approve delegated authority to the Benefits Manager to make technical scheme amendments would cause delay in reflecting any revised government guidance into the scheme, such as changes in eligibility criteria, and would cause uncertainty.</p> <p>To not delegate authority to the Section 151 Officer, or their deputy, in consultation with the Assistant Director for People Services or the Cabinet Member for Housing and Benefits to make amendments to the scheme, such as the eligibility criteria and amount of the discretionary award, would not provide the ability to quickly make amendments to manage spending within the limited funding allocation.</p>
Conclusions:	<p>The proposed scheme allows the council to provide support to those households who are not eligible to a payment under the mandatory scheme, primarily due to the technicalities in council tax legislation, and to support the most financially vulnerable households who are in receipt of council tax reduction. The criteria and application process set out in the scheme is designed to be clear and as easy to administer as possible to each eligible household. The council will be in a position to make payments in a timely manner to provide the financial support needed. This scheme supports our corporate priority to support communities and provide excellent public service.</p>
Recommendations:	<p>To agree the scheme for the Council Tax Energy Rebate (Discretionary) scheme as detailed in Appendix 1.</p> <p>To delegate authority to the Section 151 Officer, or their deputy, in consultation with the Assistant Director for People Services or the Cabinet Member for Housing and Benefits, to make amendments to the scheme eligibility criteria and the amount of the discretionary award.</p>

Reasons for Recommendations:	<p>To delegate authority to the Benefits Manager to make scheme amendments which are required to give effect to any revised government guidance.</p> <p>The Government is providing all billing authorities with discretionary funding to support other energy bill payers who are not eligible under the mandatory scheme for the £150 council tax rebate, and to provide carefully targeted “top-up” payments to the most vulnerable households in bands A-D.</p> <p>It is for each Local Authority to determine agreed guidelines setting out the eligibility criteria for their discretionary funding and have regard to government guidance. It is important to have a written scheme for North Norfolk District Council outlining these and the administration of support payments to provide clarity to individuals.</p> <p>The delegated authorities would ensure any required technical scheme amendments could be updated promptly where there is revised government guidance providing assurance to the scheme and also clarity to households. Any changes in eligibility criteria or the amount of discretionary awards could be changed quickly to ensure spending of the funding allocation is managed to maximise support to households in need and that the fund is not overspent.</p>
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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)

<p>Scheme guidance can be found here - Council tax rebate: factsheet - GOV.UK (www.gov.uk)</p> <p>Council Tax (Demand Notices and Reduction Schemes) (England) (Amendment) Regulations 2022’ which were laid before Parliament on 11 February 2022 and came into force on 12 February 2022. The Regulations can be found at: https://www.legislation.gov.uk/ukSI/2022/127/contents/made</p>
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Cabinet Member(s)	Ward(s) affected
Cllr Wendy Fredericks	All wards
Contact Officer, telephone number and email:	
<p>Trudi Grant, Benefits Manager trudi.grant@north-norfolk.gov.uk 01263 516262</p>	

1. Background

- 1.1 The government recognises that many households will need support to deal with the rising cost of household bills in 2022-23, driven by increasing energy bills. While these rising costs will affect most households across the country, they are more likely to disproportionately affect those on lower incomes, who tend to spend a higher proportion of their income on utility bills.
- 1.2 The mandatory Council Tax Energy Rebate 2022-23 scheme provides most households in bands A-D with a £150 one-off payment to a liable council tax payer (meeting eligibility criteria on 1 April 2022).
- 1.3 The government recognises that billing authorities may also wish to provide support to other energy bill payers who are not eligible under the terms of the mandatory scheme, and to provide carefully targeted ‘top-up’ payments to the most vulnerable households. It will therefore provide every billing authority with a share of a £144 million Discretionary Fund to enable councils to determine locally how best to make use of this funding to support those suffering financial hardship as a result of the rising cost of living.
- 1.4 North Norfolk District Council will receive funding of £226,350. This report seeks approval of the Council Tax Energy Rebate (Discretionary) Scheme 2022/23 (Appendix 1) which provides the eligibility criteria and approach to administering the payments in line with government guidance and legislation.

2. Eligibility Criteria

- 2.1 When developing the proposed eligibility criteria we have taken into account the suggestions within government guidance to include low income households in band E-H and to exclude households unlikely to be eligible as not exposed to rising energy costs, such as occupants of student halls and those living in Ministry of Defence property.
- 2.2 The following summarises the proposed eligible criteria, detailed in full in the scheme documentation at Appendix A.
 - **(Criteria A)** Households living in property in Band E-H who are in receipt of Council Tax Support as at 1st April 2022. This will provide support to those households not eligible for a payment under the mandatory rebate scheme as the property is in a higher band but the household has a low income. The proposed award is £150.00 meaning support is levelled up for all low income households in receipt of Council Tax Support across the district. Based on modelling this would provide support to 163 more households.
 - **(Criteria B)** Top up payment to all households living in property in band A-H who are in receipt of maximum entitlement of Council Tax Support as at 1st April 2022. This will provide a targeted “top-up” payment of £30.00 to support those households in receipt of maximum support with council tax bills as they have the lowest income and likely to be most financially vulnerable households in the district. Maximum Council Tax Support for working age claimants 91.5% and for pension age claimants 100%. The proposed top-up payment of £30 would mean additional support to 4772 households.
 - **(Criteria C)** Households living in a property in band E – H who are in receipt of a Council Tax exemption class N (students), class S (premises occupied by persons under 18 years of age), class U (severely mentally impaired), or class W (dependent elderly relative living in an annexe) as at 1st April 2022. This will provide support to those households not eligible for a

payment under the mandatory rebate scheme as the property is in a higher band but the households are likely to be in receipt of a low income, or are occupied by elderly people, or people with severe mental impairments. The proposed award is £150.00. Based on scheme modelling this would provide support to an additional 25 households.

- **(Criteria D)** Households living in a property in band F – H who are in receipt of a reduction to their Council Tax band under (reductions for disabilities) regulations 1992, known as a Disabled Band Reduction, as at 1st April 2022. It should be noted that where the person in this category resides in a dwelling with a Council Tax band E, they will be treated as being in a band D property and receive a payment under the mandatory scheme. The proposed award is a single one off payment of £150.00. Based on scheme modelling this would provide support to an additional 48 households.
- **(Criteria E)** Houses in multiple occupation (HMO) where occupiers are not liable for council tax but are responsible for energy bills on 1 April 2022. These households are excluded from the mandatory rebate scheme due to the legislative council tax requirements where the owner is liable. The proposed award is £100.00 per household across band A-H. The occupant must be in receipt of a means tested benefit. A budget of £17,790 has been allocated for this group of households.
- **(Criteria F)** Residents who are in exceptional hardship and who have an immediate need for support with fuel costs, can apply for additional support under the scheme. Cases will be referred for help via the Early Help & Prevention Team. A budget of £30,000 has been allocated for this group of households.

2.3. Modelling work has been undertaken and is summarised below.

	Household Type	Number of households	Amount of Energy Payment or Top-Up	Total expenditure
(Criteria A)	A single one off payment of £150 will be awarded to any household who resides in a dwelling with a Council Tax band E - H and in receipt of CTS.	163	£ 150.00	£ 24,450.00
(Criteria B)	A single top up payment of £30 where any household who resides in a dwelling (in any bands A to H) who also receives maximum Council Tax Support (for working age claimants 91.5% and for pension age claimants 100%).	4772	£ 30.00	£ 143,160.00
(Criteria C)	A single one off payment of £150 will be awarded to any household in receipt of a Council Tax exemption N, U, S or W residing in a dwelling with a Council Tax band E - H.	25	£ 150.00	£ 3,750.00
(Criteria D)	A single one off payment of £150 will be awarded to any household in receipt of a Disabled Band Reduction residing in a dwelling with a Council Tax band bands F - H.	48	£ 150.00	£ 7,200.00
(Criteria E)	Residents of Houses in Multiple Occupation or residents in temporary accommodation where there is no liability to pay Council Tax but who have fuel costs i.e. payment meters. Proof of fuel costs will be required. Must be in receipt of a qualifying benefit*. Application based.	N/A	£ 100.00	£ 17,790.00
(Criteria F)	Residents who are in exceptional hardship and who have an immediate need for support with fuel costs. Cases to be referred via the Early Help & Prevention Team.	N/A	N/A	£ 30,000.00
	Total amount of funding			£ 226,350.00
	*Qualifying benefit is determined as UC, WTC, ESA (IR), JSA (IB), IS, HB, or PC			

3. Delivery of the scheme

- 3.1 Work is underway to develop and implement the claim and assurance process.
- 3.2. We have already procured the software required to facilitate payments under the mandatory scheme and the same software will be used for payments under the discretionary scheme.
- 3.3. Where it is clear to the council that the household meets the eligibility criteria and bank details are known from the Council Tax Direct Debit instruction, then payments will be made automatically into that bank account. Where household circumstances are required to be verified or no live bank details are held then an application form will be made available online.
- 3.4. To ensure digital inclusion a member of the Benefits Team will be available to complete an application over the telephone where the applicant does not have access to the internet or is not competent in using ICT.
- 3.5. All payments will be subject to pre-payment assurance checks in line with government guidance to ensure payments are made to eligible households and bank details provided are verified.
- 3.6. The Council Tax Energy Rebate (Discretionary) scheme will be promoted via our website <https://www.north-norfolk.gov.uk/tasks/council-tax/energy-bills-rebate/> and social media channels in order to maximise awareness to eligible households. Where required eligible households will be invited to claim to ensure the allocated funding is paid quickly to provide the needed support for rising energy bills.
- 3.7. The Council already encourages people to pay their Council Tax by direct debit (DD). Households have been further encouraged to sign-up for direct debit to speed up the energy payments. Any households which have not signed up for direct debit will need to go through a separate process. This will involve the Council collecting their bank account details. For those without bank accounts the rebate will be to a payment intermediary (such as the Post Office) to facilitate a cash payment. For customers who are difficult to reach the rebate can, as a last resort be credited to their Council Tax account.
- 3.8. Payments will be based on residency at the relevant property on 1st April 2022. The scheme will be open for payments to be made to eligible households until 30 November 2022.
- 3.9. The payments received will be disregarded as income for any people on means tested benefits.

4. Funding

- 4.1 The Discretionary Fund is to be passed on directly as one-off grants to households that the billing authority chooses to support. Any unspent funding will be required to be repaid to government and in the event of any overspend, no additional funding will be provided.
- 4.2 North Norfolk District Council has been allocated £226,350 under the Discretionary Scheme which was received in March 2022.
- 4.3 Central government have agreed to meet the administrative costs incurred by councils as a result of implementing the scheme. Billing authorities have been

provisionally compensated in February for the administrative costs of providing the rebate.

5. Conclusion

- 5.1. The proposed scheme allows the council to provide support to those households who are not eligible to a payment under the mandatory scheme, primarily due to the technicalities in council tax legislation, and to support the most financially vulnerable households who are in receipt of council tax reduction. The criteria and application process set out in the scheme is designed to be clear and as easy to administer as possible to each eligible household. The council will be in a position to make payments in a timely manner to provide the financial support needed. This scheme supports our corporate priority to support communities and provide excellent public service.

6. Implications and Risks

- 6.1. With any scheme involving the payment of grants, there is the potential from fraud and error.
- 6.2. The council has put in place a robust process to ensure the identity, residence, financial details, and payment information of the applicant is correct. We will be using data across Council Tax, Benefits, and DWP to ensure applicant details are cross-referenced and verified.
- 6.3. The Council has put in place a robust process to ensure the correct payment details are held and verified through TransUnion.

7. Financial Implications and Risks

- 7.1. In order to minimise the risk of financial cost incurred by the council, the Revenues and Benefits Team have carried out research to find the most cost effective and efficient product on the market for making payments under the two schemes. The use of automation will be significantly cheaper than having to use staff (including paying overtime or employing additional staff) to undertake the tasks required to complete this project.
- 7.2. Resourcing of the scheme will fall within the existing staffing establishment costs.
- 7.3. There is currently no additional funding identified within the Council to support discretionary relief, which means that expenditure will need to be contained within the cash limited.
- 7.4. Central government have agreed to meet the administrative costs incurred by councils as a result of implementing the scheme. A provisional payment has been received by DLUHC but there is a risk that costs incurred by the council will not be recovered in full.
- 7.5. Any unspent funding will be required to be repaid to government and in the event of any overspend, no additional funding will be provided.

8. Sustainability

- 8.1. There are no items to consider.

9. Equality and Diversity

- 9.1. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
 - Advance equality of opportunity between people who share protected characteristics and people who do not.
 - Foster good relations between people who share those characteristics and people who do not.
- 9.2. The proposed decision is to approve the Council Tax Energy Rebate (Discretionary) scheme will affect residents in North Norfolk with a low income across the district, among whom many with protected characteristics – including race and disability – are overrepresented.
- 9.3. The objective of the proposed decision is to provide an additional safety net for residents who are facing financial crisis and to prevent residents from falling into financial crisis. This will lead to reduced debt for the groups as described above and will support the implementation of the scheme.
- 9.4. The discretionary scheme will also cater for cases where people could benefit from a grant if they are not the Council Tax payer.

10. Section 17 Crime and Disorder considerations

- 10.1. There are no items to consider.

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NORTH
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COUNCIL

The Discretionary Council Tax Rebate Scheme 2022-23

Contents

Definitions	3
1.0 Purpose of the scheme and background.	4
2.0 Funding	4
3.0 Eligibility criteria and awards.....	4
Effective date	5
Alterations to liability or the Council Tax Band.....	5
Eligibility Disputes	6
4.0 How the Council Tax Rebate will be paid	6
Direct Debit payers	6
Where the Council does not hold current a direct debit instruction for an eligible household ..	6
5.0 Provision of information to the Council	7
6.0 Scheme of Delegation.....	7
7.0 Notification of Decisions.....	7
8.0 Reviews of Decisions	7
9.0 Taxation and the provision of information to Her Majesty’s Revenue and Customs (HMRC)	8
10.0 Managing the risk of fraud	8
11.0 Recovery of amounts incorrectly paid.....	8
12.0 Data Protection and use of data.....	8

Definitions

The following definitions are used within this document:

‘Chargeable Dwelling’; means any dwelling that appears on the Council’s Council Tax Valuation List on 1 April 2022;

‘Council Tax Exemption or Exempt Dwelling’; means any chargeable dwelling which is determined by the Council as exempt from Council Tax as prescribed by the Council Tax (Exempt Dwellings) Order 1992 as amended;

‘Council Tax Rebate Scheme or Mandatory Scheme’; means the scheme announced by the Secretary of State for Levelling Up, Housing and Communities on 3 February 2022 as part of a package of support for rising energy costs;

‘Council Tax Payer or Liable Person’ means the liable person determined by the Council as being responsible for Council Tax under section 6 of the Local Government Finance Act 1992;

‘Council Tax Reduction (or Support)’ means any entitlement awarded under section 13A 1(A) of the Local Government Finance Act 1992;

‘Discretionary Scheme or Fund’; means the scheme determined by the Council in line with the guidance issued by the Department for Levelling Up, Housing and Communities announced on 3 February 2022;

‘Effective Date’ ; means the effective date of this scheme. The effective date shall be the situation as at the end of the day on 1 April 2022

‘Empty Dwelling (or premises)’ means any dwelling that is not deemed to be the sole or main residence of a person and are substantially unfurnished;

‘Liability for Owner’; means any dwelling determined to fall within the Council Tax (Liability for Owners) Regulations 1992, for example, House in Multiple Occupation or Residential Care homes;

‘Mandatory Scheme’; means the scheme determined by Government in line with the guidance issued by the Department for Levelling Up, Housing and Communities announced on 3 February 2022;

‘Second Home’ means any dwelling not deemed to be the sole or main residence of the liable person and which is furnished as defined by the Council Tax (Prescribed Class of Dwellings) (England) Regulations 2003 as amended; and

‘Sole or main residence’ means the dwelling determined by the Council to be the sole or main residence of a person.

1.0 Purpose of the scheme and background.

- 1.1 The purpose of this policy is to determine eligibility for a payment under the Council's Discretionary Council Tax Rebate scheme (the 'Discretionary Scheme').
- 1.2 The scheme has been designed based on general guidance issued by the Secretary of State for Levelling Up, Housing and Communities on 3rd February 2022. However, it is separate to the mandatory Council Tax Rebate scheme which is largely determined by Government.
- 1.3 The Council's Discretionary Scheme is part of a package of support for households in respect of rising energy costs.
- 1.4 Government has determined that Councils can decide locally how best to make use of the discretionary funding to provide payments to other households who are energy bill payers but not covered by the mandatory Council Tax Rebate. However, Government has stated that occupants of class M (student halls) are unlikely to be eligible for discretionary support, unless they are exposed to rising energy prices in a similar way to other households and discretionary support should **not** be offered to occupants of property in exemption class O, where the Ministry of Defence will provide cost of living support.

2.0 Funding

- 2.1 Government has provided funding to the Council; however, all payments will have to be made prior to the 30 November 2022 which is the deadline for this scheme.

3.0 Eligibility criteria and awards

- 3.1 The Council has decided that the payments will be made provided the household has their sole or main residence in a dwelling and the following conditions are met:
 - (a) A single one off payment of £150 will be awarded to any household who resides in a dwelling with a Council Tax band E to H **and** who are in receipt of Council Tax Support;
 - (b) A single top up payment of £30 where any household who resides in a dwelling (in any bands A to H) **and** who also receives maximum Council Tax Support (namely for working age claimants 91.5% and for pension age claimants 100%);
 - (c) A single one off payment of £150 will be awarded to any household In receipt of a Council Tax exemption class N (students), S (premises occupied by persons under 18 years of age), U (severely mentally impaired) or W (dependent relative residing in an annexe) for a dwelling with a Council Tax band E to H;
 - (d) A single one off payment of £150 will be awarded to any household residing in a dwelling which has a Council Tax band F to H **and** in receipt of a reduction under the Council Tax (Reductions For Disabilities) Regulations 1992 (Disabled Band Reduction). It should be noted that persons in this category who reside in a dwelling with a Council Tax band E will receive an award under the mandatory Council Tax Rebate scheme;
 - (e) A single payment of £100 where a household resides in a dwelling where the owner is liable for Council Tax under the Council Tax (Liability for Owners) Regulations 1992 **but** where the household is directly liable for energy costs **and** where the household

receives a qualifying benefit. For the sake of clarity, these will be Houses in Multiple Occupation (HMOs) where the tenant is directly liable for energy bills and receives one of the benefits listed in 3.2(b) below.

- 3.2 In the case of 3.1(e), an application will be required and all applicants will be required to supply the Council with the following proof;
- (a) That they are responsible for energy costs – copies of relevant documentation will be required; and
- (b) That they, at the date of application, are in receipt of any of the following benefits:
- Universal Credit;
 - Working Tax Credit;
 - Income-Related Employment and Support Allowance;
 - Income-Based Jobseeker's Allowance;
 - Income Support;
 - Housing Benefit; or
 - Pension Credit.
- 3.3 Residents who are suffering exceptional hardship and who have an immediate need for support with energy costs will be referred for help via the Early Help & Prevention Team.
- 3.4 For the purpose of the discretionary scheme, a household is a person or group of persons occupying a single dwelling, as defined in section 3 of the Local Government Finance Act 1992. No award will be made for any unoccupied premises or second homes.

Effective date

- 3.5 The effective date for this scheme is 1 April 2022. The Council will determine eligibility based on the position at the end of that day.

Alterations to liability or the Council Tax Band

- 3.6 Where the Council has reason to believe that the information they hold about the valuation list, liable taxpayer(s) or residents' circumstances in respect of 1 April 2022 is inaccurate, it will withhold the payment and take reasonable steps to determine the correct information.
- 3.7 Where records relating to the liable taxpayer(s) or the residents' circumstances in respect of 1 April 2022 are retrospectively updated, the Council will take reasonable steps to either pay the discretionary award or potentially reclaim any payment made.
- 3.8 In any case, where the Council Tax band of the chargeable dwelling is amended retrospectively after 1 April 2022, for example where a successful appeal is made to the Valuation Office Agency (VOA) that concluded after this date, the Council is not required either to pay any discretionary award or to reclaim any payment made.

Eligibility Disputes

- 3.9 The decision of the Council on any eligibility matter will be final. Should any tax payer feel aggrieved by any decision, then matters will be dealt with through the Council's complaints procedure. Full details are available on the Council's website.

4.0 How the Council Tax Rebate will be paid

- 4.1 Where the Council determines that all of the eligibility criteria are met in full, payment will be made to the household as defined within section 3 above. It should be noted that **only one discretionary payment** will be made per household, regardless of the number of occupants or liable Council Taxpayers.

Direct Debit payers

- 4.2 Where the Council holds a current direct debit instruction for a liable Council Taxpayer of an eligible household, payment will be made using the bank account details held. Payments will be made as soon as practicable.
- 4.3 The Council is required to verify that the bank details held are those of the eligible household and where multiple residents of an eligible household are jointly and severally liable for Council Tax, the full payment will be made to the account for which the direct debit is held only. Payment of the award, however, is for the benefit of the household as a whole.
- 4.4 No payment will be made where the name on the bank details does not match a liable party. Should the Council require additional information in order to establish the correct person to receive the payment, it is expected that the household provides all necessary details as soon as possible. Further details of how this request will be made and responsibilities to supply such information are detailed below.
- 4.5 It should be noted that the award will be paid on the assumption that the person receiving the payment is the liable Council Taxpayer (or would have been if the property were not exempt) and that the property meets the criteria on 1 April 2022 as defined with section 3 above.

Where the Council does not hold current a direct debit instruction for an eligible household

- 4.6 Where the Council does not hold a current direct debit instruction for an eligible household, it will make reasonable efforts to contact the household and obtain the necessary bank details.
- 4.7 Where the Council is unsuccessful in contacting the household but where it is of the opinion that the household meets the eligibility criteria, the discretionary award will be credited to the Council Tax account.

4.8 In all cases, the Council must ensure that payments are made correctly and where appropriate, require households to verify that they are eligible for the payment. Where no such verification can be made or where a household fails to respond to the Council's request, no payment whatsoever shall be made.

5.0 Provision of information to the Council

5.1 Residents, owners and managing agents should note that the Council has powers available to it under Regulation 3 (1) (c) of the Council Tax (Administration and Enforcement) Regulations 1992, to request such information to determine the correct liable person for Council Tax purposes. Government has stated that these powers may also be used for Council Tax Rebate purposes.

5.2 Failure to respond to such a request, without a reasonable excuse, within 21 days could lead to penalties being imposed. The Council therefore encourages all such persons to provide any requested information as soon as possible.

6.0 Scheme of Delegation

6.1 The Council has approved this scheme. The Council's Section 151 Officer is authorised to make technical policy amendments to ensure the scheme meets the criteria set by the Government and the Council.

7.0 Notification of Decisions

7.1 All Council Tax Rebate payments shall be made by the Benefits Service.

7.2 All decisions made shall be notified to the liable person either in writing or by email.

8.0 Reviews of Decisions

8.1 The Council will operate an internal review process and will accept a taxpayer's request for a review of its decision.

8.2 All such requests must be made in writing to the Council and should state the reasons why the taxpayer is aggrieved with the decision of the Council. New information may be submitted at this stage to support the taxpayer's review

8.3 The case will be reconsidered by a senior officer as soon as practicable, and the taxpayer informed in writing or by email of the decision. That decision shall be final.

9.0 Taxation and the provision of information to Her Majesty's Revenue and Customs (HMRC)

9.1 The Council does not accept any responsibility in relation to a taxpayer's HMRC tax liabilities and all taxpayers should make their own enquiries to establish any tax position.

10.0 Managing the risk of fraud

10.1 The Council will not accept deliberate manipulation of this policy or fraud. Any person caught falsifying information to gain a discretionary payment will face prosecution and any amount awarded will be recovered from them.

11.0 Recovery of amounts incorrectly paid

11.1 If it is established that **any** payment has been made incorrectly due to error, misrepresentation or incorrect information provided to the Council by a taxpayer or any other person, the Council will look to recover the amount in full.

12.0 Data Protection and use of data

12.1 All information and data provided by applicants shall be dealt with in accordance with the Council's Data Protection policy and Privacy Notices which are available on the Council's website.

Discretionary Hardship & Support Grant

Summary:	<p>North Norfolk District Council, People Services, will deliver a provision for discretionary financial support to help people deal with emergencies, resettle, or remain living in the community, and to ease exceptional pressures on households.</p> <p>People Services are in the front-line of responding to challenges households face and they are at the heart of our district, interacting with residents' lives on a daily basis. This provides them with an opportunity to identify households in hardship and provide them with support, and to manage the nature of that relationship in a way that supports them through a crisis or resettlement.</p> <p>Unless local support is effective, there is a risk that situations will rapidly escalate which will compound the vulnerabilities of many at risk households and create further pressures on statutory services.</p> <p>People Services are focusing on ways to improve targeting of their support to those in need the greatest, by creating the Discretionary Hardship & Support Grant. These payments could help to prevent higher-cost interventions being required from, for example, housing, health and social care services.</p> <p>The aim is for the scheme to become a tool for support and resettlement to sustain vulnerable people's independence in the community.</p>
Options considered:	<p>There is no statutory requirement to provide hardship support in this format. People Services believes in the present economic climate this new scheme will diversify and complement the support we already provide whilst widening our reach to the community.</p> <p>To not approve the Discretionary Hardship & Support Scheme would miss the opportunity to provide crisis and resettlement support to the most vulnerable households. Doing nothing would undermine the ability of the Council to deliver its strategies to tackle community inequality. Without an equivalent intervention, we anticipate it would also lead to an increase in residents falling into financial crisis, escalating debt, homelessness, and destitution.</p> <p>To have no written scheme in place would mean there is no visible guidance of eligibility criteria and outline of the approach taken by the Council in determining when support under the scheme is applicable. This would not be recommended as it could cause some uncertainty for residents and undue hardship.</p> <p>To not approve delegated authority to the Assistant Director for People Services to make technical scheme amendments would</p>

	cause delay in reflecting any revised changes in eligibility criteria, and would cause uncertainty.
Conclusions:	The proposed scheme allows the council to provide support to vulnerable households who are in a crisis situation or require support to resettle or remain in the community. The criteria and application process of the scheme is designed to be accessible, clear and easy to administer to ensure payments are timely and accurate. This scheme supports our corporate priority to support communities and provide excellent public service.
Recommendations:	To agree the scheme for the Discretionary Hardship & Support Grant as detailed in Appendix 1. As this is a new scheme, monitoring and evaluating the impact of the scheme will be particularly important. It is therefore requested that amendments to the scheme, where required, should be delegated to the Assistant Director for People Services.
Reasons for Recommendations:	More households are facing extreme crisis situations due to experiencing the highest cost of living increase in 30 years and expecting further rises, and this may now be even higher due to the war in Ukraine. The financial pressures on households have also magnified following the cessation of Covid-19 support, such as the Coronavirus Job Retention Scheme (CJRS), and the Universal Credit uplift. In this precarious environment, the economic realities mean that many residents are more vulnerable than previously to acute financial shocks and are at risk of falling into crisis. It is more important than ever that we find new ways to support our residents. As we respond to these challenges, the Discretionary Hardship & Support Grant will provide support to vulnerable households who are in a crisis situation or require support to resettle or remain in the community. As part of the decision making process we will also be able to connect residents to support which can help them to find financial inclusion through budgeting and debt advice. Any changes in eligibility criteria or the amount of discretionary award should be changed quickly to ensure spending of the funding allocation is managed to maximise support to households in need and that the fund is not overspent.

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)

Outturn Report Reserve Statement 2021/22 ([Public Pack](#))[Agenda Document for Cabinet, 06/09/2021 10:00 \(north-norfolk.gov.uk\)](#)

Cabinet Member(s)	Ward(s) affected
Cllr Wendy Fredericks	All wards
Contact Officer, telephone number and email:	
Karen Hill – Assistant Director for People Services karen.hill@north-norfolk.gov.uk 01263 516183	

1. Introduction

- 1.1. More households are facing extreme crisis situations due to experiencing the highest cost of living increase in 30 years and expecting further rises, and this may now be even higher due to the war in Ukraine. The financial pressures on households have also increased following the cessation of Covid-19 support, such as the Coronavirus Job Retention Scheme (CJRS), and the Universal Credit uplift.
- 1.2. Amidst these pressures, old and new, unexpected financial shocks – as simple as a broken fridge or a sudden emergency – can create unassailable problems for those who are not fortunate enough to have the support they need to tackle them.
- 1.3. We cannot solve the economic crisis ourselves but we can keep striving to support our community. The Discretionary Hardship & Support Grant sets out how People Services for North Norfolk District Council will provide crisis and resettlement support to vulnerable people. This will complement the wide variety of work People Services are already doing to support everyone in our community and provide an additional safety net for our most vulnerable residents.

2. Purpose of the scheme

- 2.1. North Norfolk District Council, People Services, will deliver a provision for discretionary support to help people deal with emergencies, resettle, or remain living in the community, and to ease exceptional pressures on households.
- 2.2. The objective of this scheme will be to provide support to meet the immediate needs of residents who are facing crisis or – in the case of vulnerable residents who (for example) have previously been homeless, are victims of Domestic Abuse, or are leaving institutional care – who require practical support to move into or stay in the community.
- 2.3. The Council currently supports residents who are struggling through a range of mechanisms. We currently reach 7,614 residents through Housing Benefit and Council Tax Support, and last year we paid nearly £136k in Discretionary Housing Payments across 197 households, to help people sustain their tenancy. We also supported 342 vulnerable households with the cost of fuel, food and other essentials to keep households warm over the winter through nearly £116k of funding through the Household Support Fund.
- 2.4. The Early Help & Prevention Team also support vulnerable residents with advice, support and access to a number of services. They support households with issues around physical, mental, social or financial wellbeing. Beyond the Council, the team also works closely with the Voluntary and Community Sector and other statutory partners, each of which plays a pivotal role connecting residents to a range of short, medium, and long-term support.

- 2.5. Recognising the sudden challenges that residents can face which risk driving them into crisis, the Discretionary Hardship & Support Grant will complement the support that is already in place by providing targeted financial support which can be awarded when routes to other support have been exhausted. The Council will pro-actively connect residents to the support that can most effectively help them.

3. The main principles of the scheme

- 3.1 The policy as shown at Appendix 1 will support two areas of hardship; Crisis Living Support, and Resettlement Support.

Crisis Living Support - This element of the scheme is to assist with an immediate short term need for assistance with items such as food, gas, electricity, baby consumables, white goods, household items, school uniforms, and essential work items. The intention is for this category to meet the specific needs of a household and therefore it is not prescriptive in what it can be applied for. The applicant must be able to demonstrate that the household has an essential need for the item being applied for and that they are unable to access it through any other means. Support is available for vulnerable households who are experiencing a disaster, crisis or exceptional financial pressure and the health of a member of a household may significantly deteriorate as a direct result.

- 3.2. **Resettlement Support** - This element of the scheme is to assist with costs associated with re-establishment or remaining in the community after a period of unsettled or supported accommodation. Support from the scheme may help to:

- assist those who have moved into temporary accommodation maintain contact with their support network;
- assist with travel costs associated with attending job interviews or training;
- improve an applicant's existing living conditions;
- allow people to remain in the community rather than enter an institution;
- allow people to maintain their independence;
- enable people to move to accommodation which is more suitable;
- move people nearer to someone who can offer them support;
- allow the applicant (or family member / carer) to set up home as part of a planned resettlement programme (following an unsettled way of life);
- support people to sustain employment.

- 3.3. We recognise that we cannot predict every challenge that our residents may face. We will therefore consider applications to the scheme for other urgent needs.

- 3.4. Our support will be delivered through non-cash options where possible such as vouchers or goods, but ensuring we maximise our impact, ensure support is timely, and we maintain the dignity of our residents.

4. Eligibility

- 4.1. We aim to support as many residents as we can targeting our limited funds to support those who need our help the most. To be eligible to the scheme, the person or household must be a resident of North Norfolk or have a connection to the area, over the age of 16, in receipt of or in the process of applying for a qualifying benefit, or on a low income.

- 4.2. The applicant also needs to be in one of the following groups:

- Household at risk of homelessness;
- Homeless household;

- Household where a person is fleeing from domestic abuse;
- Household with dependent children;
- Households with a pregnant woman;
- Household where a person has a disability or long-term illness;
- Household where a person is receiving formal care or support in the home;
- Household where a person is receiving support from mental health services;
- Household trying to access or maintain employment, education, or training;

5. Delivery of the scheme

- 5.1. Residents will not be able to apply directly to the scheme, instead eligibility will be considered by an officer from People Services as part of the case work.
- 5.2. Due to the timeframe required to launch this scheme, the technical application process is being worked on by officers, in consultation with the Assistant Director for People Services and the Cabinet Member for Housing & Benefits.
- 5.3. As this is a new scheme, monitoring and evaluating the impact of our work will be particularly important. It is therefore requested that minor amendments to the scheme, where required, should be delegated to the Assistant Director for People Services.
- 5.4. This scheme will supplement other funding available through the Energy Rebate Scheme, Household Support Fund, Norfolk Assistance Scheme, and Discretionary Housing Payments.

6. Funding

- 6.1. Funding has been sourced from an under spend of the Council Tax Hardship Fund. In 2020/21 Central Government provided funds to the council to the value of £723,834 under S31 of the Local Government Act 2003 with the proviso that all monies are paid strictly in accordance with S13A (1) (c) of the Local Government Finance Act 1992 and in line with their guidance issued on 25th March 2020. The funds named by Central Government as the 'Council Tax Hardship Fund' were designed to meet the immediate needs of all taxpayers who were claiming Council Tax Reduction (CTR) under S13A (1) (a) of the Local Government Finance Act 1992. The funds were primarily designed to assist working age applicants with payment of their Council Tax during the pandemic.
- 6.2. The Government's strong expectation was that billing authorities provided all working age recipients of local council tax reduction during the financial year 2020-21 with a further reduction in their annual council tax bill of £150, using our discretionary powers to reduce the liability of council tax payers outside of our formal Council Tax Support scheme.
- 6.3. The Council administered the Council Tax Hardship Fund in accordance with S13A (1) (c) of the Local Government Finance Act 1992 and in line with the guidance issued. As at 31st March 2021, the council paid out £543,737 of the £723,834 funding.
- 6.4. The Council Tax Hardship Scheme ended on 31st March 2021. The under spend of £180,097 was not ringfenced and was included as part of the reserve statement that accompanied the outturn report for 2021/22 and has been transferred to the Grants Reserve (Benefits).
- 6.5. During 2021/22, the Council has been considering its options for using the underspend but found the remaining value of the fund was inadequate to provide the same support (£150 per working age CTS customer) across the full financial year for 2021/22.

- 6.6. The Government has provided the council with further funding in 2021 and 2022 under the Local Council Tax Support Grant which does not prescribe how the money should be used e.g. through providing further direct support payments to working age CTS customers. The Norfolk Finance Officers' Association (NFOA) have agreed a countywide approach to enable Councils to take this money to the General Fund if required to offset Council Tax losses and the rising costs of the Council Tax Scheme as a result of the pandemic and the increasing numbers claiming Council Tax Support.
- 6.7. By using the under spend of £180,097, the Discretionary Hardship & Support Grant has a set budget available for 2022/23 & 2023/24 financial year. Once this budget has been exhausted in each financial year, no more awards can be made for the remainder of that financial year. It is therefore essential that assistance through the scheme is targeted at households in the greatest need and who have no other source of assistance available to them.
- 6.8. The funding across the lifetime of the scheme is shown below.

Period of funding	Amount of funding
1 st July 2022 to 31 st March 2023	£80,097
1 st April 2023 to 31 st March 2024	£100,000

- 6.9. Any underspend from the first year will be rolled into the second year. If there is an underspend remaining at the end of the second year, an extension to the scheme may be considered.

7. Conclusion

- 7.1. The proposed scheme allows the council to provide support to vulnerable households who are in a crisis situation or require support to resettle or remain in the community. The criteria and application process of the scheme is designed to be accessible, clear and easy to administer to ensure payments are timely and accurate. This scheme supports our corporate priority to support communities and provide excellent public service.

8. Implications and Risks

- 8.1. With any scheme involving financial support, there is a potential from fraud and error occurring.
- 8.2. The council has put in place a robust process to ensure the identity, residence, financial details, and payment information of the applicant is correct. We will be using data across Council Tax, Benefits, and DWP to ensure applicant details are cross-referenced and verified.
- 8.3. Where payments are made directly into a bank account, the bank account will be verified through TransUnion using the Ascendant Solution. This system has already been procured for the Council Tax Energy Rebate payments.
- 8.4. Monitoring of the scheme will take place to ensure accuracy of payments under the criteria and fund usage.

9. Financial Implications and Risks

- 9.1. The budget for this scheme has been included at section 6 of this report and also in the policy at Appendix 1. The budget will be subject to agreement by the Full Council on 22nd June 2022.

- 9.2. Resourcing of the scheme will fall within the existing staffing establishment costs of People Services.
- 9.3. Existing software and system capabilities will be used to administer the scheme. There is no anticipation of additional software needed to administer this scheme or subsequent software costs.
- 9.4. Where non-cash payment options are used such as Post Office Pay Out vouchers these can be created via Ascendant Solution at a cost of £1.50 per transaction.

10. Sustainability

Nothing to report.

11. Equality and Diversity

- 11.1. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
 - Advance equality of opportunity between people who share protected characteristics and people who do not.
 - Foster good relations between people who share those characteristics and people who do not.
- 11.2. The proposed decision is to approve the Discretionary Hardship & Support Grant will affect residents in North Norfolk with a low income across the district, among whom many with protected characteristics – including race and disability – are overrepresented.
- 11.3. The objective of the proposed decision is to provide an additional safety net for residents who are facing temporary financial crisis and to prevent residents from falling into financial crisis. This will lead to reduced debt for the groups as described above and will support the implementation of the new policy.
- 11.4. The Council will take steps to collect demographic data on service users in order to identify any inequalities in service provision that may arise and to inform future equalities analysis.
- 11.5. A full Equalities Impact Assessment (EQIA) will be produced as the scheme is developed.

12. Section 17 Crime and Disorder considerations

None to report.

Appendix 1 – Discretionary Hardship & Support Grant

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Discretionary Hardship & Support Grant

May 2022



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NORFOLK
DISTRICT
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A better place

Page 45

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Content		Page
1.0	Introduction & scheme aims	3
2.0	Forms of Support	4
2.1	- Crisis Living Support	4
2.2	- Resettlement Support	5
3.0	Eligibility	6
3.1	- Scheme Eligibility	6
3.2	- Crisis Living Support Eligibility	7
3.3	- Resettlement Scheme Eligibility	7 - 8
4.0	Application	8
4.1	- Application Process	8
4.2	- Award Values	8
4.3	- Verification	8
4.4	- Fraud	9
5.0	Monitoring arrangements and managing the scheme	9
6.0	Delegation	9
7.0	Version Control	9

1.0. Introduction & scheme aims

North Norfolk District Council, People Services, will deliver a provision for discretionary financial support to help people deal with emergencies, resettle, or remain living in the community, and to ease exceptional pressures on households.

The purpose of this policy is to determine eligibility for a payment under the Council's Discretionary Hardship & Support Grant.

The scheme will run from 4th July 2022 for a two year period:

Period of funding	Amount of funding
4 th July 2022 to 31 st March 2023	£80,097
1 st April 2023 to 31 st March 2024	£100,000

The scheme has a set budget available per financial year and once this budget has been exhausted, no more awards can be made for the remainder of the financial year. It is therefore essential that assistance through the scheme is targeted at households in the greatest need and who have no other source of assistance available to them.

Any underspend from the first year will be rolled into the second year. If there is an underspend remaining at the end of the second year, an extension to the scheme may be considered.

The fund is discretionary and limited and there is no entitlement to an award. Not all eligible applicants will be successful, for example in the event that there is no further funding available for the financial year.

This document sets out the eligibility criteria to be applied when assessing applications for support through the Discretionary Hardship & Support Grant. This scheme will seek to assist vulnerable people where exceptional circumstances have left them unable to meet their immediate short term needs, where they require help to maintain their independence within the community or where assistance is required with resettlement into the community.

The Council will consider making an award under this scheme to all residents who meet the qualifying criteria as specified within the scheme. The Council will treat all applications on their individual merits, and will seek through the operation of this policy to:

- alleviate poverty;
- support vulnerable young people in the transition to adult life;
- safeguard residents in their own homes;
- keep families together;
- support the vulnerable in the local community;
- help people through personal and difficult events.

The scheme seeks to treat all applicants fairly and equitably within a transparent process taking full account of the Council's responsibilities under all relevant government legislation, for example the Human Rights Act and Equality Act 2010.

Full consideration will be given to each applicants circumstances. Consideration will be given to the nature, extent and urgency of the need in every case where an application for assistance is made.

The scheme will seek to signpost to alternative sources of support or assistance where possible in order to protect the remaining funds for residents in the greatest need or where an award cannot be offered under this scheme.

2.0 Forms of Hardship

2.1. Crisis Living Support

This element of the scheme is to assist with an immediate short term need for assistance with items such as food, gas, electricity, baby consumables, white goods, household items, school uniforms, and essential work items. The intention is for this category to meet the specific needs of a household and therefore it is not prescriptive in what it can be applied for. The applicant must be able to demonstrate that the household has an essential need for the item being applied for and that they are unable to access it through any other means.

Each application will be assessed on its own merit, taking into account the specific needs and circumstances of the individual household.

Support is available for vulnerable households who are experiencing a disaster, crisis or exceptional financial pressure and the health of a member of a household may significantly deteriorate as a direct result. Our support will be delivered through non-cash options where possible such as vouchers or goods, but ensuring we maximise our impact, ensure support is timely, and we maintain the dignity of our residents.

Assistance can be provided in the form of either:

- Food voucher or PayPoint voucher
- Fuel voucher or PayPoint voucher for gas or electricity

(The value of the voucher will be dependent on individual circumstance and household composition. Maximum voucher value for food will be £50 and for fuel will be £150).

- White goods such as fridge freezer, washing machine, cooker.
- Household items such as furniture, furnishings, bedding, etc.
- Minor repairs.

Items must be essential to the household's wellbeing and where there is a verified need. Voucher to be provided for the value of the item and to be purchased from a pre-defined shop or purchased directly by the Council on behalf of the applicant for delivery to the resident's home address.

Households are eligible for no more than two awards in each year of the Crisis Support scheme for the lifetime of the Crisis Living Support Scheme.

For the purpose of this scheme a household are members of the same family who live together. Applications from the same household will be treated as repeat applications.

The scheme is able to assist with replacing broken or worn out goods where they are essential items.

In exceptional circumstances discretion may be given to allow a further award to a household who has already been awarded white goods or other essential items, or to replace broken white goods where failure to do so would result in the applicant having to enter care or would be at risk of homelessness or extreme financial hardship. Such applications should be supported by full written account of the decision.

All applications will be considered on their own merits, the nature of the household's circumstances, the impact of any refusal on their wellbeing, and the availability of other sources of assistance should be taken into account.

Any decision is final and a refusal cannot be appealed.

2.2. Resettlement Support

This element of the scheme is to assist with costs associated with re-establishment or remaining in the community after a period of unsettled or supported accommodation. Support from the scheme may help to:

- assist those who have moved into temporary accommodation maintain contact with their support network;
- assist with travel costs associated with attending job interviews or training;
- improve an applicant's existing living conditions;
- allow people to remain in the community rather than enter an institution;
- allow people to maintain their independence;
- enable people to move to accommodation which is more suitable;
- move people nearer to someone who can offer them support;
- allow the applicant (or family member / carer) to set up home as part of a planned resettlement programme (following an unsettled way of life);
- support people to sustain employment.

The intention is for this category to meet the specific needs of a household and therefore it is not prescriptive in what it can be applied for. The applicant must be able to demonstrate that the household has an essential need for the support being applied for and that they are unable to access it through any other means.

Each application will be assessed on its own merit, taking into account the specific needs and circumstances of the individual household.

Assistance can be provided through:

- white goods;
- essential basic household items such as small electrical items, furniture, furnishings, bedding, etc.;
- utility connection charges;
- removal or storage charges;
- clothing to support school or employment needs;
- documentation renewal costs i.e. passport, drivers licence;
- household clearance costs i.e. cost of skip;

Households are only eligible for one award under the Resettlement Support scheme. For the purpose of this scheme a household are members of the same family who live together. Applications from the same household will be treated as repeat applications.

All applications will be considered on their own merits, and the nature of the household's circumstances, the impact of any refusal on their wellbeing and the availability of other sources of assistance should be taken into account.

Any decision is final and a refusal cannot be appealed.

3.0. Eligibility

3.1. Scheme eligibility

In order to ensure the scheme is able to assist as many vulnerable households as possible, it is necessary to target assistance at the most vulnerable residents or those facing the most serious pressures.

Access to the fund will be via an application process through the Benefits Service or via a referral from the Early Help & Prevention Team or Housing Options Team. All applications will be cross referenced with the Norfolk Vulnerability Hub (NVH) and details of any additional support provided to the applicant will be recorded on the NVH.

Assistance to the Crisis Living Support Scheme and the Resettlement Scheme can be applied for if the person or household meets the following criteria:

- The applicant is 16 years of age or more;
- The applicant has been resident in North Norfolk for 3 months or more, or has a strong connection to the North Norfolk area if they are homeless, or moving into the area after leaving custody or care;
- Have recourse to public funds and are habitually resident;
- Have no access to savings or other means of accessing support.

The applicant also needs to be in one of the following groups:

- Household at risk of homelessness;
- Homeless household;
- Household where a person is fleeing from domestic abuse;
- Household with dependent children;
- Households with a pregnant woman;
- Household where a person has a disability or long-term illness;
- Household where a person is receiving formal care or support in the home;
- Household where a person is receiving support from mental health services;
- Household trying to access or maintain employment, education, or training;

The applicant must in receipt of, or in the process of claiming at least one of the following income related benefits:

- Housing Benefit;
- Council Tax Support;
- Job Seekers Allowance (IB);
- Employment Support Allowance (Income Based);
- Pension Credit (Guaranteed Credit);
- Pension Credit (Savings Credit);
- Universal Credit.

The decision maker will also be required to consider entitlement to other funding such as the Energy Rebate Scheme and the Household Support Fund before an award is made from the Discretionary Hardship & Support Grant.

3.2. Crisis Living Support Eligibility

In addition to the scheme criteria listed in section 3.1, applicants will also be required to fall into one of the groups below:

- Experiencing exceptional financial difficulty. This could be for example, following a burglary, following job loss, ill health, or having to pay for an unexpected significant expense;
- Experienced a disaster or an emergency. This could be a fire, flood, bereavement, or an accident;
- Experiencing homelessness or the threat of homelessness;
- Fleeing from domestic abuse.

The Crisis Living Support element of the scheme is available to meet the unplanned need of a household experiencing crisis and is therefore not able to assist due to minor mishaps or damage, failure of a household item, lost or spent money or inability to access savings or capital, except in exceptional circumstances.

For clarity, the scheme cannot assist in the following circumstances:

- Any application made that is felt to be not an immediate need or where alternative means are available;
- The applicant is able to get help using their own savings or by budgeting;
- Items lost due to burglary or disaster which are covered by an insurance policy or are a landlord's responsibility;
- Specialist disability equipment or adaptations;
- Personal debts;
- Where a referral to the Cromer & District food/energy bank would be appropriate;
- Where a referral to the Norfolk Assistance Scheme would be appropriate.

3.3. Resettlement Support Eligibility

The resettlement support is intended to meet the planned needs of a vulnerable person entering or leaving temporary or supported accommodation.

In addition to the scheme eligibility listed in section 3.1, applicants will also be required to fall into one of the groups below:

- Homeless households or rough sleepers moving into secure accommodation.
- Where someone is leaving hospital.
- Where someone is leaving prison.
- Where someone is leaving care.
- Where someone is moving out of temporary accommodation.
- Where someone is moving out of a refuge.
- Where someone is moving out of a hostel or supported accommodation.

For clarity, the scheme cannot assist in the following circumstances:

- The applicant is able to get help using their own savings or by budgeting.
- Where a payment from the Homeless Prevention Fund would be appropriate
- Where an application through the Discretionary Housing Payment Scheme would be appropriate.
- Where a referral to the Norfolk Assistance Scheme would be appropriate.

In order to ensure that applications are appropriate, the authority will need to ensure any resettlement support is supported by the applicant's case worker, where applicable. For example, an officer from the Early Help & Prevention Team, an officer from the Housing Options Team or from one of the Registered Social Landlords, an officer from the Prison or Probation Services, Social Care or Health Services, Refuge Support Officers, or Supported Accommodation Officers.

4.0. Application

4.1. Application Process

Residents are not able to apply directly to the scheme, and need to apply through a designated team in People Services; Benefits Team, Early Help & Prevention Team; Housing Options Team; or the Housing Adaptations Team.

An officer from People Services will complete an online application form. The application form will ask a series of questions to confirm that the applicant is eligible for support under the scheme and that they meet all the criteria set out within this document. As part of the application, the officer will confirm the details of the support required.

All applications will be cross referenced with the Norfolk Vulnerability Hub (NVH) and details of any additional support provided to the applicant will be recorded on the NVH.

Decisions will be notified to the applicant either in writing or by email within 14 days. A copy of the decision will also be made available to a third party acting on behalf of the applicant where consent has been provided.

The council may request the applicant to provide a breakdown of their income and expenditure to seek to maximise the customer's income by checking the availability of state benefits and other sources of financial assistance that may be available to the customer upon application.

Information provided will be used to process applications for the Discretionary Hardship & Support Grant and this information may be shared with other council departments in order to check information, protect public funds and to identify any other help the applicant may be entitled to. The information provided may be shared with other organisations that handle public funds and for cross system and cross authority comparison for the detection and prevention of crime as allowed by law.

4.2. Award Values

Award values will be at the discretion of the Council but will be based on standard prices for items required including the cost of delivery and installation. Once the fund has been exhausted for the respective financial year, there will be no further awards. Cash awards will only be given in exceptional circumstances.

4.3. Verification

The council will verify the identity of the applicant, their residential address, and where a payment is to be made into a bank account, the bank account details will be verified also. No payment will be made into a bank account where the name on the bank account does not match the applicant.

Should the council require additional information in order to establish eligibility, it is expected that the applicant provides all necessary details as soon as possible but within 14 days of the date of request. Further details on how this request will be made and responsibilities to supply such information will be confirmed in writing to the applicant. If the customer is unable to or does not provide the required evidence, the Benefits Service will make its decision based on the information available.

4.4. Fraud

North Norfolk District Council is committed to the fight against fraud in all its forms. A customer who tries to fraudulently claim support under the Discretionary Hardship & Support Grant by falsely declaring their circumstances, providing a false statement or evidence in support of their application, may have committed an offence under the Fraud Act 2006. Where it is alleged, or the authority suspects that such a fraud may have been committed, the matter will be investigated and if fraud is found to have occurred, action will be taken including if appropriate criminal proceedings.

5.0. Monitoring arrangements and managing the scheme

The Benefits Service will undertake monitoring of the number, amount and period of awards made under the Discretionary Hardship & Support Grant in relation to the available budget. The purpose is to ensure there are sufficient funds to meet demands of the budget throughout the financial year. Once the fund has been exhausted for the respective financial year, there will be no further awards.

People Services will use data on awards to gain an understanding of the effectiveness of the support they have provided under the scheme to meet local welfare needs.

The Benefits Service will also monitor cases where a Discretionary Hardship & Support Grant request has been refused to ensure decisions are being made fairly and consistently. The Council is subject to the general equality duty. This means that steps will be taken to monitor implementation of this policy to ensure equality of the scheme.

The scheme will be periodically reviewed to ensure it continues to deliver support to our residents and meets the council's aims.

6.0. Delegation

The council has approved this scheme. The Assistant Director for People Services is authorised to make technical policy amendments to ensure the scheme meets the criteria intended by the council.

7.0. Version control

Officer Name	Version Updated	Date Updated	Review Date
Trudi Grant – Benefits Manager	Draft	9 th May 2022	1 st April 2023

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Car Parking Consolidation Order 2022

Summary: The proposed car parking charges for 2022 were agreed at Full Council on 23 February 2022. A new car parking order, consolidating the existing orders as well as introducing new charges has been advertised. The closing date for objections was 20th May 2022. In all 12 objections/comments were received.

Conclusions: Members may consider that the objections do not constitute substantive reasons for not bringing the order into force.

The consultation document contained an error concerning the use of season tickets whereby previously only short stay season tickets could be used on Albert St Holt and Staithe St, Wells. One positive comment pertains to this apparent lifting of the restriction. Members can decide if they wish to allow this restriction to be lifted as advertised or change the schedule to it being enforced.

Recommendations:

1. That the Council introduces the car parking consolidation order (as advertised) on Tuesday 5 July 2022. (Tariff changes will be downloaded to machines overnight of Monday 4 July 2022 after signage changes have taken place).
2. That the Council considers it is appropriate to make the order without modification (as above) but with the exception of retaining the restricted use of long stay season tickets on Albert St, Holt and Staithe street, Wells car parks.

Cabinet member(s): Cllr E Seward

Ward(s) affected: All

Contact Officer, telephone number, and e-mail: Duncan Ellis
01263 516330
Duncan.ellis@north-norfolk.gov.uk

1 Background

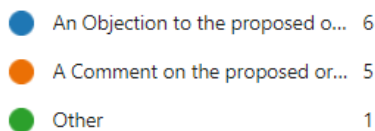
1.1 Cabinet recommended the revised car parking charges for 2022/23 at the meeting on 31 January and Full Council approved these on 23 February 2022. Subsequently, the legal process of preparing and advertising the order took place. This order is a consolidation of the existing order of 2012, which has been subject to a number of variations since that time.

1.2 The statutory process for making a Car Parking Order requires a local authority to allow at least 21 days for any person to make a written representation to the draft proposals and to place the proposed order on deposit for public inspection during the objection period. At the end of the consultation period, a Council's duty is to 'consider all representations duly made and not withdrawn' and before making the final order a local authority may modify the order in consequence of the objections. This report provides Members with a summary of the objections.

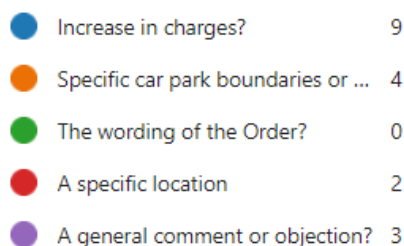
2 Representations

2.1 The period for public objections ran from 27 April to 20 May 2022. In total 12 representations were received.

4. What are you wishing to submit?

[More Details](#)*Above to read... to the proposed order*

5. Is your comment/objection related to

[More Details](#)

2.2 Of the individual objections/comments;

- 9 were objecting to increased charges – several mentioning the cost of living crisis
- 1 supported increases
- 1 supported the lifting of long stay season tickets at Albert Street
- 2 were requesting additional free (longer term) parking

A list of all the representations are given in Appendix A.

2.3 The consultation document contained an error concerning the use of season tickets whereby previously only short stay season tickets could be used on Albert St Holt and Staithe St, Wells. One positive comment pertains to this apparent lifting of the restriction. Members can decide if they wish to allow this restriction to be lifted as advertised or change the schedule to it being enforced.

2.4 The officer advice is that the current restrictions should remain in force so that only short stay season tickets can be used on Albert St Holt and Staithe St, Wells.

3 Corporate Plan Objectives

3.1 The proposals contained within this report directly contribute towards the 'Financial Sustainability and Growth' element of the Corporate Plan. Within the Corporate Plan and supporting Delivery Plan, Objective 2 under the 'Financial sustainability and growth' theme centres on 'taking, where appropriate, a more commercial approach to the delivery of discretionary services.' One of the Delivery Plan actions to help achieve this is set out under 2.2 and is to 'review the Car Parking Policy in order to maximise the revenue generated from car parking income.'

- 3.2 The Council has the opportunity to generate additional income whilst at the same time considering the expansion and/or acquisition of new car parks which would further increase this opportunity.
- 3.3 This area represents a fundamental external income stream for the Council and as such can contribute significantly to helping sustain the Council's medium term financial position.

4 Medium Term Financial Strategy

- 4.1 The current Medium Term Financial Strategy (MTFS) projections for future years are still projecting budget deficits of around £2.5m by 2025/26 in the midst of continuing uncertainty regarding the Fair Funding and Business Rates reviews. The Council must therefore consider all available options to generate additional income and reduce costs wherever possible.

5 Financial and Resource Implications

- 5.1 These proposed changes are anticipated to generate in the region of £230,000 additional income per annum. A budget of £25,000 was established as part of the previous report to cover the cost of implementing the changes to the current charges to include signage overlays and installation, advertising of the CPO, car park leaflets and reprogramming of the car park machines.

6 Legal Implications

- 6.1 As outlined above, the statutory process for making a Car Parking Order requires a local authority to allow at least 21 days for any person to make a written representation to the draft proposals and to place the proposed order on deposit for public inspection during the objection period.
- 6.2 The Council has advertised the consultation within the local press and has a section of the internet to support the provision of consultation responses.
- 6.3 At the end of the consultation period, a Council's duty is to 'consider all representations duly made and not withdrawn' and before making the final order a local authority may modify the order in consequence of the objections. This report provides Members with a summary of the objections.
- 6.4 The Council's legal team have been involved throughout the CPO process.

7 Climate / Carbon impact

- 7.1 The works will be undertaken in accordance with relevant Council policies, further consideration is currently being given to the further roll out of electric vehicle charging points (EVCPs) and this will be the subject of a further report later in the year.

8 Equality, Diversity and Sustainability

- 8.1 There are no direct equality and diversity issues or sustainability issues arising from the car parking order although parking in towns has wider implications in relation to accessibility.

9 Risks

- 9.1 There is a financial risk to the Council if the new charging regime is not introduced on 4 July 2022 as a result of possible loss of income that would result from not introducing the new charging regime. Members should however note that it is possible to delay the making of an order for up to two years from the start of the objection period.

10 Crime and Disorder

- 10.1 There are no issues relating to crime and disorder arising from this car park order.

11 Conclusions and recommendations

- 11.1 The consultation document contained an error concerning the use of season tickets whereby previously only short stay season tickets could be used on Albert St Holt and Staithe St, Wells. One positive comment pertains to this apparent lifting of the restriction. Members can decide if they wish to allow this restriction to be lifted as advertised or change the schedule to it being enforced.
- 11.2 The officer advice is that the current restrictions should remain in force so that only short stay season tickets can be used on Albert St Holt and Staithe St, Wells.
- 11.3 The objections received do not raise substantive reasons for not introducing the car parking order.

It is therefore recommended that;

- 1 That the Council introduces the car parking consolidation order (as advertised) on Tuesday 5 July 2022. (Tariff changes will be downloaded to machines overnight of Monday 4 July 2022 after signage changes have taken place).
- 2 That the Council considers it is appropriate to make the order without modification but with the exception of retaining the restricted use of long stay season tickets on Albert St, Holt and Staithe Street, Wells car parks.

APPENDIX A

NNDC CPO Consolidation - List of comments objections

I'm completely in agreement with the proposed increase in car park charges in Cromer. As a resident living in the town I think visitors should expect to contribute to the town at a level in line with the current rate of inflation. The cost of maintaining these facilities should be paid by the users and not the rate payers.

Should you not be making ALL town centre parking FREE to attract customers into the shops? Why not do a trial, for example make Vicarage Street car park in North Walsham free for 2 months and see if it increases town footfall. Putting up charges only leads to shoppers being driven to the supermarkets. Remember even a small parking fee will deter many, just a 5p charge on carrier bags created a 90% drop in their use and £1 on trollies means almost all users now return them.

The increase in charges is considerably above the current uk inflation rate. It appears to be just another way for the council to make money.

You have already closed / taken away 8 free car parking slots in North Walsham by putting electric car charging places, Why did you not put these on the other side which has more car parking spaces? Is it because you have to pay on that side? You have chosen to close North Walsham Town off, so no free car parking there, you have decided to reduce car parking by the fire station and put a bus station there. Plus you want to put prices up. No wonder people are keeping away from North Walsham Town. All together I count you have lost this Town around 50 car parking slots. This is contributing to the death of the Town.

I believe any increase in parking charges will have a detrimental effect on trade in the towns, particularly affecting businesses who are only just beginning to emerge from the pandemic and struggling to bring trade back to pre-pandemic levels. There is also the current cost of living crisis which is already having an effect on peoples spending power. I see no reason other than profiteering to charge a higher price for parking at our coastal resorts than to those inland - how can running costs be any different. Surely we need to encourage visitors, whether on a day trip or longer visit and also our locals into our towns rather than to shop online or at out of town retail centres both of which cost nothing to park.

We're already facing a huge cost of living crisis & now the council wants to double dip. There's ZERO justifiable reason to do this other than a blatant cash grab against motorists. Most car parks have seen little to no additional investment & those that have been made worse like East Runton where its now impossible to park if you're disabled as there's no specific spaces. The entrance to the field parking is uneven & worn & hasn't seen any attention in years.

Same with other car parks like Fakenham - little tlc shown, other than (very expensive) EV chargers (well done in that btw) but no free parking while you're charging? So premium charging & expensive parking on top?

If you feel you have to do this put up pay & display prices but freeze season tickets so you can penalise the tourists & give locals, you know those who contribute & rely on you the most a way of dodging the increase.

In short you should be forced to justify your increase not just do it because you can to line your pockets

Where do you expect us to get the money from?

The charges seem to have increased and it is now becoming quite expensive to park in the smaller towns that need our support

Local residents of North Walsham should be given permits for parking. I have to illegally park as no parking is provided for free for those that live in town. To add salt to the wound the "HAZ" plan that hasn't considered residents is now taking over where my grocery delivery pulls in with spaces for disabled parking so I have to lug my shopping but someone can pull up outside my flat for a drink in the KA as long as they have a special badge. With the market place not allowing traffic, all this extra traffic will go down King's Arms street where I have to walk in the road with my pram as the pavements aren't wide enough. Do you think I like paying £650 a month for a flat in town with no parking? But no, we're expected to live with no car parking, no free parking outside. I can't afford a permit so if you want to residents of KA Street to stop parking at the Catholic Church - make parking free for those in the flats. Midland Road is also too far to walk with shopping.

ID	Start time	Completion time	What are you wishing to submit?	Is your comment/objection related to	Please give details of your comment or objection here.
4	4/28/22 21:36:34	4/28/22 21:52:30	A Comment on the proposed order	Increase in charges?;	I'm completely in agreement with the proposed increase in car park charges in Cromer. As a resident living in the town I think visitors should expect to contribute to the town at a level in line with the current rate of inflation. The cost of maintaining these facilities should be paid by the users and not the rate payers.
5	4/30/22 20:02:09	4/30/22 20:10:39	A Comment on the proposed order	Increase in charges?;A general comment or objection?;	Should you not be making ALL town centre parking FREE to attract customers into the shops? Why not do a trial, for example make Vicarage Street car park in North Walsham free for 2 months and see if it increases town footfall. Putting up charges only leads to shoppers being driven to the supermarkets. Remember even a small parking fee will deter many, just a 5p charge on carrier bags created a 90% drop in their use and £1 on trollies means almost all users now return them.
6	4/30/22 22:07:01	4/30/22 22:08:44	An Objection to the proposed order	Increase in charges?;	The increase in charges is considerably above the current uk inflation rate. It appears to be just another way for the council to make money.
7	5/1/22 14:38:02	5/1/22 14:51:27	A Comment on the proposed order	Increase in charges?;Specific car park boundaries or designations?;A general comment or objection?;	You have already closed / taken away 8 free car parking slots in North Walsham by putting electric car charging places, Why did you not put these on the other side which has more car parking spaces ? Is it because you have to pay on that side? You have chosen to close North Walsham Town off, so no free car parking there, you have decided to reduce car parking by the fire station and put a bus station there. Plus you want to put prices up. No wonder people are keeping away from North Walsham Town. All together I count you have lost this Town around 50 car parking slots. This is contributing to the death of the Town.
8	5/1/22 16:01:41	5/1/22 16:11:49	An Objection to the proposed order	Increase in charges?;	I believe any increase in parking charges will have a detrimental effect on trade in the towns, particularly effecting businesses who are only just beginning to emerge from the pandemic and struggling to bring trade back to pre-pandemic levels. There is also the current cost of living crisis which is already having an effect on peoples spending power. I see no reason other than profiteering to charge a higher price for parking at our coastal resorts than to those inland - how can running costs be any different. Surely we need to encourage visitors, whether on a day trip or longer visit and also our locals into our towns rather than to shop online or at out of town retail centres both of which cost nothing to park.
9	5/3/22 20:01:25	5/3/22 20:03:46	A Comment on the proposed order	A general comment or objection?;Specific car park boundaries or designations?;	Hi, Its really good to see NNDC addressing workers lack of Parking on Holt by proposing to allow season tickets at Albert Street. This is most welcome.
10	5/6/22 10:02:53	5/6/22 10:09:12	An Objection to the proposed order	Increase in charges?;	We're already facing a huge cost of living crisis & now the council wants to double dip. There's ZERO justifiable reason to do this other than a blatant cash grab against motorists. Most car parks have seen little to no additional investment & those that have have been made worse like East Runton where its now impossible to park if you're disabled as there's no specific spaces. The entrance to the field parking is uneven & worn & hasn't seen any attention in years. Same with other car parks like Fakenham little to tlc shown, other than (very expensive) EV chargers (well done in that btw) but no free parking while you're charging? So premium charging & expensive parking on top? If you feel you have to do this put up pay & display prices but freeze season tickets so you can penalise the tourists & give locals, you know those who contribute & rely on you the most a way of dodging the increase. In short you should be forced to justify your increase not just do it because you can to line your pockets
11	5/6/22 17:35:35	5/6/22 17:39:09	An Objection to the proposed order	Specific car park boundaries or designations?;A specific location;	Mundesley Road, North Walsham - this used to be a free car park - it would be excellent if it were again - particularly with the planned reduction in the Market Place and New Road. Thank you
12	5/6/22 19:48:37	5/6/22 19:49:47	An Objection to the proposed order	Increase in charges?;	Where do you expect us to get the money from?
13	5/10/22 11:25:55	5/10/22 11:29:15	A Comment on the proposed order	Increase in charges?;	The charges seem to have increased and it is now becoming quite expensive to park in the smaller towns that need our support
14	5/11/22 13:00:52	5/11/22 13:05:31	Other	Specific car park boundaries or designations?;A specific location;	I think that on the Queens Road Car Park there should be an allocated area for the parking of Motorcycles As these vehicles do not pay to park it is unfair that they use a full car parking space to park on the car park As the majority of Council Car Parks have a motorcycle parking area/s I think it would be a positive step forward.

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Managing Performance Quarter 4 and cumulatively for 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 during 2021/22, 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: Continued progress has been made over this quarter and across the 2021/22 year as a whole in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report. This has been achieved despite corporate focus again having to be directed to COVID response activity with rapidly rising rates of infection in the District in December 2021 and early 2022 associated with the spread of the Omicron variant.

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

To ensure the objectives of the Council are achieved.

Reasons for Recommendations:

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)

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Cabinet Member(s)	Ward(s) affected
Cllr Tim Adams	All

Contact Officer, telephone number and email: Steve Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232
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1.0 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.

2.0 Overview

2.1 This report covers the fourth quarter of the 2021/22 reporting year – i.e. the period covering January, February and March 2022 and provides some commentary of cumulative achievements / performance across the whole of the 2021/22 year.

2.2 Continued progress has been made over Quarter 4 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report, despite corporate focus again having to be directed to COVID response activity with rapidly rising rates of infection in the District particularly during December 2021 and early weeks of 2022 associated with the spread of the Omicron variant.

2.3 The uncertainty caused by the spread of the Omicron variant had particular impact on many hospitality businesses at a critical time of the year and saw the Government announce further grant support for the sector which resulted in an increase of calls to the Customer Services, Environmental Health, Economic Growth and Revenues Teams.

3.0 Quarter 4 - 2021/22 - Managing Performance Report

3.1 The Quarter 4 2021/22 Managing Performance Report is attached as an Appendix to this Cabinet report. It covers the period 1 January to 31 March 2022 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 priority objectives agreed by Cabinet in November 2021 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 Key Performance Indicators

Boosting Business Sustainability and Growth	Delivery Plan actions progress reports under the theme Key Performance Indicators
Customer Focus	Delivery Plan actions progress reports under the theme Key Performance Indicators
Climate, Coast and the Environment	Delivery Plan actions progress reports under the theme Key Performance Indicators
Financial Sustainability and Growth	Delivery Plan actions progress reports under the theme Key Performance Indicators
Quality of Life	Delivery Plan actions progress reports under the theme Key Performance Indicators
<i>Note on Key Performance Indicators</i>	<i>Shows performance for the Corporate Plan Key Performance Indicators (KPIs). The performance levels shown are the year-to-date figures for monthly, quarterly and annual figures.</i>
Performance Focus	This section of the report shows operational performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are the year-to-date figures for monthly and quarterly measures.
All other performance measures	This section of the report shows performance for all other monthly and quarterly operational performance measures. The performance levels shown are for the year-to-date figures for monthly and quarterly measures.
All completed Delivery Plan Actions	All actions in the delivery plan that have been completed.

3.3 Cabinet agreed that from quarter three onwards the following changes should be made to the report:-

- 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 be available on the Council website and for Overview & Scrutiny to review periodically if they choose.

3.4 This information can be accessed by members via the In-Phase system to show information in “real-time” – recognising that there will always be some delay in the preparation of this quarterly summary report.

3.4 In terms of the Council's performance relative to similar authorities, comparative data is now being measured using the LG Inform tool. Please see the most recent benchmarking headline report comparing North Norfolk District Council to other councils at Appendix B. Please note as requested the benchmarking information relating to services provided by Norfolk County Council has been removed as requested. The report including these pages can be viewed on our website.

4.0 Forthcoming changes to the managing performance report

4.1 The approved Net Zero 2030 Strategy and Climate Action Plan laid out that reporting and monitoring would take place twice a year. Subsequently this report recommends that the objective and targets of the strategy and the Climate Action Plan be integrated into the Corporate Plan and Delivery Plan and replace the relevant current objectives and actions in the Delivery Plan and it's reporting will be integrated into the Managing Performance report in the appropriate quarters.

5.0 Delivery against the key priority objectives for the period 1 January 2021 to 31 March 2022

5.1 Local Homes for Local Need

5.1.1 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.

5.1.2 During the fourth quarter 80 households on the Council's Housing List have been housed which is slightly lower than the average for the previous three quarters (87 households). 163 new affordable homes have been completed during the 2021/22 reporting year, against an anticipated number of 100 new homes over the year. This represents a significant achievement.

5.1.3 The Council appointed an Energy Efficiency Officer who commenced their employment with the authority on 7th March 2022 and has an ambitious programme of work related to increasing domestic fuel costs, compounding an already significant issue for many North Norfolk households.

5.2 Boosting Business Growth and Sustainability

5.2.1 As the country and District look to move on from the COVID pandemic with work from home restrictions being lifted at the end of January the work of the Economic Growth Team has focussed on supporting future business growth – reinstating contacts with key businesses and handling a small number of

potentially significant business enquiries through the provision of advice, discussion with partners etc – including the recent positive announcement by the Academy of Robotics to establish their operations in the development of autonomous vehicles at the former RAF Neatishead site, which has been vacant for over 15 years.

- 5.2.2 Good progress has been made during the quarter on the detailed plans for the North Walsham Heritage Action Zone programme with works commencing on the Church Approach area and at The Cedars building with proposals for the wider Market Place improvements being finalised.
- 5.2.3 Work has continued on developing a new Economic Growth Strategy for the District which will now be presented to Cabinet in July 2022 following pre-scrutiny consultation.

5.3 Customer Focus

- 5.3.1 Following adoption of the new Customer Service Strategy work has been taken forward on developing a new set of performance indicators for customer service quality and a programme of Customer Service developed. These measures will be based on measuring outcomes relating to: ease of access, level of service delivered first time, levels of satisfaction with the service received and staff delivering the service, whether complementary services were offered.
- 5.3.2 Work has also been undertaken to improve the Council's Complaints processes moving from a three-stage process to a two-stage process with clear timescales being proposed for each of the stages such that issues of concern are resolved in a more timely manner. This new system was launched during this quarter and is currently being embedded across the Council.
- 5.3.3 Planning performance has continued to improve during Quarter 4 from a low base seen in Quarters 1 and 2 of 2021/22 due to the implementation of the new back office system, with performance now being at a level comparable to neighbouring and similar authorities, as evidenced in the tables at Appendix B.

5.4 Climate, Coast and the Environment

- 5.4.1 The Council's Net Zero 2030 Strategy and Action Plan was presented to Cabinet and adopted at its meeting of the 31st January 2022 and the actions / objectives of the action Plan will be incorporated into the future performance management framework, adopting the same approach as agreed for the Housing Strategy.
- 5.4.2 Over 50,000 trees have been planted during the 2021/22 planting season delivering against the Council's Tree Planting Programme – meaning that over 70,000 trees planted to date, towards the Council's target of 110,000 trees being planted by end of 2023. This includes three Miyawaki Forests at Fakenham, North Walsham and Sheringham.
- 5.4.3 On 24th March the District Council hosted a visit to Happisburgh by Rebecca Pow, Environment Minister who announced that North Norfolk District Council and the East Riding of Yorkshire Council would pilot approaches to managing coastal adaptation through a new Coastal Transition Accelerator Programme. This programme, which will operate over the next five years, is expected to see a minimum of £10million additional funding come to North Norfolk to support local communities at risk of cliff loss adapt to the challenges of climate change.

5.5 Quality of Life

- 5.5.1 Following the opening of the new £12.7million The Reef Leisure Centre on 30th November 2021, rates of membership and participation have exceeded

expectations and demonstrate how much the Council's investment in good quality leisure and fitness centres is valued.

- 5.5.2 During the quarter the District Council learned that its bid to Government submitted in September 2021 for funds through the national Changing Places programme had been successful in being awarded £300,000 towards the provision of public toilet facilities in the district for people with complex health and mobility needs. This was one of the largest awards in the country and will allow the Council to deliver on its pledge of seeing the provision of one such facility in each of the District's seven principal settlements. During the quarter works began on schemes to provide such facilities and new public toilets at Stearmans Yard in Wells and Queens Road, Fakenham.

5.6 Financial Sustainability and Growth

- 5.6.1 Adoption of the 2022/23 budget by Full Council at its meeting of 23rd February 2022 informed by the successful completion of the Zero-Based Budgeting process and subsequent issuing of Council Tax bills to over 55,000 accounts.
- 5.6.2 Continued focus by the Revenues Team on the payment of Omicron business grants where once again the authority was in the top ten nationally in terms of numbers and value of grants paid during this period.
- 5.6.3 Following the Chancellors Spring Statement on 23rd March, which included local authorities making £150 Energy Rebate payments to some Council Tax account holders initial discussions took place with county partners and software providers about how such payments would be administered by the Council.

6.0 Conclusion

- 6.1 Continued strong progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report, despite corporate focus again having to be directed to COVID response activity with rapidly rising rates of infection in the District in December 2021 and the early weeks of 2022 associated with the spread of the Omicron variant.

7.0 Implications and Risks

- 7.1 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.

8.0 Financial Implications and Risks

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

9.0 Sustainability

- 9.1 There are no negative sustainability implications of this report.

10.0 Equality and Diversity

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

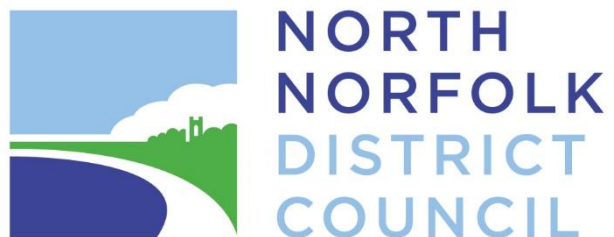
11.0 Section 17 Crime and Disorder considerations

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

Managing Performance

Contents

	Page
Chief Executive's Overview	1
Key	5
Delivery Plan Overview	6
Key Priorities	7
Local Homes for Local Need	16
Boosting Business Sustainability and Growth	29
Customer Focus	33
Climate, Coast and the Environment	39
Quality of Life	47
Financial Sustainability and Growth	54
Performance Focus	58
All other management performance measures	61
All completed Delivery Plan Actions	71



Managing Performance

Overview

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The uncertainty caused by the spread of the Omicron variant had particular impact on many hospitality businesses at a critical time of the year and saw the Government announce further grant support for the sector which resulted in an increase of calls to the Customer Services, Environmental Health, Economic Growth and Revenues Teams.

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.
- During the fourth quarter 80 households on the Council's Housing List have been housed which is slightly lower than the average for the previous three quarters (87 households). 163 new affordable homes have been completed during the 2021/22 reporting year, against an anticipated number of 100 new homes over the year. This represents a significant achievement.
- The Council appointed an Energy Efficiency Officer who commenced their employment with the authority on 7 March 2022 and has an ambitious programme of work related to increasing domestic fuel costs, compounding an already significant issue for many North Norfolk households.

Boosting Business Growth and Sustainability

- As the country and District look to move on from the COVID pandemic with work from home restrictions being lifted at the end of January the work of the Economic Growth Team has focussed on supporting future business growth – reinstating contacts with key businesses and handling a small number of potentially significant business enquiries through the provision of advice, discussion with partners etc – including the recent positive announcement by the Academy of Robotics to establish their operations in the development of autonomous vehicles at the former RAF Neatishead site, which has been vacant for over 15 years.
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consultation.

Customer Focus

- Following adoption of the new Customer Service Strategy work has been taken forward on developing a new set of performance indicators for customer service quality and a programme of Customer Service developed. These measures will be based on measuring outcomes relating to: ease of access, level of service delivered first time, levels of satisfaction with the service received and staff delivering the service, whether complementary services were offered.
- Work has also been undertaken to improve the Council's Complaints processes moving from a three-stage process to a two-stage process with clear timescales being proposed for each of the stages such that issues of concern are resolved in a timelier manner. This new system was launched during this quarter and is currently being embedded across the Council.
- Planning performance has continued to improve during Quarter 4 from a low base seen in Quarters 1 and 2 of 2021/22 due to the implementation of the new back office system, with performance now being at a level comparable to neighbouring and similar authorities, as evidenced in the tables at Appendix B.

Managing Performance

Quarterly Report Chief Executive's Overview - continued

Quality of Life

- Following the opening of the new £12.7million The Reef Leisure Centre on 30 November 2021, rates of membership and participation have exceeded expectations and demonstrate how much the Council's investment in good quality leisure and fitness centres is valued.
- During the quarter the District Council learned that its bid to Government submitted in September 2021 for funds through the national Changing Places programme had been successful in being awarded £300,000 towards the provision of public toilet facilities in the district for people with complex health and mobility needs. This was one of the largest awards in the country and will allow the Council to deliver on its pledge of seeing the provision of one such facility in each of the District's seven principal settlements. During the quarter works began on schemes to provide such facilities and new public toilets at Stearmans Yard in Wells and Queens Road, Fakenham.

Financial Sustainability and Growth






- Adoption of the 2022/23 budget by Full Council at its meeting of 23 February 2022 informed by the successful completion of the Zero-Based Budgeting process and subsequent issuing of Council Tax bills to over 55,000 accounts.
- Continued focus by the Revenues Team on the payment of Omicron business grants where once again the authority was in the top ten nationally in terms of numbers and value of grants paid during this period.
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Conclusion

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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

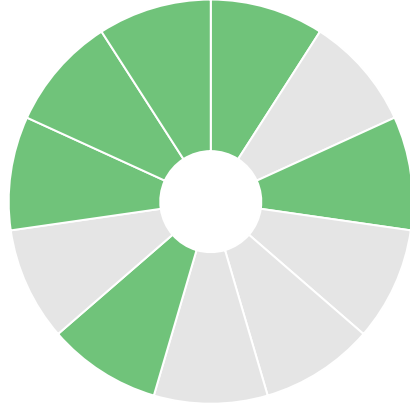


Overview

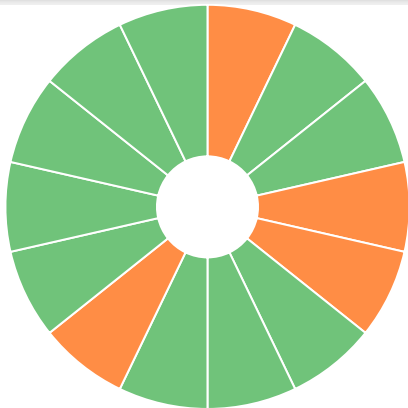
Local Homes for Local Need



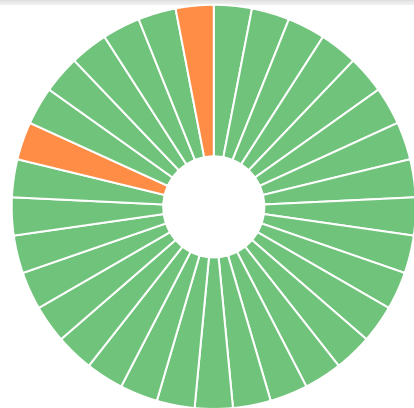
Boosting Business Sustainability and Growth



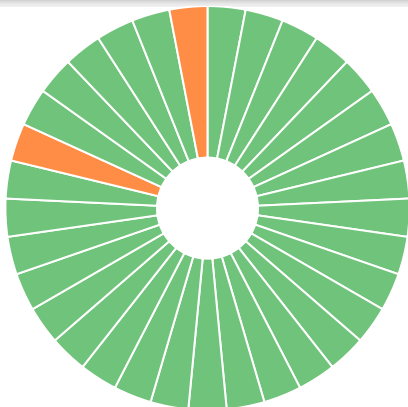
Customer Focus



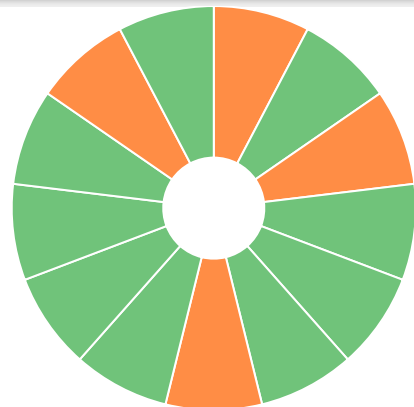
Climate, Coast and the Environment



Financial Sustainability and Growth



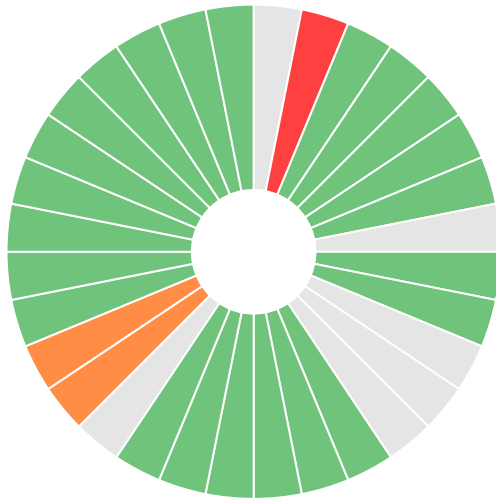
Quality of Life



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



		31/03/2022
<input checked="" type="checkbox"/> 1.2.2a.1 Investigate option of allocating sites for affordable housing	Performance	
	Comments	n/r
	Owner	Mark Ashwell
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	30/12/2022
<input checked="" type="checkbox"/> 1.2.2a.2 Make the planning process easier for affordable housing providers	Performance	▲
	Comments	Report with recommendation to be brought to CLT late March but not achieved.
	Owner	Geoff Lyon
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.2a.3 Secure support from local communities	Performance	★
	Comments	During the year 21/22 the Community Housing Enabler has supported consultation events held at Salthouse, Swanton Novers (x2), Swanton Abbott and Thursford. The Community Housing Enabler has also provided Overstrand PC, Mundesley PC and Wells TC with help on aspects of their neighbourhood plans. These will be reported in the Annual Monitoring report on affordable housing which we will share with the portfolio holder and publish on the Council's website.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	31/03/2022
	Due Date	30/04/2022
	Estimated end date/Completion date	30/04/2022
<input checked="" type="checkbox"/> 1.2.2a.5 Improve Homes England's Grant offer	Performance	★
	Comments	Homes England has accepted the principle of s106 and grant funding on the same site. Our pilot is the Broadland exceptions site in Northrepps. The planning permission is for 10 affordable and nine market homes. The s106 allows for an increase in the number of affordable homes if Homes England provide grant.
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/11/2021
	Due Date	31/12/2021
	Estimated end date/Completion date	31/01/2022
<input checked="" type="checkbox"/> 1.2.2a.6 Use s106 grant funding	Performance	★
	Comments	Complete as per the report to Cabinet on 28 March 2022.
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/04/2021
	Due Date	02/04/2022
	Estimated end date/Completion date	31/03/2022

31/03/2022

<input checked="" type="checkbox"/> 1.3.1b.1 Employ a dedicated Energy Officer	Performance	✔
	Comments	Energy Officer, Dulcie Walsh, started in post on 7th March 2022.
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/10/2021
	Due Date	30/11/2021
	Estimated end date/Completion date	31/01/2022
<input checked="" type="checkbox"/> 1.3.1b.2 Lobby government to secure long-term grant funding for energy efficiency works	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	31/12/2022
<input checked="" type="checkbox"/> 1.3.1b.3 Produce a clear energy efficiency support offer for low income households	Performance	★
	Comments	The Energy Officer is developing publicity material which sets out the Council's offer. This will be used to raise awareness of availability of grant and be targeted to groups and locations with high numbers of households in fuel poverty.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	08/04/2022
<input checked="" type="checkbox"/> 1.3.1b.4 Promote energy efficiency measures	Performance	★
	Comments	The publicity material - flyer is due to complete this week. The flyer (electronic version) will be sent to target parishes (those with high numbers of households in fuel poverty). The flyer will also be used to raise awareness amongst target households (identified from the Council's BRE database). Additional actions planned as part of the promotion campaign include information on the Council's website and some social media activity to encourage people to look for information on the Council website.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	30/04/2022
<input checked="" type="checkbox"/> 1.3.1b.5 Consider an accreditation scheme for energy contractors	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022



		31/03/2022
<input checked="" type="checkbox"/> 1.3.1b.6 Consider direct provision or guaranteeing work for energy contractors	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.3.1b.7 Identify good practice for making energy efficiency improvements to older/listed buildings	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2023
	Due Date	31/03/2023
	Estimated end date/Completion date	31/03/2023
<input checked="" type="checkbox"/> 1.3.1c.1 Encourage landlord take up of energy efficiency improvement works	Performance	★
	Comments	Promotional material is being used to target landlords. We are in discussions with one of the country estates about grant funding for improvements to some of their tenanted properties.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	30/06/2022
<input checked="" type="checkbox"/> 1.3.1c.2 Target properties for energy efficiency improvement works	Performance	★
	Comments	The Council's Energy Officer has used the BRE database to identify initial target parishes and property clusters. These will be the focus of initial contact with parish councils and individual households. Further target parishes and property clusters will be identified in future to ensure there are sufficient priority applicants to use available grant.
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.4.2.1 The council will work with partners to raise awareness and understanding of shared ownership	Performance	★
	Comments	Research has been undertaken with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this research were considered by Business Planning in February and resulting actions (publicity & trailing) are being implemented. The deadline for delivery of the promotion campaign and training has been moved back to December 2022.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	31/12/2022
	Estimated end date/Completion date	31/12/2022

		31/03/2022
<input checked="" type="checkbox"/> 1.4.2.2 Consider whether the council should provide low cost home ownership mortgages	Performance	✔
	Comments	Research has been undertaken with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this research were considered by Business Planning in February and it was concluded that the council should not provide mortgages.
	Owner	Nicky Debbage
	Stage	Completed
	Start Date	01/10/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/03/2022
	<input checked="" type="checkbox"/> 1.4.2.3 Put in place policies & processes to implement First Homes	Performance
Comments		National First Homes Policy position adopted with appropriate reference to be made with the Local Plan at submission stage.
Owner		Nicky Debbage
Stage		Completed
Start Date		01/01/2022
Due Date		30/04/2022
Estimated end date/ Completion date		02/04/2022
<input checked="" type="checkbox"/> 1.5.2b.1 Working with partners to deliver 500 units of Housing with Care / Extra Care		Performance
	Comments	The first new Extra Care/Independent Living scheme at Meadow Walk in Fakenham provides 66 flats and opened in April 2021. This scheme won a National Housing Award for innovation. Development Committee approved plans for the next scheme in Stalham in March 2022, which will provide 61 flats. We continue to work with partners to identify other suitable sites.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	31/03/2021
	Due Date	31/12/2028
	Estimated end date/ Completion date	31/12/2028
	<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023)	Performance
Comments		n/r
Owner		Stuart Quick
Stage		In Progress
Start Date		01/04/2022
Due Date		31/08/2022
Estimated end date/ Completion date		31/08/2022

<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	<p>Performance ●</p> <p>Comments</p> <p>Through our membership with the Institute of Customer Services, in December/January 2021/22 an all staff Customer Service survey was delivered. The survey was used to assess how employees view our customer service strategy, organisation, processes, and culture.</p> <p>With the HR training budget now agreed, in collaboration with HR, an action plan is in development off the back of analysing the survey results. The results will enable us to identify specific areas for focus and furthermore establish a specification for a customer focused staff training programme, used when procuring a training provider. Work is ongoing in creating the specification.</p> <p>Owner: Stuart Harber</p> <p>Stage: In Progress</p> <p>Start Date: 04/05/2020</p> <p>Due Date: 31/12/2022</p> <p>Estimated end date/Completion date: 31/03/2022</p>
> <input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	<p>Performance ●</p> <p>Comments</p> <p>The draft Engagement Strategy is currently subject to consultation with wider stakeholders. There was some delay as priority was given to the Quality of Life Strategy. The Draft strategy will be subject to pre scrutiny at a future O&S meeting.</p> <p>Owner: Steve Hems</p> <p>Stage: In Progress</p> <p>Start Date: 02/12/2019</p> <p>Due Date: 31/03/2022</p> <p>Estimated end date/Completion date: 31/03/2022</p>
<input checked="" type="checkbox"/> 3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions	<p>Performance ✔</p> <p>Comments</p> <p>Cabinet approved the establishment of a Youth Council at their meeting on 28th March 2022. The British Youth Council will provide support and training during the early stages to ensure that the Youth Council becomes well established.</p> <p>Owner: Emma Denny</p> <p>Stage: Completed</p> <p>Start Date: 01/03/2021</p> <p>Due Date: 31/03/2022</p> <p>Estimated end date/Completion date: 31/03/2022</p>
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	<p>Performance ★</p> <p>Comments</p> <p>Revised report template prepared and approved by CLT. This will be rolled out in autumn 2022.</p> <p>Owner: Emma Denny</p> <p>Stage: In Progress</p> <p>Start Date: 04/02/2020</p> <p>Due Date: 30/09/2022</p> <p>Estimated end date/Completion date: 30/09/2022</p>

<input checked="" type="checkbox"/> 4.5.5 Tree Planting Strategy	Performance	★
	Comments	Strategy approved at Cabinet on 29 November 2021.
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/11/2021
	Due Date	30/04/2023
	Estimated end date/ Completion date	13/05/2022
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance	★
	Comments	<p>The COVID-19 pandemic has significantly altered waste composition and collection patterns and hence two further waste composition analyses were undertaken during 2021/22. The results of this process will be used to undertake more targeted interventions to improve waste reduction and recycling performance improvements in 2022/23.</p> <p>Due date amended to March 2023 as this is an ongoing action.</p>
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	★
	Comments	The Quality of Life Strategy has been drafted and consultation is underway with a number of stakeholders. The document will be discussed at a Scrutiny Panel at a date in April and subject to consultation responses is scheduled to go to the 3 May Cabinet meeting.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/01/2022
	Estimated end date/ Completion date	03/05/2022

<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	<table border="1"> <tr> <td data-bbox="464 35 711 118">Performance</td> <td data-bbox="715 35 1460 118" style="text-align: center;">★</td> </tr> <tr> <td data-bbox="464 118 711 734">Comments</td> <td data-bbox="715 118 1460 734"> <p>Phase 1 North Walsham town centre Place Making public realm improvement construction works commenced as planned February at Church Approach (Shambles). Good progress being made.</p> <p>Cedars Grade II listed building contractors appointed and commenced work in February</p> <p>Building Improvement Grants scheme - 25 Expressions of interest received from property owners and lease holders. Three grant applications approved by Historic England. Work already commenced on site on two buildings carrying out repairs, reinstating architectural feature and bringing vacant floorspace back into use.</p> <p>A number of arts and cultural activities are being planned and delivered by the Cultural Consortium over the next few months. Additional uplift funding was secured from Historic England in March 2022. This additional funding and the Y2 budgeted HE funding was defrayed before year end. New Anglia LEP agreed a capital transfer swap to secure remaining LEP funding to be spent in Y3 2022-23.</p> </td> </tr> <tr> <td data-bbox="464 734 711 779">Owner</td> <td data-bbox="715 734 1460 779">Jenni Jordan</td> </tr> <tr> <td data-bbox="464 779 711 824">Stage</td> <td data-bbox="715 779 1460 824">In Progress</td> </tr> <tr> <td data-bbox="464 824 711 869">Start Date</td> <td data-bbox="715 824 1460 869">04/02/2020</td> </tr> <tr> <td data-bbox="464 869 711 913">Due Date</td> <td data-bbox="715 869 1460 913">31/03/2024</td> </tr> <tr> <td data-bbox="464 913 711 965">Estimated end date/Completion date</td> <td data-bbox="715 913 1460 965">31/03/2024</td> </tr> </table>	Performance	★	Comments	<p>Phase 1 North Walsham town centre Place Making public realm improvement construction works commenced as planned February at Church Approach (Shambles). Good progress being made.</p> <p>Cedars Grade II listed building contractors appointed and commenced work in February</p> <p>Building Improvement Grants scheme - 25 Expressions of interest received from property owners and lease holders. Three grant applications approved by Historic England. Work already commenced on site on two buildings carrying out repairs, reinstating architectural feature and bringing vacant floorspace back into use.</p> <p>A number of arts and cultural activities are being planned and delivered by the Cultural Consortium over the next few months. Additional uplift funding was secured from Historic England in March 2022. This additional funding and the Y2 budgeted HE funding was defrayed before year end. New Anglia LEP agreed a capital transfer swap to secure remaining LEP funding to be spent in Y3 2022-23.</p>	Owner	Jenni Jordan	Stage	In Progress	Start Date	04/02/2020	Due Date	31/03/2024	Estimated end date/Completion date	31/03/2024
Performance	★														
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Owner	Jenni Jordan														
Stage	In Progress														
Start Date	04/02/2020														
Due Date	31/03/2024														
Estimated end date/Completion date	31/03/2024														
<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	<table border="1"> <tr> <td data-bbox="464 969 711 1014">Performance</td> <td data-bbox="715 969 1460 1014" style="text-align: center;">★</td> </tr> <tr> <td data-bbox="464 1014 711 1346">Comments</td> <td data-bbox="715 1014 1460 1346"> <p>On 24 March 2022 the Council received confirmation of the success of its application for funds from the Government Changing Places Programme with £300,000 of funding secured which was one of the largest allocations nationally. Works already open at a site at Stearmans Yard, Wells, and Queen's Road, Fakenham, with these schemes scheduled for completion end of June 2022. Further works are starting in May at New Road North Walsham. Final stages of tender preparation for the Leas, Sheringham and Vicarage Street, North Walsham are underway.</p> </td> </tr> <tr> <td data-bbox="464 1346 711 1391">Owner</td> <td data-bbox="715 1346 1460 1391">Russell Tanner</td> </tr> <tr> <td data-bbox="464 1391 711 1435">Stage</td> <td data-bbox="715 1391 1460 1435">In Progress</td> </tr> <tr> <td data-bbox="464 1435 711 1480">Start Date</td> <td data-bbox="715 1435 1460 1480">04/02/2020</td> </tr> <tr> <td data-bbox="464 1480 711 1525">Due Date</td> <td data-bbox="715 1480 1460 1525">31/01/2022</td> </tr> <tr> <td data-bbox="464 1525 711 1574">Estimated end date/Completion date</td> <td data-bbox="715 1525 1460 1574">31/03/2023</td> </tr> </table>	Performance	★	Comments	<p>On 24 March 2022 the Council received confirmation of the success of its application for funds from the Government Changing Places Programme with £300,000 of funding secured which was one of the largest allocations nationally. Works already open at a site at Stearmans Yard, Wells, and Queen's Road, Fakenham, with these schemes scheduled for completion end of June 2022. Further works are starting in May at New Road North Walsham. Final stages of tender preparation for the Leas, Sheringham and Vicarage Street, North Walsham are underway.</p>	Owner	Russell Tanner	Stage	In Progress	Start Date	04/02/2020	Due Date	31/01/2022	Estimated end date/Completion date	31/03/2023
Performance	★														
Comments	<p>On 24 March 2022 the Council received confirmation of the success of its application for funds from the Government Changing Places Programme with £300,000 of funding secured which was one of the largest allocations nationally. Works already open at a site at Stearmans Yard, Wells, and Queen's Road, Fakenham, with these schemes scheduled for completion end of June 2022. Further works are starting in May at New Road North Walsham. Final stages of tender preparation for the Leas, Sheringham and Vicarage Street, North Walsham are underway.</p>														
Owner	Russell Tanner														
Stage	In Progress														
Start Date	04/02/2020														
Due Date	31/01/2022														
Estimated end date/Completion date	31/03/2023														
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status (2021)	<table border="1"> <tr> <td data-bbox="464 1579 711 1624">Performance</td> <td data-bbox="715 1579 1460 1624" style="text-align: center;">★</td> </tr> <tr> <td data-bbox="464 1624 711 1794">Comments</td> <td data-bbox="715 1624 1460 1794"> <p>Applications for all Blue Flag and Green Flag sites were submitted on time and results are expected imminently for the blue flag. Judging of Holt Country Park is set for May 31st, with Sadlers Wood and Pretty Corner being mystery shopped this year. Announcement for Green Flags are usually around July.</p> </td> </tr> <tr> <td data-bbox="464 1794 711 1839">Owner</td> <td data-bbox="715 1794 1460 1839">Colin Brown</td> </tr> <tr> <td data-bbox="464 1839 711 1883">Stage</td> <td data-bbox="715 1839 1460 1883">Completed</td> </tr> <tr> <td data-bbox="464 1883 711 1928">Start Date</td> <td data-bbox="715 1883 1460 1928">20/06/2020</td> </tr> <tr> <td data-bbox="464 1928 711 1973">Due Date</td> <td data-bbox="715 1928 1460 1973">02/04/2022</td> </tr> <tr> <td data-bbox="464 1973 711 2020">Estimated end date/Completion date</td> <td data-bbox="715 1973 1460 2020">02/04/2022</td> </tr> </table>	Performance	★	Comments	<p>Applications for all Blue Flag and Green Flag sites were submitted on time and results are expected imminently for the blue flag. Judging of Holt Country Park is set for May 31st, with Sadlers Wood and Pretty Corner being mystery shopped this year. Announcement for Green Flags are usually around July.</p>	Owner	Colin Brown	Stage	Completed	Start Date	20/06/2020	Due Date	02/04/2022	Estimated end date/Completion date	02/04/2022
Performance	★														
Comments	<p>Applications for all Blue Flag and Green Flag sites were submitted on time and results are expected imminently for the blue flag. Judging of Holt Country Park is set for May 31st, with Sadlers Wood and Pretty Corner being mystery shopped this year. Announcement for Green Flags are usually around July.</p>														
Owner	Colin Brown														
Stage	Completed														
Start Date	20/06/2020														
Due Date	02/04/2022														
Estimated end date/Completion date	02/04/2022														

<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	
	Comments	The Zero Based Budget was signed off at Full Council in February 2022. A lessons learned exercise is currently being carried out.
	Owner	Lucy Hume
	Stage	Completed
	Start Date	01/06/2021
	Due Date	30/04/2022
	Estimated end date/ Completion date	28/02/2022
<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance	
	Comments	The report on potential proposals for the Council's car parking fees and charging policy went for pre-scrutiny to the Overview and Scrutiny Committee (O&S) on 12 January 2022. The recommendations from O&S were then considered by Cabinet at their meeting on 31 January 2022 and received final approval by Full Council on 23 February 2022. Car Park Order is in the process of being consulted on.
	Owner	Duncan Ellis
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	23/02/2022

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

Local Homes for Local Need Key Performance Indicator Update

		Mar 2022
CE 002 Number of long term empty homes (6 months or more as at October each year)	Performance (YTD)	↓
	Comments	This is the yearly indicator reported in October each year to Government as part of the CTB1 Government Return and the figures have decreased from 564 in October 2020 to 477 in October 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.
	Actual (Period) (YTD)	477
	Target (YTD)	
	Direction of change (YTD)	↓ ✓
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Comments	The service has seen a steady rise of customers approaching the service due to their current housing no longer meeting their needs, this can be due to a number of reasons for example, an increase in homelessness presentations due to private landlords issuing no fault Section 21 notices, overcrowded, medical need. These are the reasons that a higher level of housing need would be awarded.
	Actual (Period) (YTD)	416
	Target (YTD)	
	Direction of change (YTD)	↑ ✗
HS 001 Number of affordable homes built	Performance (YTD)	★
	Comments	The number of new affordable homes delivered in 2021/22 is 160, which is significantly above the target of 100. There is a long lead-in time for new homes (3+ years) so annually delivery can go up or down.
	Actual (Period) (YTD)	163
	Target (YTD)	100
	Direction of change (YTD)	↓ ✓






Local Homes for Local Need Delivery Plan actions update




		31/03/2022
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	Regulation 19 consultation completed. Independent examination likely by autumn 2022 subject to resolution of current issues relating to water pollution (nutrient neutrality). It includes a range of policies designed to support all aspects of housing growth including quantity, type and location to ensure that all needs including those for affordable homes are addressed. 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	01/04/2023
	Estimated end date/Completion date	01/04/2023
<input checked="" type="checkbox"/> 1.2.1.1 Clarify aims of a Housing Company	Performance	★
	Comments	n/r
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/10/2021
	Due Date	31/10/2021
	Estimated end date/Completion date	20/10/2021
<input checked="" type="checkbox"/> 1.2.1.2 Produce an updated business case	Performance	★
	Comments	n/r
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/12/2021
	Due Date	31/12/2021
	Estimated end date/Completion date	22/12/2021
<input checked="" type="checkbox"/> 1.2.2a.1 Investigate option of allocating sites for affordable housing	Performance	
	Comments	n/r
	Owner	Mark Ashwell
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	30/12/2022
<input checked="" type="checkbox"/> 1.2.2a.2 Make the planning process easier for affordable housing providers	Performance	▲
	Comments	Report with recommendation to be brought to CLT late March but not achieved.
	Owner	Geoff Lyon
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022

<input checked="" type="checkbox"/> 1.2.2a.3 Secure support from local communities	Performance	★
	Comments	<p>During the year 21/22 the Community Housing Enabler has supported consultation events held at Salthouse, Swanton Novers (x2), Swanton Abbott and Thursford. The Community Housing Enabler has also provided Overstrand PC, Mundesley PC and Wells TC with help on aspects of their neighbourhood plans. These will be reported in the Annual Monitoring report on affordable housing which we will share with the portfolio holder and publish on the Council's website.</p>
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	31/03/2022
	Due Date	30/04/2022
	Estimated end date/ Completion date	30/04/2022
<input checked="" type="checkbox"/> 1.2.2a.5 Improve Homes England's Grant offer	Performance	✔
	Comments	<p>Homes England has accepted the principle of s106 and grant funding on the same site. Our pilot is the Broadland exceptions site in Northrepps. The planning permission is for 10 affordable and nine market homes. The s106 allows for an increase in the number of affordable homes if Homes England provide grant.</p>
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/11/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/01/2022
<input checked="" type="checkbox"/> 1.2.2a.6 Use s106 grant funding	Performance	✔
	Comments	Complete as per the report to Cabinet on 28 March 2022.
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/04/2021
	Due Date	02/04/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.2b.1 Consider sites for Coastal roll-back	Performance	★
	Comments	<p>NNDC has been selected as one of two LAs to pilot the Governments Coastal Transition Acceleration Programme (CTAP). In year 1 of the the Council will explore a range of options, undertake research and share findings. It seems sensible to undertake this Housing Strategy objective as part of the CTAP year 1 work. We have reset the target completion date to align with the CTAP work.</p>
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023

<input checked="" type="checkbox"/> 1.2.2b.2 Investigate de-risking options	Performance	▲
	Comments	Report with recommendation to be brought to CLT late March but this was not achieved.
	Owner	Geoff Lyon
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.2b.3 Encourage small and medium-sized builders and developers	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	31/12/2022
<input checked="" type="checkbox"/> 1.2.2b.4 Fakenham Roundabout	Performance	★
	Comments	NCC working on designs and surveys to allow installation of roundabout from late September 2022. Ongoing liaison with Savills over access land arrangements and temporary diversion of Water Moor Lane.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	01/12/2021
	Due Date	31/12/2022
	Estimated end date/Completion date	30/04/2023
<input checked="" type="checkbox"/> 1.2.3a.1 Investigate Council support the development of good quality market rented housing	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.2.3b.1 Encourage and support the use of MMC	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2023
	Due Date	31/03/2023
	Estimated end date/Completion date	31/03/2023

<input checked="" type="checkbox"/> 1.2.3c.1 Help grow existing community-led organisations	Performance	
	Comments	In 2021/22 the CHF funded one new affordable home (see comment from 15/3/22). This is an ongoing objective and we have moved the deadline back to 31/3/23 to enable us to monitor delivery in 2022/23.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	31/03/2022
	Due Date	31/03/2023
	Estimated end date/Completion date	31/03/2023
	<input checked="" type="checkbox"/> 1.2.3c.2 Establish new community-led groups	Performance
Comments		n/r
Owner		Graham Connolly
Stage		Not Started
Start Date		01/01/2023
Due Date		31/03/2023
Estimated end date/Completion date		31/03/2023
<input checked="" type="checkbox"/> 1.3.1b.1 Employ a dedicated Energy Officer	Performance	
	Comments	Energy Officer, Dulcie Walsh, started in post on 7th March 2022.
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/10/2021
	Due Date	30/11/2021
	Estimated end date/Completion date	31/01/2022
<input checked="" type="checkbox"/> 1.3.1b.2 Lobby government to secure long-term grant funding for energy efficiency works	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	31/12/2022
<input checked="" type="checkbox"/> 1.3.1b.3 Produce a clear energy efficiency support offer for low income households	Performance	
	Comments	The Energy Officer is developing publicity material which sets out the Council's offer. This will be used to raise awareness of availability of grant and be targeted to groups and locations with high numbers of households in fuel poverty.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	08/04/2022

<input checked="" type="checkbox"/> 1.3.1b.4 Promote energy efficiency measures	Performance	★
	Comments	The publicity material - flyer is due to complete this week. The flyer (electronic version) will be sent to target parishes (those with high numbers of households in fuel poverty). The flyer will also be used to raise awareness amongst target households (identified from the Council's BRE database). Additional actions planned as part of the promotion campaign include information on the Council's website and some social media activity to encourage people to look for information on the Council website.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/ Completion date	30/04/2022
	<input checked="" type="checkbox"/> 1.3.1b.5 Consider an accreditation scheme for energy contractors	Performance
Comments		n/r
Owner		Graham Connolly
Stage		Not Started
Start Date		01/07/2022
Due Date		30/09/2022
Estimated end date/ Completion date		30/09/2022
<input checked="" type="checkbox"/> 1.3.1b.6 Consider direct provision or guaranteeing work for energy contractors	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/ Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.3.1b.7 Identify good practice for making energy efficiency improvements to older/listed buildings	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2023
	Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023
<input checked="" type="checkbox"/> 1.3.1c.1 Encourage landlord take up of energy efficiency improvement works	Performance	★
	Comments	Promotional material is being used to target landlords. We are in discussions with one of the country estates about grant funding for improvements to some of their tenanted properties.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/ Completion date	30/06/2022

<input checked="" type="checkbox"/> 1.3.1c.2 Target properties for energy efficiency improvement works	Performance	
	Comments	The Council's Energy Officer has used the BRE database to identify initial target parishes and property clusters. These will be the focus of initial contact with parish councils and individual households. Further target parishes and property clusters will be identified in future to ensure there are sufficient priority applicants to use available grant.
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/03/2022
	<input checked="" type="checkbox"/> 1.3.2.1 Report on good practice. to tackle disrepair	Performance
Comments		n/r
Owner		Graham Connolly
Stage		Not Started
Start Date		01/04/2022
Due Date		30/06/2022
Estimated end date/ Completion date		30/06/2022
<input checked="" type="checkbox"/> 1.3.3.1 Report on good practice to tackle long-term empty homes	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/04/2022
	Due Date	30/06/2022
	Estimated end date/ Completion date	30/06/2022
<input checked="" type="checkbox"/> 1.4.1.2 Consider purchase of Flagship properties as part of the business case for a housing company	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Completed
	Start Date	01/10/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021
<input checked="" type="checkbox"/> 1.4.2.1 The council will work with partners to raise awareness and understanding of shared ownership	Performance	
	Comments	Research has been undertaken with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this research were considered by Business Planning in February and resulting actions (publicity & trailing) are being implemented. The deadline for delivery of the promotion campaign and training has been moved back to December 2022.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	31/12/2022
	Estimated end date/ Completion date	31/12/2022

<input checked="" type="checkbox"/> 1.4.2.2 Consider whether the council should provide low cost home ownership mortgages	Performance	✔
	Comments	Research has been undertaken with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this research were considered by Business Planning in February and it was concluded that the council should not provide mortgages.
	Owner	Nicky Debbage
	Stage	Completed
	Start Date	01/10/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/03/2022
	<input checked="" type="checkbox"/> 1.4.2.3 Put in place policies & processes to implement First Homes	Performance
Comments		National First Homes Policy position adopted with appropriate reference to be made with the Local Plan at submission stage.
Owner		Nicky Debbage
Stage		Completed
Start Date		01/01/2022
Due Date		30/04/2022
Estimated end date/ Completion date		02/04/2022
<input checked="" type="checkbox"/> 1.4.3.1 Review effectiveness of current allocations agreement		Performance
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/09/2022
	Due Date	30/11/2022
	Estimated end date/ Completion date	30/11/2022
<input checked="" type="checkbox"/> 1.4.4a.1 Work with partner Registered Providers to consider building new shared housing	Performance	★
	Comments	Investigated opportunities to work with Benjamin Foundation (Youth housing organisation) to provide move-on housing using modular construction. No site has yet been identified. Other housing associations to be contacted to consider shared housing as part of new developments.
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/02/2022
	Due Date	30/04/2022
	Estimated end date/ Completion date	30/04/2022
	<input checked="" type="checkbox"/> 1.4.4a.2 The council will investigate promotion of a scheme to facilitate multigenerational living	Performance
Comments		A temporary post in Housing Options is about to be created to deliver this action and recruitment will take place in May 2022.
Owner		Nicky Debbage
Stage		In Progress
Start Date		01/02/2022
Due Date		30/04/2022
Estimated end date/ Completion date		30/04/2022

<input checked="" type="checkbox"/> 1.4.b.1 Consider the establishment of a private sector leasing scheme	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.4.b.2 Provide better support and information to existing and prospective landlords	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.5.1a.1 Identify people 'at risk of crisis' and develop action to help prevent crisis	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	01/07/2022
<input checked="" type="checkbox"/> 1.5.1b.1 Continue to deliver actions in the new Homelessness and Rough Sleeper Strategy	Performance	★
	Comments	Progress with delivery of actions in the Homelessness & Rough Sleeper Strategy will form part of the annual report 2021/22 and will help inform a new/revised H&RS Strategy. The deadline for delivery of the report has been set as June 2022.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	31/03/2021
	Due Date	30/06/2022
	Estimated end date/Completion date	30/06/2022
<input checked="" type="checkbox"/> 1.5.1b.2 The Council will deliver units of move on / temporary accommodation	Performance	✔
	Comments	The Council now has a portfolio of 16 TA units (including the 5 x Rough Sleeper units with the recent completion of Lushers Passage). An annual budget of £250k for TA purchase has been established and the Council continues to look for opportunities / funding to help to provide good quality TA options to homeless households.
	Owner	Nicky Debbage
	Stage	Completed
	Start Date	30/06/2021
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022

<input checked="" type="checkbox"/> 1.5.1b.3 Contribute to Norfolk Strategic Housing Partnership project to end homelessness in Norfolk	Performance	★
	Comments	The NSHP No Homelessness in Norfolk Strategy has been produced and signed-off by Leaders. The action plan is now drafted and working groups formed to deliver key actions in the strategy. This work will be ongoing for the next 12-18 months hence the deadline for delivery of this project has been moved to March 2023
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	31/03/2021
	Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023
	<input checked="" type="checkbox"/> 1.5.2a.1 Work with NCC to provide safe accommodation & support to those fleeing domestic abuse	Performance
Comments		Norfolk wide 'Safer Accommodation Strategy' was completed and signed off by members in January 2022. Target hardening works to all council owned temporary accommodation is ongoing when NNDC properties become void, this does mean that not all properties will have been target hardened by March 2022 but these works will be part of normal tenancy changeover / BAU works.
Owner		Nicky Debbage
Stage		Completed
Start Date		30/06/2021
Due Date		31/03/2022
Estimated end date/ Completion date		31/03/2022
<input checked="" type="checkbox"/> 1.5.2b.1 Working with partners to deliver 500 units of Housing with Care / Extra Care		Performance
	Comments	The first new Extra Care/Independent Living scheme at Meadow Walk in Fakenham provides 66 flats and opened in April 2021. This scheme won a National Housing Award for innovation. Development Committee approved plans for the next scheme in Stalham in March 2022, which will provide 61 flats. We continue to work with partners to identify other suitable sites.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	31/03/2021
	Due Date	31/12/2028
	Estimated end date/ Completion date	31/12/2028
	<input checked="" type="checkbox"/> 1.5.2c.2 Work with partners to ensure affordable homes meet the needs of older & disabled residents	Performance
Comments		An annual delivery report on affordable housing, including analysis of home built, community led activity, etc. is being produced. This report will be shared with the Portfolio Holder and published on the Council's website. The report will be available by end of April 2022.
Owner		Nicky Debbage
Stage		In Progress
Start Date		31/01/2022
Due Date		30/04/2022
Estimated end date/ Completion date		30/04/2022

<input checked="" type="checkbox"/> 1.5.2c.3 Support the delivery of specialist housing schemes	Performance	★
	Comments	An annual delivery report on affordable housing, including analysis of planning permissions, homes built, community led activity, etc. is being produced. This report will be shared with the Portfolio Holder and published on the Council's website. The report will be available by end of April 2022.
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	31/01/2022
	Due Date	30/04/2022
	Estimated end date/ Completion date	30/04/2022
	<input checked="" type="checkbox"/> 1.5.2c.4 Review of the use of Disabled Facilities Grants	Performance
Comments		n/r
Owner		Nicky Debbage
Stage		Not Started
Start Date		30/04/2022
Due Date		30/06/2022
Estimated end date/ Completion date		30/06/2022

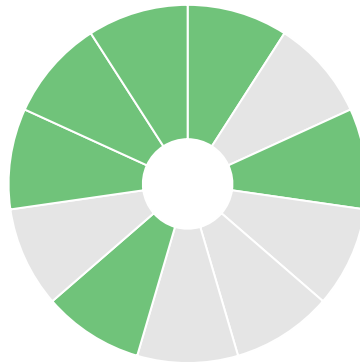
Boosting Business Sustainability and Growth

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


Boosting Business Sustainability and Growth Key Performance Indicator update

		Mar 2022
EG 011 Number of businesses supported	Performance (YTD)	★
	Comments	Over the last two years the Economic Growth team has worked tirelessly to support businesses through what has been an incredibly challenging trading period. This has entailed the delivery of a range of Covid support grants and working with businesses to ensure they can continue trading. However, we have also recognised that, off the back of the pandemic, a number of opportunities to grow and/or diversify that have presented themselves. The team is working closely with businesses to support them to take advantage of these opportunities..
	Actual (Period) (YTD)	671
	Target (YTD)	200
	Direction of change (YTD)	↑✓



31/03/2022

<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	Performance	★
	Comments	Regulation 19 consultation completed. Independent examination likely by autumn 2022 subject to resolution of water pollution issues (nutrient neutrality). 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. 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	01/04/2023
	Estimated end date/Completion date	01/04/2023
	<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023)	Performance
Comments		n/r
Owner		Stuart Quick
Stage		In Progress
Start Date		01/04/2022
Due Date		31/08/2022
Estimated end date/Completion date		31/08/2022
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	✔
	Comments	Final Report is completed and has provided supporting evidence in terms of the supply and demand of employment land for the Local Plan development. Options for the Council to invest in sites / premises development for business opportunities to be developed in alignment with the Economic Growth Strategy once delivered, to meet corporate objectives and to capitalise on future funding opportunities.
	Owner	Stuart Quick
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/Completion date	20/01/2022
	<input checked="" type="checkbox"/> 2.4.1 Analyse evidence of local business needs and opportunities and engage local businesses	Performance
Comments		n/r
Owner		Stuart Quick
Stage		In Progress
Start Date		11/04/2022
Due Date		30/07/2022
Estimated end date/Completion date		30/07/2022

<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	Performance	
	Comments	n/r
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	25/04/2022
	Due Date	30/07/2022
	Estimated end date/Completion date	30/07/2022
<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance	
	Comments	n/r
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	25/04/2022
	Due Date	30/07/2022
	Estimated end date/Completion date	30/07/2022
<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>Recognising the importance of this sector and the impact of pandemic at varying times, the Council recently created the Visit North Norfolk Membership Scheme (funded through the Additional Restrictions Grant-now closed) which provided businesses with a 12 month subscription to help promote their business, to facilitate bookings and to provide relevant Covid information. 172 businesses were supported through this scheme, which has more than doubled VNN's Membership.</p> <p>Visit North Norfolk's present campaign - 'Experience North Norfolk' - highlights experiences in north Norfolk themed by culture, fun, nature, history, food and drink and freedom (outdoor activities). Many visitors look for experiences that can be enjoyed on their holiday and this influences their choice of destination. This video showcases the wide variety of activities that can be carried out in north Norfolk. 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.</p>
	Owner	Stuart Quick
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/12/2021
	Estimated end date/Completion date	31/03/2022

31/03/2022

<input checked="" type="checkbox"/> 2.6.1 Work with partners to identify skills deficiencies & monitor apprenticeships	Performance	
	Comments	n/r
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	11/04/2022
	Due Date	31/08/2022
	Estimated end date/Completion date	31/08/2022
<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	Performance	★
	Comments	NNDC are developing ideas for use of the Social Prosperity Fund to further inclusive growth initiatives in North Norfolk. This will be included in the submitted Local Infrastructure Plan in summer 2022 for delivery over the next three financial years.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2022
	Estimated end date/Completion date	31/12/2022

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

Customer Focus Key Performance Indicator update


		Mar 2022
CL 002 Number of Ombudsman referral decisions	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	4
	Target (YTD)	36
	Direction of change (YTD)	→
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	4
	Target (YTD)	0
	Direction of change (YTD)	→
CS 001 Number of complaints	Performance (YTD)	▲
	Comments	<p>During Quarter 2 we saw an increase in the number of complaints for Environmental Health and Planning. This may be due to difficulties in recruitment for both services.</p> <p>Overall for the year despite this issue the number of complaints has shown a decrease in numbers towards the end of the financial year which means that the total number of complaints is only slightly higher than expected.</p>
	Actual (Period) (YTD)	354
	Target (YTD)	330
	Direction of change (YTD)	↗✗
CS 002 Number of compliments	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	49
	Target (YTD)	25
	Direction of change (YTD)	↕✓



Customer Focus Delivery Plan actions update

		31/03/2022
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	
	Comments	n/r
	Owner	Stuart Harber
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/10/2021
	Estimated end date/ Completion date	31/10/2021
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	
	Comments	<p>The Customer Charter and Standards have been reviewed and were published as an appendix to the the Customer Service strategy in October 2021. The new Customer Standards have been shared in an all staff briefing and additional performance measures have been included in the members performance management report.</p> <p>We have drafted a Customer Services action plan identifying the key tasks required to ensure we can successfully deliver against the standards agreed upon. This is a living document that will evolve as we progress through the journey of improving Customer Focus.</p>
	Owner	Stuart Harber
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	22/03/2022
<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance	
	Comments	<p>Through our membership with the Institute of Customer Services, in December/January 2021/22 an all staff Customer Service survey was delivered. The survey was used to assess how employees view our customer service strategy, organisation, processes, and culture.</p> <p>With the HR training budget now agreed, in collaboration with HR, an action plan is in development off the back of analysing the survey results. The results will enable us to identify specific areas for focus and furthermore establish a specification for a customer focused staff training programme, used when procuring a training provider. Work is ongoing in creating the specification.</p>
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/05/2020
	Due Date	31/12/2022
	Estimated end date/ Completion date	31/03/2022

<input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter	Performance	●
	Comments	A Customer Service InPhase process group has been formed to push this work forward. The group are compiling a set of performance measures, using the new Customer Service Strategy as the source, to be applied to each department. Data from Workbench will be fed through to reports on InPhase which can be used by Members and Management to assess customer service performance. There have been issues with progressing this work but they are in the process of being resolved and work on this is about to resume.
	Owner	Helen Thomas
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	30/06/2022
	<input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement	Performance
Comments		Work continues to improve the user experience for users of Council services. Recent initiatives include the Councils telephone number being included in all out bound calls. Several new webforms have also been released and more are in development. An online property portal has also been developed allowing users to correctly identify all property in the district. An online booking system has been created allowing self service booking of appointments. Changes to the telephony menu and call back offering have simplified and improved contacting the Council.
Owner		Sean Kelly
Stage		In Progress
Start Date		01/06/2020
Due Date		31/03/2022
Estimated end date/ Completion date		31/03/2022
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance	★
	Comments	Work in progress with proposal being developed to publish twice yearly residents magazine with costs to be financed from the Delivery Plan Reserve. The new magazine is proposed to be delivered in Quarter 1 and Quarter 3 2022.
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/05/2022

<input checked="" type="checkbox"/> 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere	Performance	
	Comments	<p>LG Inform headline reports have been made available on the Council website to compare the Council with other similar councils across England.</p> <p>A briefing was held with Overview and Scrutiny Members to choose measures the Committee would like to review. An initial set of measures was chosen and is due to be considered by the Committee. Overview and Scrutiny Committee have requested a workshop be organised to explore how they wish to use benchmarking information. This is in the planning stages at present.</p>
	Owner	Helen Thomas
	Stage	In Progress
	Start Date	29/05/2020
	Due Date	31/12/2021
	Estimated end date/Completion date	30/03/2022
	<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance
Comments		The draft Engagement Strategy is currently subject to consultation with wider stakeholders. There was some delay as priority was given to the Quality of Life Strategy. The Draft strategy will be subject to pre scrutiny at a future O&S meeting.
Owner		Steve Hems
Stage		In Progress
Start Date		02/12/2019
Due Date		31/03/2022
Estimated end date/Completion 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	Cabinet approved the establishment of a Youth Council at their meeting on 28th March 2022. The British Youth Council will provide support and training during the early stages to ensure that the Youth Council becomes well established.
	Owner	Emma Denny
	Stage	Completed
	Start Date	01/03/2021
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
	<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance
Comments		n/r
Owner		Rob Holmes
Stage		Completed
Start Date		01/10/2019
Due Date		31/01/2022
Estimated end date/Completion date		31/12/2021
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy		Performance
	Comments	n/r
	Owner	Joe Ferrari
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/12/2021
	Estimated end date/Completion 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

Climate, Coast and the Environment Key Performance Indicator update

		Mar 2022
EC 001 Council carbon footprint (tCO2e)	Performance (YTD)	?!
	Comments	The carbon footprint figure for 2021/22 will be available in autumn 2022. The most recent figure (for 2020/21) is 4866 tCO2e a decrease on the previous year (5034 tCO2e).
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
EC 002 Number of trees planted	Performance (YTD)	★
	Comments	NNDC have now planted over 70,000 trees, with 50,000 trees planted in the 2021/22 planting season.
	Actual (Period) (YTD)	50,000
	Target (YTD)	40,000
	Direction of change (YTD)	↕✓



		31/03/2022
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	★
	Comments	Environment Forums were set up originally to inform policy and the steps the Council should take to address the climate emergency. Through Environment Forum events, and Greenbuild, this feedback has been garnered and has resulted in the developed and adoption of the Environmental Charter and Net Zero Strategy and Action Plan. As these documents are now adopted it seems appropriate to cease the Environment Forum as the original intentions have been fulfilled
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/06/2020
	Due Date	30/11/2021
	Estimated end date/ Completion date	06/05/2022
<input checked="" type="checkbox"/> 4.1.3 Promote energy efficiency and behavioural change towards greater sustainability	Performance	★
	Comments	Delivery of Climate Change animation in August 2021 - From August 2021 Weekly Green message on social media channels - From August 2021 Proposals for Virtual Greenbuild programme in November 2021 - Promotion from September 2021; delivery of Virtual Greenbuild programme in November 2021
	Owner	Annie Sommazzi
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/ Completion date	13/05/2022
<input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	Performance	★
	Comments	Greenbuild 2022 will continue to raise awareness of environmental issues and the work the council is doing to address these
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set
	Estimated end date/ Completion 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 - the NZSAP Board will focus on many areas contained within the Environmental Charter.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	20/06/2021
	Due Date	10/05/2023
	Estimated end date/ Completion date	10/05/2023

<input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future	Performance	★
	Comments	Regulation 19 consultation completed. Independent examination likely by autumn 2022. It includes a range of policies designed to support all aspects of delivering a low-carbon future including new building efficiency standards, reducing the need to travel and support for all types of renewable energy. 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	01/04/2023
	Estimated end date/ Completion date	01/04/2023
	<input checked="" type="checkbox"/> 4.2.2 Protect and enhance the natural and built environment	Performance
Comments		n/r
Owner		Phillip Rowson
Stage		Completed
Start Date		04/02/2020
Due Date		31/12/2021
Estimated end date/ Completion date		31/12/2021
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	★
	Comments	
	Owner	Robert Young
	Stage	Completed
	Start Date	04/02/2020
	Due Date	14/12/2023
	Estimated end date/ Completion date	14/12/2023
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	Revised report template prepared and approved by CLT. This will be rolled out in autumn 2022.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2022
	Estimated end date/ Completion date	30/09/2022
<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 will be covered by the Council's Net Zero Strategy and Action Plan which sets the course to achieve Net-Zero 2030. The implementation will be monitored through the quarterly 'managing performance' reports to Cabinet .
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/09/2022
	Estimated end date/ Completion date	14/12/2023

<input checked="" type="checkbox"/> 4.3.4 'Green energy' initiatives	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ NNDC are currently project managing a Community Renewal Fund 'Net-Zero Norfolk' project on behalf of the Norfolk Climate Change Partnership which, among other things, is considering a 'Community Energy Kickstarter' project which will support green energy initiatives. The Council is also exploring the potential to deliver a solar carport energy scheme at The Reef, Sheringham. Annie Sommazzi In Progress 01/09/2020 not set not set
<input checked="" type="checkbox"/> 4.4.1 Agree the vision and business plan for Coastal Partnership East	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ Rob Goodliffe In Progress 04/02/2020 31/12/2021 31/07/2022
<input checked="" type="checkbox"/> 4.4.2 Establish evidence of coastal change impacts, interpret and communicate this to policymakers	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ Rob Goodliffe In Progress 04/02/2020 not set not set
<input checked="" type="checkbox"/> 4.4.3 Local coastal communities - adaptive responses to coastal change and resilience	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ North Norfolk District Council was selected as one of two coastal authorities nationally by DEFRA for the Coastal Transition Accelerator Programme (CTAP). Year one is funded by DEFRA to complete an Outline Business Case which if approved will secure significant funds to trial and deliver practical actions to support communities and business at risk due to coastal erosion. Details are yet to be finalised but key actions will be the development of a Transition Plan, long term sustainability, practical activities to assist people and learning to help shape future government policy and assist other local authorities. To take part in CTAP the North Norfolk element of the previously reported Norfolk and Suffolk Coastal Transition programme has had to be removed. This new initiative will significant assist in supporting NNDC and coastal communities an businesses. Rob Goodliffe In Progress 04/02/2020 not set not set

<input checked="" type="checkbox"/> 4.4.4 Develop innovative coastal management approaches	Performance	★
	Comments	<p>North Norfolk District Council was selected as one of two coastal authorities nationally by DEFRA for the Coastal Transition Accelerator Programme (CTAP). Year one is funded by DEFRA to complete an Outline Business Case which if approved will secure significant funds to trial and deliver practical actions to support communities and business at risk due to coastal erosion. Details are yet to be finalised but key actions will be the development of a Transition Plan, long term sustainability, practical activities to assist people and learning to help shape future government policy and assist other local authorities.</p> <p>To take part in CTAP the North Norfolk element of the previously reported Norfolk and Suffolk Coastal Transition programme has had to be removed.</p> <p>This new initiative will significant assist in supporting NNDC and coastal communities an businesses.</p> <p>Continued input into Local Government Association Coastal Adaptation Working Party and National Coastal Group action plans to contribute towards coastal management approaches.</p>
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.4.5 Continue to implement local actions to manage the coast	Performance	★
	Comments	
	Owner	Tamzen Pope
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy regarding coastal management	Performance	★
	Comments	<p>Continued engagement with Local Government Association 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 Coastal Partnership East 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 - reports expected to be completed in early summer.</p>
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2023
	Estimated end date/ Completion date	31/03/2023

		31/03/2022
<input checked="" type="checkbox"/> 4.5.1 Collect and analyse data relevant to the tree planting project	Performance	★
	Comments	70,000 trees have been planted in total (March 2022).
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	14/12/2023
	Estimated end date/ Completion date	14/12/2023
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	★
	Comments	Tree planting strategy agreed at Cabinet on 29 November 2021..
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/ Completion date	13/05/2022
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	Performance	★
	Comments	
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/ Completion date	13/05/2022
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	✔
	Comments	n/r
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/10/2020
	Due Date	31/12/2022
	Estimated end date/ Completion date	21/10/2021
<input checked="" type="checkbox"/> 4.5.5 Tree Planting Strategy	Performance	★
	Comments	Strategy approved at Cabinet on 29 November 2021.
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/11/2021
	Due Date	30/04/2023
	Estimated end date/ Completion date	13/05/2022
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	✔
	Comments	n/r
	Owner	Russell Tanner
	Stage	Completed
	Start Date	04/02/2020
	Due Date	01/11/2021
	Estimated end date/ Completion date	01/11/2021

		31/03/2022
<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	
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<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	
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	28/02/2020
	Due Date	01/04/2023
	Estimated end date/ Completion date	01/04/2023
<input checked="" type="checkbox"/> 4.6.4 Review staff/member travel policies and future options that will reduce emissions	Performance	★
	Comments	Work is progressing on a key initiative, now that a GDPR issue has been resolved.
	Owner	James Claxton
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/09/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	Performance	●
	Comments	
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023
<input checked="" type="checkbox"/> 4.7.1 Implement the waste contract	Performance	✔
	Comments	n/r
	Owner	Scott Martin
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021
<input checked="" type="checkbox"/> 4.7.2 Waste & cleansing contract - investigate going beyond the minimum necessary	Performance	★
	Comments	
	Owner	Scott Martin
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	31/05/2023

		31/03/2022
<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 and hence two further waste composition analyses were undertaken during 2021/22. The results of this process will be used to undertake more targeted interventions to improve waste reduction and recycling performance improvements in 2022/23. Due date amended to March 2023 as this is an ongoing action.
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023
<input checked="" type="checkbox"/> 4.7.4 Establish waste data collection systems analyses	Performance	✔
	Comments	
	Owner	Scott Martin
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance	✔
	Comments	
	Owner	Scott Martin
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Performance	●
	Comments	
	Owner	Steve Hems
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	not set
	Estimated end date/ Completion date	not set

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

Quality of Life Key Performance Indicator update





		Mar 2022
AP 001 Level of investment made in upgrading public conveniences (£)	Performance (YTD)	▲
	Comments	From September 2018 through until Cabinet 29 November 2021 we have allocated £1.237m pounds for toilet improvements across the district recognising their value as key infrastructure in support of the district's visitor and town centre economies and as amenities for local residents.
	Actual (Period) (YTD)	203,642.63
	Target (YTD)	475,000.00
	Direction of change (YTD)	n/a
AP 002 Number of changing places facilities provided	Performance (YTD)	●
	Comments	Facilities are being installed at Stearmans Yard, Wells and Queen's Road, Fakenham due to be completed by June 2022..Two further facilities are to provided in North Walsham and Sheringham by March 2023.
	Actual (Period) (YTD)	0
	Target (YTD)	2
	Direction of change (YTD)	→
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	★
	Comments	A positive increase in participation numbers at the district council leisure facilities has been seen since the lifting of lockdown measures. A further increase in participation has been seen since the opening of The Reef leisure centre in Sheringham at the end of November 2021.
	Actual (Period) (YTD)	360,567
	Target (YTD)	360,567
	Direction of change (YTD)	↕✓
LE 015 Number of Blue Flag beaches	Performance (YTD)	★
	Comments	The six Blue Flag beaches have been classified as 'excellent' again during 2021, so we are able to apply for Blue Flag awards at those locations again for 2022. Applications were submitted in January 2022.
	Actual (Period) (YTD)	6
	Target (YTD)	6
	Direction of change (YTD)	→
LE 016 Number of Green Flag open spaces	Performance (YTD)	★
	Comments	All three Green Flags retained in 2021/22.
	Actual (Period) (YTD)	3
	Target (YTD)	3
	Direction of change (YTD)	→



Quality of Life Delivery Plan actions update

		31/03/2022
<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Performance	●
	Comments	The Quality of Life Survey was parked as the Covid pandemic was likely to significantly skew the outcome. The survey will be undertaken in the future, once the Quality of Life Strategy has been adopted and sufficient time has elapsed to allow implementation to begin.
	Owner	Steve Hems
	Stage	Parked
	Start Date	04/02/2020
	Due Date	31/10/2022
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	★
	Comments	The Quality of Life Strategy has been drafted and consultation is underway with a number of stakeholders. The document will be discussed at a Scrutiny Panel at a date in April and subject to consultation responses is scheduled to go to the 3 May Cabinet meeting.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/01/2022
	Estimated end date/Completion date	03/05/2022
<input checked="" type="checkbox"/> 5.2.2 Implement the Quality of Life Strategy	Performance	●
	Comments	Implementation of the Quality of Life Strategy will commence once it has been approved/adopted, which should be in May 2022
	Owner	Steve Hems
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	not set
	Estimated end date/Completion date	not set

<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	★
	Comments	<p>Phase 1 North Walsham town centre Place Making public realm improvement construction works commenced as planned February at Church Approach (Shambles). Good progress being made.</p> <p>Cedars Grade II listed building contractors appointed and commenced work in February</p> <p>Building Improvement Grants scheme - 25 Expressions of interest received from property owners and lease holders. Three grant applications approved by Historic England. Work already commenced on site on two buildings carrying out repairs, reinstating architectural feature and bringing vacant floorspace back into use.</p> <p>A number of arts and cultural activities are being planned and delivered by the Cultural Consortium over the next few months.</p> <p>Additional uplift funding was secured from Historic England in March 2022. This additional funding and the Y2 budgeted HE funding was defrayed before year end. New Anglia LEP agreed a capital transfer swap to secure remaining LEP funding to be spent in Y3 2022-23.</p>
	Owner	Jenni Jordan
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024
	Estimated end date/Completion date	31/03/2024
<input checked="" type="checkbox"/> 5.4.1 Formulate and publish an accessibility guide	Performance	✔
	Comments	<p>Accessibility has been incorporated into the Quality of Life Strategy. Further thought is being given to strengthen the text and objectives around accessibility to reflect the investment being made by the authority in the provision of Changing Places Facilities and the provision of additional beach wheelchairs, which is increasing the districts appeal as an inclusive place and visitor destination.</p>
	Owner	Sonia Shuter
	Stage	Completed
	Start Date	04/02/2020
	Due Date	04/02/2022
	Estimated end date/Completion date	04/02/2022
<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	✔
	Comments	n/r
	Owner	Kate Rawlings
	Stage	Completed
	Start Date	04/02/2020
	Due Date	19/11/2021
	Estimated end date/Completion date	31/10/2021

<input checked="" type="checkbox"/> 5.6.1a Maintain and enhance the physical structure of Cromer Pier	Performance	
	Comments	Tender document prepared for future works required to safeguard the structural integrity of Cromer Pier with the contract anticipated to be let in quarter 1 of the 2022/23 reporting year.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	30/04/2022
<input checked="" type="checkbox"/> 5.6.1b Work with partners to develop a programme of events on Cromer Pier	Performance	
	Comments	A programme of shows and events are planned and advertised for 2022.
	Owner	Colin Brown
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	Performance	
	Comments	On 24 March 2022 the Council received confirmation of the success of its application for funds from the Government Changing Places Programme with £300,000 of funding secured which was one of the largest allocations nationally. Works already open at a site at Stearmans Yard, Wells, and Queen's Road, Fakenham, with these schemes scheduled for completion end of June 2022. Further works are starting in May at New Road North Walsham. Final stages of tender preparation for the Leas, Sheringham and Vicarage Street, North Walsham are underway.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/01/2022
	Estimated end date/ Completion date	31/03/2023
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status (2021)	Performance	
	Comments	Applications for all Blue Flag and Green Flag sites were submitted on time and results are expected imminently for the blue flag. Judging of Holt Country Park is set for May 31st, with Sadlers Wood and Pretty Corner being mystery shopped this year. Announcement for Green Flags are usually around July.
	Owner	Colin Brown
	Stage	Completed
	Start Date	20/06/2020
	Due Date	02/04/2022
	Estimated end date/ Completion date	02/04/2022

<input checked="" type="checkbox"/> 5.9.1 Deliver the first Mammoth Marathon	Performance	★
	Comments	On target to be delivered as planned on Sunday May 15th.
	Owner	Colin Brown
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	15/05/2022
	Estimated end date/ Completion 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	<p>Pending the completion of the quality of life survey I have continued to research funding general opportunities, sharing information with partners and local community groups as appropriate. Most recently working with Cromer Art Space who are opening a new art hub at the Art Deco building on Cromer Prom, working with the National Gallery to create a new project Pictures Around Cromer, The National Gallery Collection and exploring an application to become an NPO, via the Levelling up Fund. I have continued to work on and develop the DHC, and plan a Heritage lottery application soon to support this as well as helping to delivery with linked projects such as the Mammoth Marathon. The GogoDiscover Art Trail will feature 7 mammoth in our district with 3 mammoth locations along the DHC trail including Cromer Pier as well as 4 inland at sites such as Holt Country Park. We have also made progress with the North Walsham Cultural Programme, building additional capacity and supporting community projects such as the Big Bash to increase further community engagement and awareness of the scheme.</p>
	Owner	Laura Blackwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2022
	Estimated end date/ Completion date	31/05/2022

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

Financial Sustainability and Growth Key Performance Indicator update

		Mar 2022
AC 001 Council Tax Band D (NNDC element) (£)	Performance (YTD)	n/a
	Comments	Council Tax rates for 2022/23 were set by Full Council at its meeting on 23 February 2022.
	Actual (Period) (YTD)	153.72
	Target (YTD)	
	Direction of change (YTD)	→



Financial Sustainability and Growth Delivery Plan actions update

		31/03/2022
<input checked="" type="checkbox"/> 6.1.1 Establish a baseline against which to review and control fees and charges	Performance	✔
	Comments	Approach developed as part of Zero-based Budgeting Review and consultation on 2022/23 budget and then to fed into Budget and Medium-Term Financial Strategy.
	Owner	Lucy Hume
	Stage	Completed
	Start Date	30/06/2021
	Due Date	28/02/2022
	Estimated end date/Completion date	28/02/2022
	<input checked="" type="checkbox"/> 6.1.2 Develop a public convenience strategy	Performance
Comments		O&S working panel are continuing to work on the Draft Strategy.
Owner		Maxine Collis
Stage		In Progress
Start Date		04/02/2020
Due Date		31/12/2021
Estimated end date/Completion date		29/07/2022
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)		Performance
	Comments	The Zero Based Budget was signed off at Full Council in February 2022. A lessons learned exercise is currently being carried out.
	Owner	Lucy Hume
	Stage	Completed
	Start Date	01/06/2021
	Due Date	30/04/2022
	Estimated end date/Completion date	28/02/2022
	<input checked="" type="checkbox"/> 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance
Comments		n/r
Owner		Duncan Ellis
Stage		Completed
Start Date		04/02/2020
Due Date		31/12/2021
Estimated end date/Completion date		17/12/2021
<input checked="" type="checkbox"/> 6.1.5 Undertake service reviews to improve efficiency and reduce costs		Performance
	Comments	Zero based budgeting which included a review of all service cost was completed in February 2022.
	Owner	Lucy Hume
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022

<input checked="" type="checkbox"/> 6.2.1 Develop a Financial Sustainability Strategy	Performance	★
	Comments	The Local Government Association (LGA) are encouraging Councils to move towards a more efficient culture as a way of developing sustainable self-funding streams that reflect Council's individual priorities and place shaping aspirations and delivery of value for money (VFM) services for local residents. Consequently, the Council needs to think about how it can maximise revenue, efficiencies and VFM moving forwards – a Financial Sustainability Strategy is a key part of this in order to deliver managed change that is right for North Norfolk. Any strategy needs to be considered in the context of our key corporate objectives, flowing from the Corporate Plan and our post Covid world in terms of 'building back better'. The Financial Sustainability Strategy is currently in draft and will come through the Committee cycle later this year.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2022
	Estimated end date/ Completion date	31/12/2022
<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance	✔
	Comments	The report on potential proposals for the Council's car parking fees and charging policy went for pre-scrutiny to the Overview and Scrutiny Committee (O&S) on 12 January 2022. The recommendations from O&S were then considered by Cabinet at their meeting on 31 January 2022 and received final approval by Full Council on 23 February 2022. Car Park Order is in the process of being consulted on.
	Owner	Duncan Ellis
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	23/02/2022
<input checked="" type="checkbox"/> 6.2.3 Explore the opportunities to generate income from advertising and sponsorship	Performance	●
	Comments	Given the number of property transactions the Council has progressed/ is progressing at this time no further work has been undertaken in respect of advertising and sponsorship opportunities.
	Owner	Renata Garfoot
	Stage	Parked
	Start Date	04/02/2020
	Due Date	30/11/2022
	Estimated end date/ Completion date	30/11/2023

<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	Performance	★
	Comments	<p>The Asset Management Plan has been updated further with regards to the councils requirements in relation to guarantors for commercial property leases. The updated plan will progress through the governance process.</p> <p>Due date has been removed as it is a continuous action.</p>
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	30/04/2023
	<input checked="" type="checkbox"/> 6.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	Performance
Comments		<p>Research is currently being undertaken to provide an options paper regarding a 'phase two' roll out of EVCPs. A Request for Information was submitted earlier this month and some indicative costings should be established by July 2022.</p>
Owner		Annie Sommazzi
Stage		In Progress
Start Date		01/06/2020
Due Date		not set
Estimated end date/ Completion date		not set
<input checked="" type="checkbox"/> 6.4.2 Explore the potential for the installation of photo voltaics (PV) on the Council's assets	Performance	★
	Comments	<p>This piece of work will be lead by the Estates and Assets team and will be overseen by the Net Zero Strategy and Action Plan Board</p>
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2022
	Estimated end date/ Completion date	not set

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.



Latest Update

		Mar 2022
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	▲
	Comments	Debt over 90 days for rent arrears remains very low. The bulk of the debt relates to outstanding beach hut and chalet payments. The Councils debt recovery policy is followed in relation to all arrears.
	Actual (Period) (YTD)	44.18
	Target (YTD)	20.00
	Direction of change (YTD)	↓
	Owner	Renata Garfoot
CS 001 Number of complaints	Performance (YTD)	▲
	Comments	During Quarter 2 we saw an increase in the number of complaints for Environmental Health and Planning. This may be due to difficulties in recruitment for both services. Overall for the year despite this issue the number of complaints has shown a decrease in numbers towards the end of the financial year which means that the total number of complaints is only slightly higher than expected.
	Actual (Period) (YTD)	354
	Target (YTD)	330
	Direction of change (YTD)	↗
	Owner	Jane Wisson
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance (YTD)	▲
	Comments	As previously stated, the actual performance does not reflect the low achievement reflected in the data. Again it has been suspected that errors have been responsible for preventing the correct reporting of figures, This has been an active area of investigation with Serco. However the sudden increase in performance from the 31st of March, suggests that the issues may have been resolved.
	Actual (Period) (YTD)	24.36
	Target (YTD)	80.00
	Direction of change (YTD)	↓
	Owner	James Ashby
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance (YTD)	▲
	Comments	According to our management systems, the actual performance in this area is running contrary to the data currently presented for this period. As before it is suspected that there is some error in the reporting of this information. The root cause of this error is still being investigated, but is expected to be resolved before the next period of reporting.
	Actual (Period) (YTD)	16.06
	Target (YTD)	80.00
	Direction of change (YTD)	↓
	Owner	James Ashby

		Mar 2022
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance (YTD)	▲
	Comments	The current position relates to the difference of sundry income invoices raised in the period compared to cash received. This position has been influenced by the timing of a number of large invoices raised ahead of the financial year end.
	Actual (Period) (YTD)	47.6
	Target (YTD)	41.0
	Direction of change (YTD)	↓✓
	Owner	Jeny Carroll
RV 010 Percentage of non-domestic rates collected	Performance (YTD)	★
	Comments	The 99.24% NDR in-year collection performance as of 31 March 2022 shows collection higher than the 2021/22 target of 98.70%. This figure has been confirmed as part of the QRC4 Government Return.
	Actual (Period) (YTD)	99.19
	Target (YTD)	98.70
	Direction of change (YTD)	↑✓
	Owner	Sean Knight

This report does not contain any data

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

		Mar 2022
AS 001 Occupancy rate of Council-owned rental properties - Industrial	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	80.95
	Target (YTD)	80.00
	Direction of change (YTD)	➔
	Owner	Renata Garfoot
AS 002 Occupancy rate of Council-owned rental properties - Retail	Performance (YTD)	●
	Comments	
	Actual (Period) (YTD)	73.51
	Target (YTD)	80.00
	Direction of change (YTD)	↕✓
	Owner	Renata Garfoot
AS 003 Occupancy rate of Council-owned rental properties - Concessions	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	98.15
	Target (YTD)	90.00
	Direction of change (YTD)	✗
	Owner	Renata Garfoot
AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time	Performance (YTD)	?
	Comments	Data has been requested from the Internal Audit team.
	Actual (Period) (YTD)	
	Target (YTD)	100.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
AU 002 Percentage of Priority 2 (Important) audit recommendations completed on time	Performance (YTD)	?
	Comments	Data has been requested from the Internal Audit team.
	Actual (Period) (YTD)	
	Target (YTD)	70.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
AU 004 Percentage of audit days delivered	Performance (YTD)	?
	Comments	Data has been requested from the Internal Audit team.
	Actual (Period) (YTD)	
	Target (YTD)	33.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
BC 001 Building Control income (£)	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	451,063.00
	Target (YTD)	379,992.00
	Direction of change (YTD)	↕✓
	Owner	Stuart Tate

BE 027 (HB1) Average time for processing new claims (housing benefit and council tax support)	Performance (YTD)	★
	Comments	<p>Over the last financial year the service has continued to receive a higher numbers of new claims for financial support and higher numbers of reported changes in circumstances due to the coronavirus pandemic which has made a significant impact on the economy and the jobs market. Although the economy is improving we are now seeing the cost of living rising and in December 2021 inflation reached its highest recorded level in decades, affecting the ability of households to afford goods and services.</p> <p>The service has seen a number of experienced Benefit Officers join other services in the council through secondments or leave council employment. This has put additional pressure on the Benefits Service through ongoing recruitment and training. Whilst we bring our staffing establishment up to full capacity our speed of processing times have slightly dropped although not significantly. Our end of year performance for new claims was 16.25 days and for changes in circumstances this was 12.92 days. Both still within our performance targets.</p>
	Actual (Period) (YTD)	16.25
	Target (YTD)	20.00
	Direction of change (YTD)	↑x
	Owner	Trudi Grant
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	●
	Comments	<p>Over the last financial year the service has continued to receive a higher numbers of new claims for financial support and higher numbers of reported changes in circumstances due to the coronavirus pandemic which has made a significant impact on the economy and the jobs market. Although the economy is improving we are now seeing the cost of living rising and in December 2021 inflation reached its highest recorded level in decades, affecting the ability of households to afford goods and services.</p> <p>The service has seen a number of experienced Benefit Officers join other services in the council through secondments or leave council employment. This has put additional pressure on the Benefits Service through ongoing recruitment and training. Whilst we bring our staffing establishment up to full capacity our speed of processing times have slightly dropped although not significantly. Our end of year performance for new claims was 16.25 days and for changes in circumstances this was 12.92 days. Both still within our performance targets.</p>
	Actual (Period) (YTD)	12.92
	Target (YTD)	14.00
	Direction of change (YTD)	↑x
	Owner	Trudi Grant

		Mar 2022
CE 004 Percentage of very long term empty homes as a proportion of the taxbase	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	0.25
	Target (YTD)	0.31
	Direction of change (YTD)	↕
	Owner	Kevin Peacock
CE 005 Percentage of long term empty homes as a proportion of the taxbase	Performance (YTD)	●
	Comments	
	Actual (Period) (YTD)	0.95
	Target (YTD)	1.00
	Direction of change (YTD)	↗
	Owner	Kevin Peacock
CS 006 Percentage of customers who were quite / extremely satisfied-helpful pleasant and courteous	Performance (YTD)	★
	Comments	Measure under review as a result of audit recommendation for customer feedback surveys in audit NN2210.
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
CS 007 Percentage of customers who were quite/extremely satisfied - competent/knowledgeable/pr	Performance (YTD)	★
	Comments	Measure under review as a result of audit recommendation for customer feedback surveys in audit NN2210.
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
CS 008 Percentage of customers who were quite or extremely satisfied with the time taken	Performance (YTD)	★
	Comments	Measure under review as a result of audit recommendation for customer feedback surveys in audit NN2210.
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
CS 009 Percentage of customers who were quite or extremely satisfied they got everything they need	Performance (YTD)	★
	Comments	Measure under review as a result of audit recommendation for customer feedback surveys in audit NN2210.
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs

		Mar 2022
DM 024 (24m) Percentage of non-major planning applications determined within time period	Performance (YTD)	
	Comments	The impacts of the increase in the cost of living and economic uncertainty mean fewer applications come forward. The department will monitor impacts against year on year trends.
	Actual (Period) (YTD)	79.67
	Target (YTD)	80.00
	Direction of change (YTD)	
	Owner	Geoff Lyon
DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	0.39
	Target (YTD)	10.00
	Direction of change (YTD)	
	Owner	Geoff Lyon
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within time period	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	8
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Geoff Lyon
EG 009 Grants awarded (£)	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	3,457,630.00
	Target (YTD)	0.00
	Direction of change (YTD)	
	Owner	Stuart Quick
EG 010 Number of businesses engaged via business support events	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	70
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Stuart Quick
EP 001a Percentage of responses to nuisance complaints within 2 working days	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	84.08
	Target (YTD)	80.00
	Direction of change (YTD)	
	Owner	James Ashby

HC 005 Number of grants awarded from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Comments	The Panel met on 30th March 2022 to consider grant applications between £1k & £15K. Nine new applications plus three applications whose decisions were deferred from the December 2021 Panel were considered. The Panel recommended that ten grants totalling £57,356.25 were approved, one was deferred and one refused.
	Actual (Period) (YTD)	34
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Sonia Shuter
HC 006 Amount of funding investment from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Comments	The North Norfolk Sustainable Communities Fund Panel met on 30th March 2022 to consider grant applications between £1K & £15K. Nine new applications and three deferred application totalling £95,800.49 were presented to the Panel. They recommended that ten applications were awarded grant funding totalling £57,356.25. One application was deferred and one refused.
	Actual (Period) (YTD)	192,194.00
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Sonia Shuter
HO 006 Numbers on the housing waiting list	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	2,702
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Lisa Grice
HO 008 Numbers on the Housing Options Register	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	1,887
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Lisa Grice
HO 009 Numbers on the Transfer Register	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	388
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Lisa Grice
HR 007 Working days lost due to sickness absence - whole authority days per FTE	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	5.52
	Target (YTD)	6.00
	Direction of change (YTD)	↑✗
	Owner	James Clark

		Mar 2022
HS 002 Number of affordable homes granted planning permission	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	56
	Target (YTD)	
	Direction of change (YTD)	↕✓
	Owner	Nicky Debbage
HW 003 Number of Disabled Facilities Grants completed	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	54
	Target (YTD)	
	Direction of change (YTD)	↕✓
	Owner	Sonia Shuter
HW 004 Number of Disabled Facilities Grants approved	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	97
	Target (YTD)	
	Direction of change (YTD)	↕✓
	Owner	Sonia Shuter
HW 005 Average Disabled Facilities Grant spend (£)	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	77,054
	Target (YTD)	
	Direction of change (YTD)	n/a
	Owner	Sonia Shuter
IT 001 Number of transactions made via the Council website	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	53,907
	Target (YTD)	42,000
	Direction of change (YTD)	↕✓
	Owner	Rob Holmes
LE 010 Number of Adult Visitors to Parks and Countryside Events	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	894
	Target (YTD)	689
	Direction of change (YTD)	↕✓
	Owner	Colin Brown
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	940
	Target (YTD)	759
	Direction of change (YTD)	↕✓
	Owner	Colin Brown

		Mar 2022
LE 012 Total number of Visitors to Parks and Countryside Events	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	1,834
	Target (YTD)	1,448
	Direction of change (YTD)	↕
	Owner	Colin Brown
LE 013 Income from events organised at Country Parks	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	3,437.00
	Target (YTD)	2,211.00
	Direction of change (YTD)	↕
	Owner	Colin Brown
LS 003 Legal Services fee income (£)	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	472,248.00
	Target (YTD)	72,000.00
	Direction of change (YTD)	↕
	Owner	Jo Furner
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days	Performance (YTD)	●
	Comments	The Council's performance dipped in April 2021. In April 2021, a total of 39 FOI requests were received and due to late responses from a variety of departments, despite reminders sent by the Legal department, only 30 requests were responded to within the statutory 20 working days. Performance varied around the target throughout the year (seven months above target and five months below) but the April figure had a significant impact on performance resulting in the annual target being missed by 0.58%. More recently (the last five months) the target has been exceeded.
	Actual (Period) (YTD)	89.42
	Target (YTD)	90.00
	Direction of change (YTD)	↕
	Owner	Jo Furner
MJ 001 (24m) Percentage of major planning applications determined within time period	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	87.80
	Target (YTD)	60.00
	Direction of change (YTD)	↕
	Owner	Geoff Lyon
MJ 002 (24m) Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	★
	Comments	
	Actual (Period) (YTD)	2.44
	Target (YTD)	10.00
	Direction of change (YTD)	↕
	Owner	Geoff Lyon

		Mar 2022
MJ 002 (n24m) Major - quality: Number of decisions allowed on appeal	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	1
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Geoff Lyon
PL 001 Planning income (£)	Performance (YTD)	●
	Comments	The impacts of the increase in the cost of living and economic uncertainty create fewer applications. The department will monitor impacts against year on year trends.
	Actual (Period) (YTD)	797,831.00
	Target (YTD)	801,504.00
	Direction of change (YTD)	↕
	Owner	Phillip Rowson
PP 002 Number of homes granted planning permission (all tenure types)	Performance (YTD)	n/a
	Comments	
	Actual (Period) (YTD)	534
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Mark Ashwell
RV 009 Percentage of Council Tax collected	Performance (YTD)	●
	Comments	
	Actual (Period) (YTD)	98.09
	Target (YTD)	98.20
	Direction of change (YTD)	↕
	Owner	Sean Knight

		Apr 2021	Apr 2022
EG 003 Non-Domestic (Business) Rates Base (total number of properties)	Performance (YTD)		
	Actual (Period) (YTD)		7,901
	Target (YTD)		
	Direction of change (YTD)	↓	↓
	Owner	Stuart Quick	Stuart Quick
	Comments		

All completed Delivery Plan Actions

All actions in the delivery plan that have been completed.

31/03/2022		
<input checked="" type="checkbox"/> 1.1.2 Action regarding brownfield sites	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 1.1: Developing and adopting a new Local Plan ■ Planning
	End Date	31/03/2020
	Description	Monitor annually the availability of brownfield sites and evaluate the opportunities these present to increase the supply of development land available in a sustainable way.
<input checked="" type="checkbox"/> 1.2.1.1 Clarify aims of a Housing Company	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 1.2.1: Increase the Supply of Housing - Direct Delivery ■ Strategic Housing
	End Date	20/10/2021
	Description	The Council working with stakeholders will clarify what it aims to achieve through direct delivery/ a housing company – including delivery of new homes, improvement of existing homes and supporting different tenure options e.g. private rent. Target for completion - Agreed objectives for direct delivery/ housing company.
<input checked="" type="checkbox"/> 1.2.1.2 Produce an updated business case	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 1.2.1: Increase the Supply of Housing - Direct Delivery ■ Strategic Housing
	End Date	22/12/2021
	Description	Produce an updated business case for with options and recommendations to progress (or not). Target for Completion - Updated business case.
<input checked="" type="checkbox"/> 1.2.2a.4 Provide loan funding to help Registered Providers deliver affordable housing	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing ■ Strategic Housing ■ Key Priorities
	End Date	31/03/2021
	Description	Target for Completion - Pilot scheme in place.
<input checked="" type="checkbox"/> 1.2.2a.5 Improve Homes England's Grant offer	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing ■ Strategic Housing ■ Key Priorities
	End Date	31/01/2022
	Description	Work with Homes England to make the case for higher grant rates and/or ability to use grant with cross-subsidy from market homes. Target for completion - Pilot mixed funding scheme proposal to Homes England.
<input checked="" type="checkbox"/> 1.2.2a.6 Use s106 grant funding	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing ■ Strategic Housing ■ Key Priorities
	End Date	31/03/2022
	Description	Use s106 commuted sums to provide top-up funding for affordable housing for schemes which would otherwise not be viable. Target for completion - Annual budget approved.

<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Objective/ Service	<ul style="list-style-type: none"> Strategic Housing Objective 1.2: Developing and implementing a new Housing Strategy
	End Date	21/07/2021
	Description	<p>2.1 Formulate a new Housing Strategy to encourage new and innovative ways of delivering affordable housing, including:</p> <ul style="list-style-type: none"> engagement of key stakeholders to identify evidence and gaps in understanding; measures which will enable the Council to better target its resources and to focus on priority issues (Risk control)
<input checked="" type="checkbox"/> 1.2.3 Seek to identify and analyse the condition of private sector housing stock	Objective/ Service	<ul style="list-style-type: none"> Objective 1.2: Developing and implementing a new Housing Strategy Strategic Housing
	End Date	07/01/2021
	Description	<p>2.3 Seek to identify and analyse the condition of private sector housing stock to inform consideration of initiatives such as:</p> <ul style="list-style-type: none"> selective licensing schemes landlord accreditation certification grants for housing stock improvement <p>Review complete: April 2021 Condition survey: March 2020</p>
<input checked="" type="checkbox"/> 1.3.1a.1 Report on housing stock condition in the district	Objective/ Service	<ul style="list-style-type: none"> Objective 1.3.1a: Improving Housing Stock Condition - Private - energy & fuel poverty - Analyse cond Strategic Housing
	End Date	31/03/2020
	Description	Target for Completion - report on condition survey.
<input checked="" type="checkbox"/> 1.3.1b.1 Employ a dedicated Energy Officer	Objective/ Service	<ul style="list-style-type: none"> Objective 1.3.1b: Improving Housing Stock Condition - Private - energy & fuel poverty - Improve ener Strategic Housing Key Priorities
	End Date	31/01/2022
	Description	<p>Employ a dedicated Energy Officer to work alongside the Environmental Policy Team to give focus to development and delivery of energy efficiency policy and schemes.</p> <p>Target for Completion - New officer in post</p>
<input checked="" type="checkbox"/> 1.3.1c.2 Target properties for energy efficiency improvement works	Objective/ Service	<ul style="list-style-type: none"> Objective 1.3.1c: Improving Housing Stock Condition - Private - energy & fuel poverty - Target Strategic Housing Key Priorities
	End Date	31/03/2022
	Description	<p>The Council will use the Building Research Establishment Stock Condition Database to target properties for energy efficiency improvement works.</p> <p>Target for Completion - targeting approach in place.</p>
<input checked="" type="checkbox"/> 1.4.1.1 Work with Flagship to review all proposed disposals	Objective/ Service	<ul style="list-style-type: none"> Objective 1.4.1: Making Best Use of Existing Homes - Managing the loss of affordable homes Strategic Housing
	End Date	31/03/2021
	Description	<p>The Council will work with Flagship to review all proposed disposals and consider alternative options (including NNDC purchase).</p> <p>Target for completion - monthly meetings established</p>

<input checked="" type="checkbox"/> 1.4.1.2 Consider purchase of Flagship properties as part of the business case for a housing company	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 1.4.1: Making Best Use of Existing Homes - Managing the loss of affordable homes ■ Strategic Housing
	End Date	31/12/2021
	Description	Target for completion - updated business case for housing company
<input checked="" type="checkbox"/> 1.4.2.2 Consider whether the council should provide low cost home ownership mortgages	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 1.4.2: Making Best Use of Existing Homes - Supporting access to home ownership ■ Strategic Housing ■ Key Priorities
	End Date	31/03/2022
	Description	The council will research current mortgage availability and consider whether the council itself should become a mortgage lender for shared ownership and other low cost home ownership homes if there is a significant gap in availability. Target for completion - report with recommendations
<input checked="" type="checkbox"/> 1.4.2.3 Put in place policies & processes to implement First Homes	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 1.4.2: Making Best Use of Existing Homes - Supporting access to home ownership ■ Strategic Housing ■ Legal ■ Key Priorities
	End Date	02/04/2022
	Description	The Council will ensure that, through appropriate housing policies and policy in the emerging Local Plan, the government's new low cost home ownership product First Homes is implemented effectively – to deliver locally affordable home ownership options Target for completion - Include in new Local Plan (September) and then detailed policy & processes
<input checked="" type="checkbox"/> 1.4.1 Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan	Objective/ Service	<ul style="list-style-type: none"> ■ Housing Options ■ Objective 1.4: Developing and implementing a Homelessness & Rough Sleepers Strategy and Action Plan
	End Date	11/03/2020
	Description	Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: <ul style="list-style-type: none"> • intervene early and support households to avoid homelessness; • increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and • invest in its own accommodation to meet the needs of our community and also to reduce the cost of temporary accommodation to Council Tax payers (links to Objective 3 above) Strategy adoption December 2019. (Risk control)
<input checked="" type="checkbox"/> 1.5.1b.2 The Council will deliver units of move on / temporary accommodation	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 1.5.1b: Vulnerable Residents - Prevent Homelessness & Help for those Homeless - Strategy ■ Strategic Housing ■ Housing Options ■ Estates and Assets
	End Date	31/03/2022
	Description	The Council will deliver four units of move on accommodation for rough sleepers and explore options to provide better forms of temporary accommodation, including further direct delivery of temporary housing. Target for completion - Four units of rough sleeper accommodation - June 2021, Complete the conversion of Lushers Passage - January 2022, Review Property and Asset management processes - March 2022

<input checked="" type="checkbox"/> 1.5.2a.1 Work with NCC to provide safe accommodation & support to those fleeing domestic abuse	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 1.5.2a: Supporting Vulnerable Residents - Provision of Specialist Housing - Domestic Abuse ■ Strategic Housing ■ People Services ■ Housing Options
	End Date	31/03/2022
	Description	<p>The Council will work with Norfolk County Council to develop and deliver a strategy to provide safe accommodation and support to those fleeing domestic abuse</p> <p>Target for completion - Contribute to the development and delivery of the strategy. - January 2022, Complete target hardening works to all council owned temporary accommodation. March 2022</p>
<input checked="" type="checkbox"/> 1.5.1 Investigate ways to support and assist affordable housing providers	Objective/ Service	<ul style="list-style-type: none"> ■ Strategic Housing ■ Objective 1.5: Delivering new affordable homes both directly as a Council & through partnerships
	End Date	28/02/2021
	Description	<p>Investigate ways to support and assist affordable housing providers, including the potential for a Council loan scheme for Registered Providers to facilitate a supply of affordable homes for our communities, whilst supporting the Council's financial sustainability</p> <p>Scheme approval; February 2021 (Risk control)</p>
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 2.3: Taking a proactive approach to unlocking development sites ■ Economic Growth
	End Date	20/01/2022
	Description	<p>Complete a 'Growth Sites Delivery Strategy' to realise local business growth and investment opportunities and encourage the delivery and take-up of serviced land with suitable infrastructure to support the growth of local businesses.</p> <p>Multiple projects over full term.</p>
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Objective/ Service	<ul style="list-style-type: none"> ■ Economic Growth ■ Objective 2.5: Providing support and advice for new business start-ups and growing businesses
	End Date	31/03/2022
	Description	New Delivery Plan Action added September 2020.
<input checked="" type="checkbox"/> 2.6.3 Workforce development, skills and apprenticeship plan	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 2.6: Encouraging links between local education providers, apprentices and businesses ■ Economic Growth
	End Date	31/03/2021
	Description	Together with relevant agencies, draw up a workforce development, skills and apprenticeship plan.
<input checked="" type="checkbox"/> 2.7.1 Market towns initiative	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 2.7: Facilitating the transition of our town centres ■ Legal
	End Date	31/01/2021
	Description	<p>Deliver the North Walsham Town Centre Heritage Action Zone and arising cultural activities. Due date 2024</p> <p>Evaluate and report on the outcomes of the Market Towns Initiative and other local town centre projects, publishing examples of best practice for other towns to follow. Due date Spring 2021</p> <p>Support local community organisations to encourage the development of 'place-based' approaches to maintain the vitality of local towns and town centres.</p>


<input checked="" type="checkbox"/> 3.1.1 Undertake a Customer Contact Survey	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 3.1: Developing a new Customer Charter with published service standards ■ Customer Services Management
	End Date	27/08/2021
	Description	Undertake a Customer Contact Survey to understand: <ul style="list-style-type: none"> • How well we deliver to our customer needs • Service specific issues • Ideas for reshaping our services to better meet customer needs
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 3.1: Developing a new Customer Charter with published service standards ■ Customer Services Management
	End Date	31/10/2021
	Description	Review and refine our Customer Strategy, to: <ul style="list-style-type: none"> • respond to the survey findings • improve the way that we understand our customers' changing needs/preferences • better serve our customers • embed customer focused service delivery throughout the Council (Risk control)
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 3.1: Developing a new Customer Charter with published service standards ■ Customer Services Management
	End Date	22/03/2022
	Description	Develop an action plan and draft, adopt and publish Customer Charter, to set out how we will: <ul style="list-style-type: none"> • listen to our customers views about what service they want to receive from the Council • establish clearly what customers can expect from us based on that feedback • reflect best practice
<input checked="" type="checkbox"/> 3.4.2 Establish Town & Parish Council Forum	Objective/ Service	<ul style="list-style-type: none"> ■ Democratic Services ■ Objective 3.4: Developing an Engagement Strategy
	End Date	14/04/2021
	Description	Establish quarterly forums with Town and Parish Councils, to: <ul style="list-style-type: none"> • strengthen our relationship with communities • share information • seek views • identify actions • inform policy development
<input checked="" type="checkbox"/> 3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 3.4: Developing an Engagement Strategy ■ Democratic Services ■ Key Priorities
	End Date	31/03/2022
	Description	Establish a Youth Council to give a stronger voice for younger people in Council decisions, specifically to: <ul style="list-style-type: none"> • better understand the views of younger people in the community • reflect opinions • identify actions • inform policy development
<input checked="" type="checkbox"/> 3.4.4 Establish Environment Panels	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 3.4: Developing an Engagement Strategy ■ Climate & Environment
	End Date	30/04/2021
	Description	Establish Environment Panels to: <ul style="list-style-type: none"> • Garner ownership • Reflect opinions • Identify actions • Inform policy development

<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 3.4: Developing an Engagement Strategy ■ IT Web
	End Date	31/12/2021
	Description	
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Objective/ Service	<ul style="list-style-type: none"> ■ Communications and Public Relations ■ Objective 3.4: Developing an Engagement Strategy
	End Date	31/12/2021
	Description	New Delivery Plan action being added September 2020.
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 4.1: Developing and implementing an Environmental Charter and Action Plan ■ Climate & Environment
	End Date	06/05/2022
	Description	<p>Establish a framework by which the Council can work with interested parties as climate champions – organisations/individuals who will make collective or personal pledges to take the steps to reduce emissions and address the impacts of climate change. Environment panels will be set up in order to:</p> <ol style="list-style-type: none"> a. garner ownership b. reflect opinions c. identify actions d. inform policy development
<input checked="" type="checkbox"/> 4.1.2 Develop an action plan, draft, adopt and publish Environment Charter	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 4.1: Developing and implementing an Environmental Charter and Action Plan ■ Climate & Environment
	End Date	30/06/2021
	Description	Develop an action plan, draft, adopt and publish Environment Charter.
<input checked="" type="checkbox"/> 4.2.2 Protect and enhance the natural and built environment	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 4.2: Developing and implementing a new Local Plan ■ Planning Policy
	End Date	31/12/2021
	Description	Formulate, implement and monitor policies and projects that protect and enhance the natural and built environment of the District, its local distinctiveness, biodiversity, contribution to the quality of life of residents and the role they play in boosting the local economy; working with local communities to develop projects to achieve this.
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 4.3: Measure the Council's baseline carbon footprint & deliver a carbon neutral position ■ Climate & Environment ■ Sustainable Growth
	End Date	14/12/2023
	Description	Undertake a baseline carbon audit and formulate a carbon reduction action plan to set out: * the actions that can be implemented in the short-term to reduce carbon emissions from Council's activities * the trajectory needed to reduce emissions to zero by 2030 * the longer-term activities and investments necessary to maintain the identified course.
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 4.5: Planting 110,000 trees, one for each resident to help offset our carbon emissions ■ Climate & Environment
	End Date	13/05/2022
	Description	Formulate ideas, look at best practice, undertake options appraisal/ cost-benefit analysis, implementation methods and identify key partners, with alternative options and contingencies in order that target is met.

		31/03/2022
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 4.5: Planting 110,000 trees, one for each resident to help offset our carbon emissions ■ Climate & Environment
	End Date	21/10/2021
	Description	Implement, together with partner organisations, community groups and other interested parties
<input checked="" type="checkbox"/> 4.5.5 Tree Planting Strategy	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 4.5: Planting 110,000 trees, one for each resident to help offset our carbon emissions ■ Key Priorities ■ Climate & Environment
	End Date	13/05/2022
	Description	Continue to develop and roll-out more rapidly the Council's programme of tree-planting in support of the stated ambition to plant 110,000 over the four-year term of this Council.
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 4.6: Introducing Electric vehicle charging facilities ■ Property Services
	End Date	01/11/2021
	Description	<p>Develop a delivery plan for early installation of Electric Vehicle (EV) charging points on the Council owned car parks and at Council offices, then install the agreed 34 initial charging points (to demonstrate leadership).</p> <p>Outcome Completion of 34 charge points</p>
<input checked="" type="checkbox"/> 4.7.1 Implement the waste contract	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 4.7: Waste Collection ■ Environment and Leisure
	End Date	31/12/2021
	Description	
<input checked="" type="checkbox"/> 4.7.4 Establish waste data collection systems analyses	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 4.7: Waste Collection ■ Environmental Services
	End Date	31/03/2022
	Description	Establish data collection systems to understand all forms of consumption, recycling and re-use, and understand the local waste streams (waste composition analyses); then collect, analyse, interpret and report upon local waste production and disposal rates, trends and trajectories.
<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 4.7: Waste Collection ■ Environmental Services
	End Date	31/03/2022
	Description	Implement local community waste reduction measures, e.g. community fridges.
<input checked="" type="checkbox"/> 5.4.1 Formulate and publish an accessibility guide	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 5. 4: Developing and implementing an Accessibility Guide for the District ■ Digital Mailroom & North Norfolk Visitor Centre
	End Date	04/02/2022
	Description	<p>Formulate and publish a guide (in appropriate, traditional and novel formats) to help communities:</p> <ul style="list-style-type: none"> • promote engagement • tackle isolation • improve accessibility to all (e.g. beach wheelchairs, community transport initiatives) • address the needs of people with conditions that impact upon their quality of life (e.g. dementia)

<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 5. 5: Delivery of new leisure centre at Sheringham ■ Corporate Delivery Unit
	End Date	31/10/2021
	Description	<p>Develop the new leisure centre to replace the Splash, in order to maintain a high quality, inclusive and accessible facility. Working with our leisure contractor and other partners to:</p> <ul style="list-style-type: none"> - encourage people to lead and maintain active and healthy lifestyles - provide a range of modern and innovative fitness equipment accessible to all - encourage the development of physical activity programmes oriented to the needs of all sections of the local community - introduce even the youngest residents to fun and beneficial leisure activities - provide opportunities to address specific health conditions (e.g. via social prescribing)
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status (2021)	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 5. 8: Blue Flag and Green Flag status for the Council's beaches and open spaces ■ Leisure and Localities ■ Key Priorities
	End Date	02/04/2022
	Description	<p>Continue to maintain and, where appropriate, improve the quality and accessibility of our public open spaces and beaches. Promote their use for a wide variety of events and activities that meet the health and wellbeing needs of the local community and attract visitors to the area</p> <p>Develop a programme of sustained improvement and investigate innovative investment opportunities in order to ensure that our open spaces and beaches are attractive and available for all to enjoy and, where appropriate, meet the criteria for Green and Blue Flag awards</p> <p>Blue Flag May 2020 Green flag July 2020</p>
<input checked="" type="checkbox"/> 5.11.1 Community support initiatives review	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 5.11: Development of strong, sustainable and healthy local communities ■ Health and Communities
	End Date	02/02/2021
	Description	<p>Review existing funding initiatives and investigate new schemes that assist local communities in addressing their needs and improving community wellbeing, via grants and community development support.</p> <p>Provide support and advice to local community organisations to help them access external funding opportunities and develop initiatives that address local needs and support community sustainability</p> <p>Facilitate community initiatives, in accordance with the Quality of Life Strategy, that aim to improve the physical and mental wellbeing of local residents</p>

<input checked="" type="checkbox"/> 6.1.1 Establish a baseline against which to review and control fees and charges	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges ■ Finance
	End Date	28/02/2022
	Description	<p>Establish a baseline against which to review and control fees and charges to support the full cost recovery of services</p> <p>Charges for discretionary services should reflect the actual cost of the provision of the service and not be cross subsidised from council tax or other sources of income. Where appropriate additional charges should be introduced to fund the costs of new or increased services (e.g. charging developers for the provision of domestic waste bins on new residential developments)</p>
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges ■ Finance ■ Key Priorities
	End Date	28/02/2022
	Description	Trial zero based budgeting (ZBB) alongside enhanced engagement with service managers to encourage a focus on what costs are necessary to run the services and enable Council resources to be directed more effectively to where there are most needed
<input checked="" type="checkbox"/> 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges ■ Finance ■ Revenues ■ Resources
	End Date	17/12/2021
	Description	Work with other local authorities to close loopholes which exist around Second Home Council Tax / Business Rate payments; and lobby central government jointly with other similarly affected Councils and supporting organisations to add weight to the argument
<input checked="" type="checkbox"/> 6.1.5 Undertake service reviews to improve efficiency and reduce costs	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges ■ Finance
	End Date	31/03/2022
	Description	Zero Based Budgeting will happen Council-wide next year, while preparing the 2022-23 budget. There have been delays due to COVID, resulting in a full ZBB exercise not being possible for the 2021-22 budget round. Two small services (likely to be Elections and Coastal Management) will use a more zero based approach when budget setting this year to trial the process. A detailed plan for delivery of Zero Based Budgeting Council-wide will be produced in early Summer 2021.
<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 6.2: Taking a more commercial approach to the delivery of discretionary services ■ Leisure and Localities ■ Key Priorities
	End Date	23/02/2022
	Description	<p>Review the Car Parking Policy in order to maximise the revenue generated from car parking income, an important source of funding for council services</p> <p>The new policy needs to reflect: the needs of local residents; the vitality of town centres; visitor demand; and provide best value for council tax payers</p>

 6.3.2 Explore options for investing in medical centre development/health care facilities	Objective/ Service	<ul style="list-style-type: none"> ■ Objective 6.3: Forming a development company to take our property ambitions forward ■ Estates and Assets
	End Date	02/02/2021
	Description	Explore options for investing in the provision of medical centre development/health care facilities

LGA Research Report - Headline Report for North Norfolk District Council



Written by LGA Research from Local Government Association

[LG Inform](#)

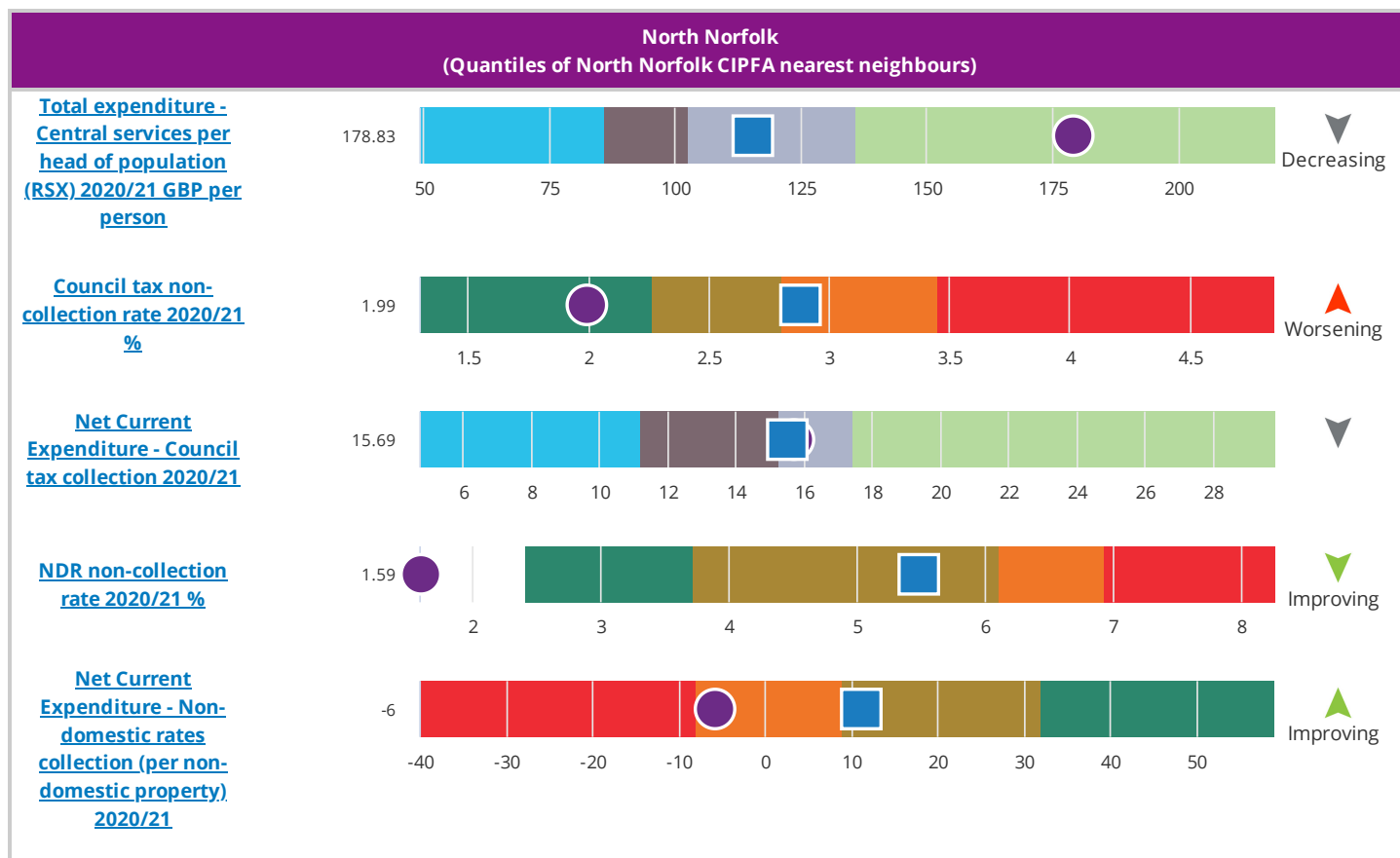
LGA Research Report - Headline Report for North Norfolk District Council

Below is a list of comparable value for money and performance data for services within the main funding streams for councils. Authorities may wish to change the metrics contained in this report or the comparator group to suit their own needs. The metrics are taken from various published national data collections; source information for each metric is listed under the detailed view. Authorities may wish to investigate the data sources further to locate other data in which they have a particular interest.

The metrics fall into the following broad funding areas: [Central Services](#), [Education](#), [Children, Adult, Housing, Highways and Transport](#), [Planning and Development](#), [Environmental and Regulatory](#), [Cultural and Related](#) and [Public Health](#)

This report is presented in a series of dashboards, if you would like to view this report in a bar chart format please click this link: [Headline report\(Bar Charts\)](#).

Central Services

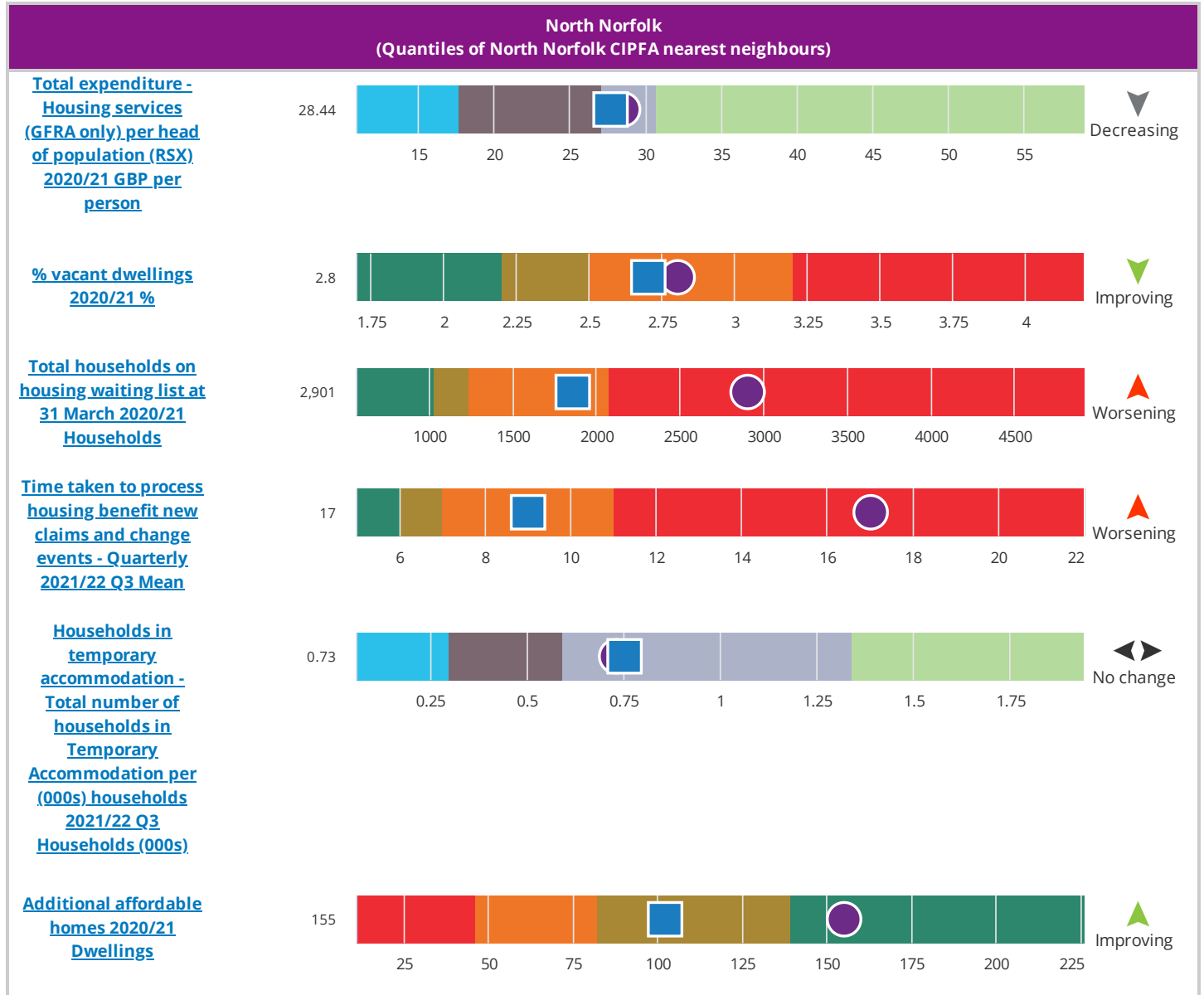


● North Norfolk

■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing



● North Norfolk
 ■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

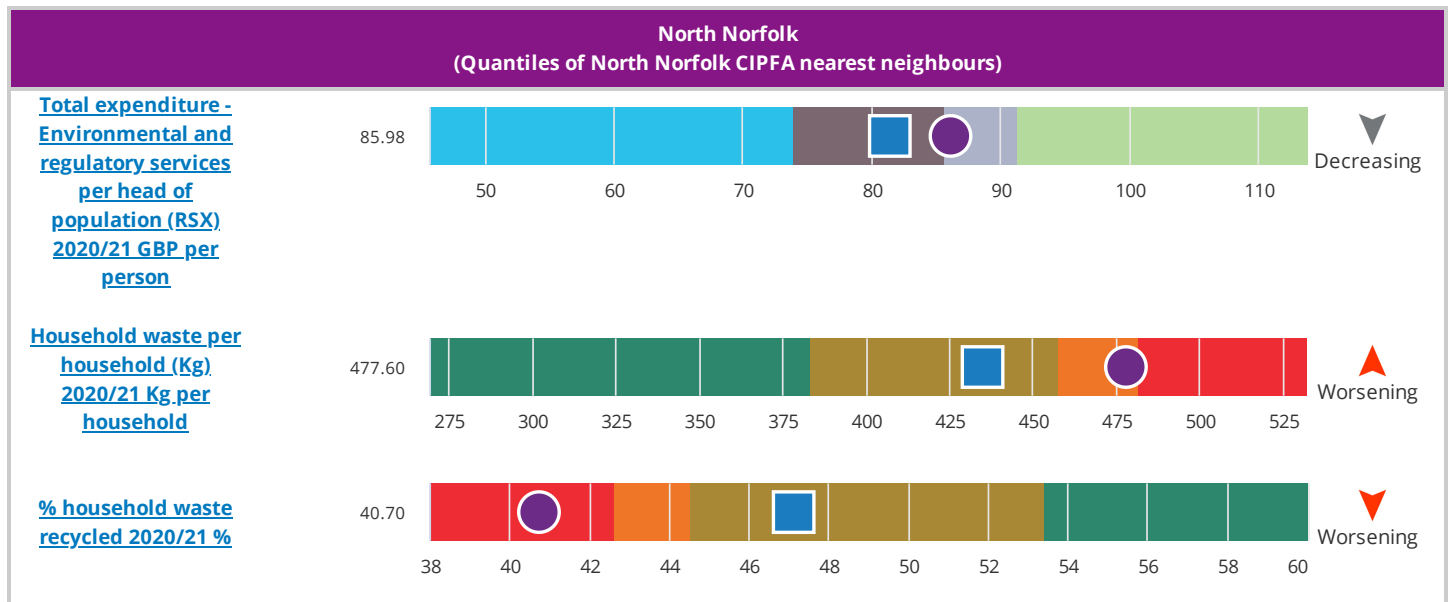
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● North Norfolk ■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

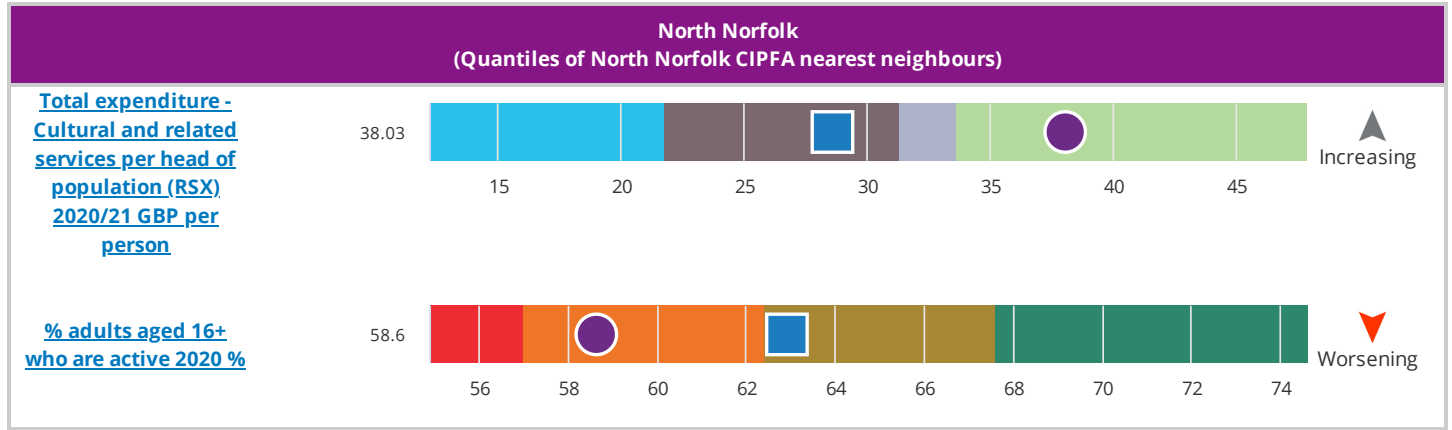
Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing



● North Norfolk ■ Mean for North Norfolk CIPFA nearest neighbours

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Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing

References

This report was generated using data from:

- [CIPFA Statistical Information Services - Public Library Statistic](#)
- [Calculated by LGI - Calculated metric types](#)
- [Department for Education - Characteristics of Children in Need in England](#)
- [Department for Education - Children Looked After by Local Authorities in England \(including adoption and care leavers\)](#)
- [Department for Education - GCSEs \(key stage 4\)](#)
- [Department for Education - NEET and participation](#)
- [Department for Education - Permanent and Fixed Period Exclusions from Schools in England](#)
- [Department for Environment, Food and Rural Affairs - Local authority collected waste management](#)
- [Department for Levelling Up, Housing & Communities - Council tax collection rates](#)
- [Department for Levelling Up, Housing & Communities - Development Control statistics](#)
- [Department for Levelling Up, Housing & Communities - Live tables 615 Vacant Dwellings by Local Authority District](#)
- [Department for Levelling Up, Housing & Communities - Live tables on affordable housing supply](#)
- [Department for Levelling Up, Housing & Communities - Local Authority Housing Statistics \(LAHS\)](#)
- [Department for Levelling Up, Housing & Communities - Revenue Outturn \(RSX\)](#)
- [Department for Levelling Up, Housing & Communities - Statutory homelessness live tables](#)
- [Department for Transport - Journey time statistics](#)
- [Department for Transport - Road conditions statistics](#)
- [Department for Work and Pensions - Housing Benefit: statistics on speed of processing \(SoP\)](#)
- [NHS Digital - Measures from the Adult Social Care Outcomes Framework, England](#)
- [NHS Digital - National Child Measurement Programme: England](#)
- [NHS England - Monthly situation Report on Acute and Non-Acute Delayed Transfers of Care by Local Authority](#)
- [Nomis - Annual Population Survey](#)
- [Office for Health Improvement and Disparities \(OHID\) - Local Alcohol Profiles for England](#)
- [Office for Health Improvement and Disparities \(OHID\) - Local Tobacco Control Profiles](#)
- [Office for Health Improvement and Disparities \(OHID\) - NHS Health Check](#)
- [Office for Health Improvement and Disparities \(OHID\) - Public Health Outcomes Framework](#)
- [Office for National Statistics - Business Demography](#)
- [Office for National Statistics - Conception Statistics, England and Wales](#)
- [Sport England - Active Lives Survey](#)

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CHANGING PLACES PUBLIC CONVENIENCE INVESTMENT PROGRAMME JUNE 2022

Summary: This report follows the recent report considered by Cabinet on 29 November 2021 in respect of the Council's continued focus to improve the standard and quality of the District Council's public conveniences as a key element of the district's local infrastructure.

That report allocated a further £500,000 of investment in development and refurbishment of sites at Sheringham and North Walsham to include the provision of Changing Places facilities.

This report now provides an update in respect of the Council's successful £300k grant application, which was submitted last September to help support delivery of Changing Places facilities across the district, and seeks approval for the recommended scheme investments.

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.

Conclusions: In conclusion, it is recommended that the Cabinet agree to the officer proposals for the further Changing Places investments at the locations identified and that the capital budgets are updated to reflect the additional funding.

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

- **Agree to the officer proposals for the further Changing Places investments at the locations identified;**
- **Agree to the recommended changes to the capital budget identified within section 10 the report; and**
- **Delegate authority to the Director for Resources to develop and agree governance and reporting arrangements with the Broads Authority and funding providers.**

Reasons for Recommendations: To allocate the grant funding awarded to various schemes across the district to continue with the Council's investment in Changing Places facilities.

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)

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Cabinet Member(s) Cllr Eric Seward	Ward(s) affected
Contact Officer, telephone number and email: Duncan Ellis (Director for Resources), 01263 516330 duncan.ellis@north-norfolk.gov.uk	

1. Introduction

- 1.1 The District Council has made significant investment over recent years in its public convenience portfolio. A previous report brought to Cabinet in September 2018 secured initial capital funding of £600,000 for investment in the Council's public convenience facilities at Bacton, Walcott, Lushers Passage, Sheringham and in the proposed provision of new / replacement facilities in Wells and Fakenham. This has since been supplemented by further provision of £137,000 to give a total project budget of £737,000.
- 1.2 A further report considered by Cabinet on 29 November 2021 focused on a more strategic approach to the provision of these facilities and allocated a further £500,000 of investment in development and refurbishment of sites at The Leas, Sheringham and North Walsham to include the provision of Changing Places facilities.
- 1.3 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 for summer 2022)
 - Queens Road, Fakenham (scheduled for completion for summer 2022)
- 1.4 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.

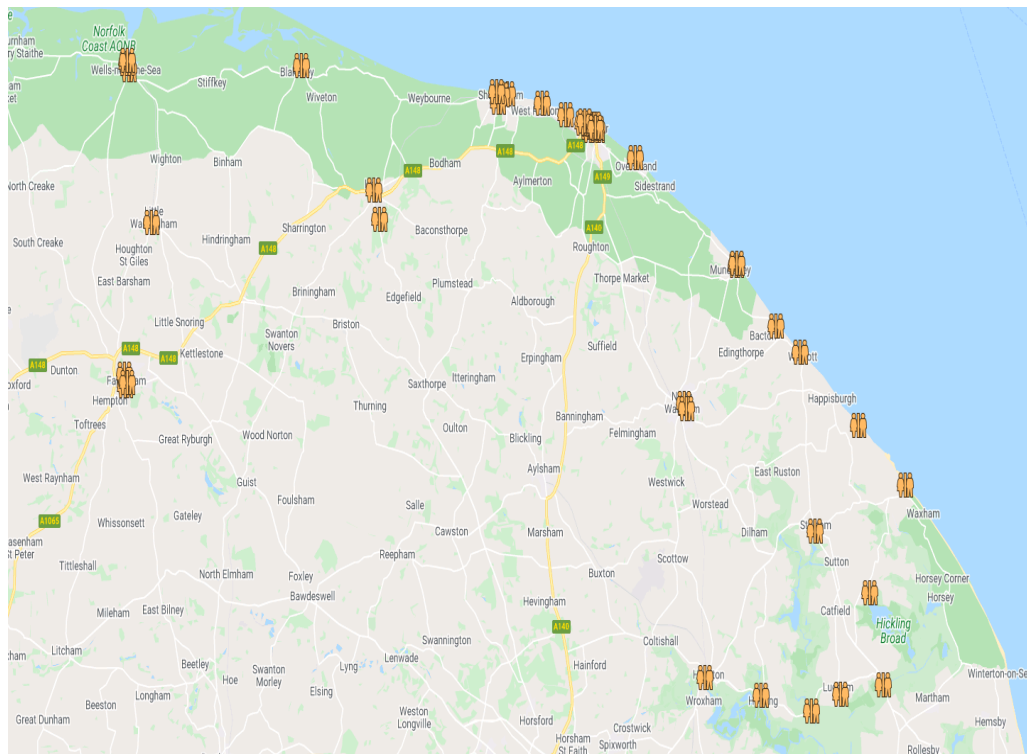
- 1.5 The subsequent report in September 2018 outlined the Council's intent in wishing to provide good quality public toilet facilities in locations across the District, recognising that such facilities are key local infrastructure and support the District's thriving tourism economy; building on the District's reputation as being a first class visitor destination.
- 1.6 This phase of investment will, by the end of this 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.
- 1.7 This report looks to update members in respect of a recent grant award by the Government to help support the provision of Changing Places facilities and makes recommendations regarding further investment at the locations identified and updates to the capital programme to reflect the new funding stream.

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 outturn being nearly £780,000. 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



- 2.7 A draft Strategy document on the Council's Public Conveniences was presented to Cabinet in November 2021 and work in relation to this is currently being undertaken by a working party of the Overview and Scrutiny committee prior to reporting to Cabinet with recommendations. The 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.
- 2.8 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.

3. Changing Places provision

- 3.1 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](#).
- 3.2 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.
- 3.3 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.
- 3.4 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.

4. Changing Places grant funding

- 4.1 On 29 July 2021 the government announced funding proposals for a £30m Changing Places Toilet (CPTs) investment programme. 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).
- 4.2 A Changing Places grant funding application was submitted on behalf of the authority in September 2021 and further information in respect of the grant funding can be accessed through the government's website [here](#).
- 4.3 The application was based on investment in a number of locations across the district, which led to a bid submission with a value of £600k. This was based on the maximum potential as per the bid of 10 locations with an estimated value of £60k each (please note that the funding is just to deliver Changing Places facilities and not for full refurbishments).
- 4.4 On 24 March 2022, the final allocations were announced and we were fortunate enough to be awarded £300k, which was 50% of our original bid but the eighth joint highest allocation nationally. The target is for this money to be spent by 31 March 2024.
- 4.5 Part of the bid submission included funding support for the following schemes;

Currently under construction

- | | | |
|----|------------------------|------------|
| 1. | Fakenham - Queens Road | NNDC asset |
| 2. | Wells - Stearmans Yard | NNDC asset |

Budget approved – delivery 2022/23

- | | | |
|----|---------------------------------|------------|
| 3. | Sheringham - The Lees | NNDC asset |
| 4. | North Walsham – Vicarage Street | NNDC asset |

- 4.6 The government is keen to see early delivery and drawdown of this funding, with the target date for completion being 31 March 2024. It is therefore recommended that as these schemes are already progressing, £240k of the grant (4 facilities @ £60k each) is allocated to these facilities which will free up some of the Council's own capital resources for further investment. The capital programme will need updating to reflect this revised funding position.
- 4.7 This would leave a grant funding balance of £60k available for other schemes. The original cabinet aspiration was to have one Changing Place facility on each of the seven main towns. Following delivery of the programme outlined above, of the seven originally identified this would still leave Stalham and Holt without this provision.
- 4.8 As part of the bid submission process authorities were encouraged to discuss and work with various stakeholders to see what might be possible to deliver in partnership with third and private sector bodies and further information regarding these initial discussions is provided below.

5. Additional work proposals - Stalham

- 5.1 As part of the original bid submission discussions were held with the Broads Authority regarding the provision of a Changing Place facility at the Museum of the Broads, located at The Pools, Staithe Road, Stalham.
- 5.2 The Broads Authority are currently working on delivery of a Lottery funded project [Water, Mills and Marshes](#) and as part of this they are doing a lot of work to improve access and opportunities for our local communities to the Broads. Specifically, they have been planning on the installation of Changing Places facilities around the Broads.
- 5.3 The Broads Authority were provisionally able to allocate match funding of £15k from the National Lottery Heritage Fund to support the delivery in partnership with the district council of this facility and this has now been approved.
- 5.4 It is therefore recommended that 75% match funding is provided to this project from the grant balance based on a maximum assumed cost of £60k. It is proposed that the maximum contribution from the Council would be capped at £45k, which would then leave a remaining grant balance of £15k.
- 5.5 In respect of this proposal as the facility would be owned and operated by a partner the Council would not incur any ongoing liability in respect of annual revenue operating costs as these would be the responsibility of the Broads Authority.
- 5.6 The Council would need to investigate how this funding would be provided and discuss any governance arrangements in respect on grant draw down and claims with the funders.

6. Additional work proposals - Holt

- 6.1 Discussions were also held with Holt Town Council as they had an aspiration to deliver a Changing Places facility at their public convenience at Church Street. However for a number of reasons, including excessive budget costs and accessibility (best practice recommends parking provision immediately adjacent to Changing Places facilities which was not feasible at this location) this option is no longer being considered.
- 6.2 Dialogue has however been ongoing with the Town Council regarding trying to identify an alternative location and the current site under investigation is the public convenience block on the Albert Street car park.
- 6.3 This would address the issue of accessibility and car parking and the Property Services team are currently investigating how it might be possible to remodel the facilities to support the provision of a Changing Places unit at this location.
- 6.4 Should these investigations demonstrate this to be a viable solution it is recommended that the balance of the grant funding (£15k) be allocated to this scheme with the Council funding the additional £45k for these improvements directly. Should there be any underspends from the other grant funded facilities then these could be redirected to this scheme to reduce the Council's direct investment.

7. Additional work proposals – other discussions

- 7.1 There were further discussions held with other stakeholders in relation to the Changing Places grant funding but unfortunately the allocation which has been made is not sufficient to support all of the proposals.
- 7.2 Pensthorpe Natural Park expressed an interest but unfortunately they had no match funding ability and no detailed development plans. The Council is also developing facilities at the present time in Fakenham so this option is not recommended at the present time.
- 7.3 Similarly Cromer Town Council were keen to consider the development of a Changing Places facility within North Lodge Park but without car parking provision this raises similar challenges to the Church Road proposal in Holt.
- 7.4 The District Council has also already delivered a Changing Places facility within Cromer at the North Norfolk Information Centre. Officers feel that if there is to be any further provision within the town then at the present time this would be best located on Runton Road car park where the Town Council currently provide a mobile unit to support the carnival during the summer. There is the potential for consideration to be given to this proposal as part of the proposed Levelling Up bid for Cromer.
- 7.5 It is worth noting that a second round of Changing Places funding has been proposed by the Government although the timescales for this are not yet known. There would therefore be a further opportunity for the Council to bid for additional funding and then some of the other schemes which have not been funded through this phase could potentially be given further consideration should a second bid be successful. This would however also need to be balanced against any future investment considerations which the

District Council may have in respect of high footfall tourist areas such as Mundesley and Sea Palling.

8. Corporate Plan Objectives

- 8.1 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.

- 8.2 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.

- 8.3 Agreeing to the proposals outlined within this report will further increase the Changing Places facilities within the District and allocations at Stalham and Holt will help achieve the aspiration to deliver one such facility within each of the seven main towns.

9. Medium Term Financial Strategy

- 9.1 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.

- 9.2 However, this level of investment will see a significant improvement to the highlighted facilities, enhancing the Council's reputation and ambition as a quality tourism destination of choice and significantly increasing accessibility across a number of our towns.

10. Financial and Resource Implications

- 10.1 The capital amendments and additional funding requirements are outlined below;

(a) To switch £240k of the current NNDC budget provision for the following facilities to take advantage of the new grant allocation and help support early drawdown of the funding;

- Fakenham - Queens Road
- Wells - Stearmans Yard

- Sheringham - The Lees
- North Walsham – Vicarage Street

(b) To make a new partnership allocation of £45k, to be funded from the new grant provision, to the Broads Authority

(c) To establish a new £60k budget to support the provision of a new Changing places facility at Albert Street in Holt, with £15k to be funded from the balance of the grant and the remaining £45k to come from the Capital Projects Reserve

10.2 As £240k of the funding represents a switch between NNDC's resources and the new grant allocation there is no change to the overall budget total in respect of this. The £45k allocation to Stalham and the £60k allocation to Holt do however represent additional budget provision (£105k) with £60k of this being funded from the balance of the grant and £45k coming from the Capital Projects Reserve.

10.3 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.

10.4 It is important to note that, in addition to the capital investment costs the provision of Changing Places facilities will increase the revenue operating costs of the facilities. This is due to the fact that Changing Places facilities do not remove the requirement for us to provide disabled facilities so these are in addition to this.

10.5 There are therefore additional costs in respect of cleansing, repairs and maintenance, rates, annual service costs for the lift equipment etc for each new facility. This will all need to be considered when the 2023/24 budget is set to ensure that adequate budget is available to maintain and operate the facilities in the future.

10.6 There is a resource impact in terms of the Property Service team who will need to manage the contracts and delivery of any new provision and this will need to be balanced against other competing priorities and work pressures.

11. Legal Implications

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

11.2 Consideration will need to be given to a funding agreement to cover the arrangements with the Broads Authority and the legal team will be engaged to support with that at the appropriate time.

11.3 The Council would need to investigate how this funding would be provided and discuss any governance arrangements in respect on grant draw down and claims with the funders. It is recommended that delegated authority is provided to the Director for Resources to agree any arrangements as required.

12. Risks

- 12.1 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) once proposals have been agreed.
- 12.2 There is a risk that the Council is not able to spend the grant money but 31 March 2024 and therefore has to return some of it but it is felt this is very small given that two schemes are already progressing and a further two are currently being tendered.
13. Reputationally there is a risk of not delivering in Stalham and Holt which could attract negative comments and press coverage given the aspiration to deliver these facilities within each of the main towns but the recommendations contained within this report and new funding stream would address that.

14. Sustainability

- 14.1 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.

15. Climate / Carbon impact

- 15.1 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.

16. Equality and Diversity

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

17. Section 17 Crime and Disorder considerations

- 17.1 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.

18. Conclusion and Recommendations

- 18.1 In conclusion, it is recommended that the Cabinet agree to the officer proposals for the further Changing Places investments at the locations identified and that the capital budgets are updated to reflect the additional funding.

It is recommended that Cabinet resolve to;

- **Agree to the officer proposals for the further Changing Places investments at the locations identified;**

- **Agree to the recommended changes to the capital budget identified within section 10 the report; and**
- **Delegate authority to the Director for Resources to develop and agree governance and reporting arrangements with the Broads Authority and funding providers.**

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Cromer Pier Structural Works – June 2022

Summary: Cromer Pier is an iconic structure within North Norfolk and a significant attraction for many thousands of visitors every year. It is a Grade 2 listed structure which was constructed in 1901. It is set in an extremely harsh environment and these factors combine to require a significant and ongoing maintenance regime.

Part of the maintenance regime for the pier includes annual structural surveys to identify remedial works with a more detailed survey undertaken every five years.

This report summarises the results of the latest detailed survey, which has been undertaken by the Hemsley Orrell Partnership (HOP). This survey identified a number of works to be completed over the next c12months.

This information has been used to create a works package which has now been tendered and a preferred supplier (Supplier A as contained within the exempt appendix) identified.

This report seeks authority for the award of contract to the preferred supplier and to establish a capital budget (as identified within the exempt appendix) to enable the works to be completed.

Options considered: For the existing pier structure to be retained in a safe and managed condition a rolling programme of works needs to be maintained.

Alternatively, a managed programme of demolition would need to be initiated to safely remove all or part of the structure.

Recommendations: **That Cabinet;**

- **Approve the award of the contract to the preferred supplier (Supplier A as identified within the exempt appendix) and;**
- **Recommend to Full Council that a capital budget is approved (as identified within the exempt appendix) to enable the works to be completed, to be funded from capital receipts**

Reasons for Recommendations: The establishment of the capital budget and completion of the recommended works will enable the Council to continue to maintain the pier structure.

In order to ensure the structural integrity of the pier for the future it is essential that appropriate maintenance is undertaken.

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)

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Cabinet Member(s) Lucy Shires	Ward(s) affected Cromer Town. Suffield
Contact Officer, telephone number and email: Sean Kelly 01263516276	

1. Introduction

- 1.1 In 2017, following approval from Cabinet, a contract was let to the Hemsley Orrell Partnership (HOP) to carry out a series of annual surveys on the structure of Cromer pier to better inform future maintenance, budget and work programming.
- 1.2 This survey identified a programme of works designed to ensure the safety of Cromer Pier and visitors to it and capital works with a value of nearly £1.4m were subsequently completed.
- 1.3 This report covers the recommendations following the interim survey which was completed in 2021 by HOP and seeks authority to establish a capital budget to undertake the works and for the award of the contract to the preferred supplier.

2. Recommended Pier Remedial Works

- 2.1 In order to address the remedial works identified within the survey undertaken last year and to build on the improvements delivered in the first phase of remedial works it is now necessary to let a contract for the latest identified works to the structure of the pier.
- 2.2 Based on advice from our consultants, Hemsley Orrell Partnership (HOP), the required works focus on the seabed piles and the structural steel works supporting the piles and the timber decking.
- 2.2 Using the information provided by HOP a package, of the most urgent and critical works, was put out to the market during the autumn of 2021 to establish the value of the works and to seek interest from suitably qualified suppliers to undertake the programme. These works are critical to the continued use of the structure and the health and safety of all those who use this facility.

- 2.3 These works are those identified as being the most critical and urgent of the works identified in the interim review of autumn 2021. The significant majority of these works relate to repair and replacement of steel works mainly in the area beneath the theatre and head area deck of the pier. Unlike the works in Phase 1, it is not anticipated that diving works to encase the steel columns in concrete will be required during this phase.
- 2.4 An open tender process was undertaken to seek prices for the specified works, the results of which can be found within exempt Appendix A. It is recommended that the contract is awarded to UK Industrial Services (UKI) based on their submitted bid.
- 2.5 There are some residual works which are not regarded as urgent or critical and it is intended to include a review of these in the next major scheduled condition survey in 2023.
- 2.6 A further report will be submitted detailing the findings of that review, and any recommended actions, when it is completed in 2023.

3. Corporate Plan Objectives

- 3.1 Boosting business sustainability and growth - continued investment in the pier supports a number of corporate plan objectives, including supporting local business by maintaining the quality of the destination offering by preserving the key iconic structure of Cromer Pier.
- 3.2 Quality of life - the works programme also supports the Quality of Life corporate objective through '*continued investment in Cromer Pier as an iconic heritage and cultural attraction*'.

4. Medium Term Financial Strategy

- 4.1 Having a planned programme of works to maintain the integrity of the pier structure is important and helps to avoid more costly reactive works. This helps with the scheduling and funding of the capital programme and provides better value for money which supports the Council's overall budget position.
- 4.2 Considering the construction of the pier, its age and the harsh environment it exists in it is inevitable that future capital works will be required. The primary purpose of the ongoing inspection regime is to identify areas that need remedial works as early as possible and keep the capital costs to a minimum by addressing the works as early as possible.

Financial and Resource Implications

- 5.1 The breakdown of the capital funding requirements can be found within exempt appendix A.
- 5.2 It is proposed the capital funding for these works should be funded through capital receipts. There is currently sufficient capacity within the Capital Receipts Reserve to fully fund these works having taken account of current funding requirements and the latest forecasts in respect of capital receipts anticipated during the 2022/23 financial year.

- 5.3 It is anticipated that the programme of works will run into financial year 2023-2024 and take place between the summer of 2022 and 2023.
- 5.4 This is a significant project and will require a corresponding quantity of officer time to manage the project and associated activities and a Project Proposal has been agreed to support the programme.
- 5.5 There may be an opportunity to try and drawdown some funding from the Council's proposed Levelling Up submission for Cromer but as the bid has not yet been submitted and outcome of this process is currently unknown the present proposals recommend that the Council fully funds the works programme.
- 5.6 If the Levelling Up bid is successful the financing package for any works and further improvements can be reviewed at that point.

6. Legal Implications

- 6.1 All procurement has been undertaken in accordance with the Council's relevant procurement and contract policies and an open tender process has been followed.
- 6.2 The Council will enter into a works contract with the preferred supplier and this will be supported by the Council's legal team.

7. Risks

- 7.1 Construction industry inflation is excessive at this time, in mitigation a budget contingency of 20% has been proposed.
- 7.2 Failure to complete works might contribute to structural damage resulting in a significantly larger future costs or total loss of the pier as an asset. Ongoing planned maintenance also helps reduce the likelihood of urgent reactive works being required which are far more expensive than a well managed planned programme.
- 7.3 Residents and visitors alike expect this iconic landmark structure to be well maintained and there are reputational issues to the Council if the pier falls into dis-repair whilst also representing potential health and safety risks.
- 7.4 There are also risks of interruption in terms of the pier's various shows but the Property Services team who will be managing the contract have significant experience of working on the pier in partnership with the pier's operators Openwide. The works programme will be shared and agreed with Openwide so as to minimise any disruption to planned shows and the works are expected to be completed between the summers of 2022 and 2023.

8. Sustainability

- 8.1 Undertaking these works will ensure the future of a unique asset and attraction.

9. Climate / Carbon impact

9.1 The works will be undertaken in accordance with relevant Council policies and industry best practice to ensure minimal impact on the environment.

10. Equality and Diversity

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

11. Section 17 Crime and Disorder considerations

There are no Crime and Disorder implications directly resulting from the recommendations or options considered in this report

12. Conclusion and Recommendations

12.1 In conclusion, it is necessary to identify a capital budget to progress the latest required works as identified within the HOP report. Making this investment will help to safeguard the future of this iconic asset and ensure that it remains a safe structure for future years.

12.2 It is therefore recommended that Cabinet;

- **Approve the award of the contract to the preferred supplier (Supplier A as identified within the exempt appendix) and;**
- **Recommend to Full Council that a capital budget is approved (as identified within the exempt appendix) to enable the works to be completed, to be funded from capital receipts**

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

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Sale of Parklands Mobile Homes Site, Pudding Norton, Fakenham

Summary: This report seeks approval from Cabinet to proceed with the recommendation and follows a report in May 2022 to the Overview and Scrutiny [Committee which provided details of the marketing exercise and due diligence appraisal undertaken in relation to the freehold sale of the Parklands mobile home site.

Options considered: Officers have previously considered a range of options with regards to the sale of this property. The Council could decide not to accept any of the bids to acquire the site and either retain the site or reconsider the previous alternative options.

Conclusions: Following specialist marketing of the site, a number of offers have been received and officers have since undertaken detailed and robust due diligence appraisal of these offers.

As well as seeking to secure the financial best value for the Council, it is recognised that for the future well-being of residents the purchaser should demonstrate appropriate experience, skills and conduct to manage the site appropriately.

The Council will continue to have a role with the site through the Licencing team, as the new owner will need to demonstrate they are a Fit and Proper Person and secure a Site Licence and this has been taken into account during the assessment process.

Bidder (C) would secure the highest capital receipt for the Council and represents Best Value for the Council and District Council tax payers.

Recommendations: **It is recommended that Cabinet:**

- 1. Approve the sale of the site to Bidder [C] as outlined in the Exempt Appendix A at best consideration and in accordance with s123 of the Local Government Act 1972.**

Reasons for Recommendations: The provision and operation of this site does not directly support any of the key themes contained with the Corporate Plan and is not part of the Council's core business. Some of the asset therefore allows the capital receipt generated by the sale of the asset towards the Council's corporate priorities.

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)

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Cabinet Member(s) Cllr Eric Seward	Ward(s) affected Pudding Norton
Officer; Neil Turvey Strategic Surveyor Tel: 01263 516124 Email: neil.turvey@north-norfolk.gov.uk	

1. Introduction

- 1.1 The Council is the freehold owner of a residential mobile home site in Pudding Norton, Fakenham known as Parklands. The site covers an approximate area of 1.9 hectares (4.7 acres) and was developed over a period of time to provide the 38 hard standing pitches. The site has been in existence for over 50 years, with pitches rented for the siting of mobile homes which provide private year-round residential accommodation to the owner occupiers.
- 1.2 Having received an unsolicited offer in 2018 from a mobile home operator seeking to acquire the freehold of the site, the Council assessed the potential opportunity to sell the asset including commissioning independent valuation advice November 2019. This advice has been updated and a new valuation completed in April 2022.
- 1.3 As it was concluded that provision and operation of the site did not form part of the Council's core services, Officers considered whether the Council should continue to operate the facility, as well as a number of alternative options for the site. It was recognised that if the site was to be retained, whilst not financially viable, further investment would be required particularly in relation to improvements to the laundry block and road infrastructure.
- 1.4 After detailed consideration, the Council's Cabinet on 30th March 2020 gave approval for a disposal of the freehold of the site on the open market. The marketing of the site was delayed due to the restrictions caused by the Covid pandemic and the potential for a negative impact on the residents during that period of uncertainty.

2 Disposal Process and Due Diligence

- 2.1 A procurement exercise was undertaken during the Spring/Summer of 2021 to appoint an experienced and specialist property agent to give an updated market appraisal and to provide details of their marketing strategy and fees. Three bids were received and following evaluation, an agent was appointed.

- 2.2 As the Covid pandemic restrictions were easing, residents were informed of the intended sale in July 2021. Following this a number of residents made contact with the Council to discuss the potential opportunities around the residents themselves buying individual plots, purchasing the whole site and managing the site on behalf of the Council.
- 2.3 Marketing of the site commenced in September 2021 via our appointed specialist agent. All applicants on the agent's mailing list who were registered as being interested in mobile home parks in this locality (486 in total), were contacted directly. The agent also advertised the property on their own Caravan Parks website, Businesses for Sale website and Daltons Weekly website.
- 2.4 Due to the level of interest expressed by potential purchasers a closing date of 15th October 2021 for bids was set. Each bidder was requested to provide the following information alongside their bid;
1. Name and address of company and principal contacts
 2. Background information on their familiarity with the mobile home park sector, confirm their ownership of mobile home parks and the locations of those parks
 3. The amount of their offer and any conditions attached to the offer
 4. To confirm their source of funding
 5. To confirm the timescale within which a contract could be exchanged and completed
 6. To confirm a plan that would resolve any issues before the grant of a Site Licence and provide details of a similar site where they had previously undertaken such a process
- 2.5 Following the marketing closing date, 10 bids were received (9 to acquire the site and 1 offer to manage/lease) as scheduled in Appendix A. Preliminary due diligence was undertaken by the agent which included seeing proof of funds as requested in the bidding process detailed in 2.4 and an initial shortlisting resulted in the two lowest bids being rejected on the basis of not meeting the best value requirements. The management/lease bid was also rejected on the basis it did not align with the earlier Cabinet decision to dispose of the site. Following this initial shortlisting, the 7 remaining bids went through to the detailed due diligence stage.
- 2.6 Whilst three bids were initially rejected no other shortlisting had been undertaken to allow for extensive and robust due diligence to assess the remaining bids as fully as possible. The reason for this due diligence is to establish that the bidder who provides best value:
- 2.6.1 Is able to proceed with the purchase including demonstrating funds to acquire the site.
 - 2.6.2 Has not included conditions with their bid that would have a material or negative impact on their bid.

- 2.6.3 Has a level of experience, skill and appropriate conduct to be able to manage the site.
- 2.7 Whilst the Council is duty bound to obtain best value under s.123 Local Government Act 1972, officers recognise the potential concerns of residents regarding the future owner of the site and that it is essential to proceed only with a suitable purchaser that has appropriate experience, skills and conduct to manage the site. In exceptional circumstances, the Council could decide not to proceed with the highest best value bid if there were clear concerns and that a lower value bid clearly demonstrated that it would provide enhanced improvements to economic, social or environment over and above the highest bid. The due diligence would help inform the Council with this regard.
- 2.8 Between October 2021 and February 2022 this work has been undertaken, which includes:
- 2.8.1 Financial background assessments utilising Dun & Bradstreet analysis. This has been carried out by our Finance team both to establish the bidders' financial integrity and their ability to pay for the purchase of the site.
- 2.8.2 Any bids received from Limited companies were checked through Companies House as were any known associate companies.
- 2.8.3 A Fit and Proper Person check has been carried out by the Council's Licencing team to verify that the bidders have the ability to manage the site correctly and have appropriate conduct and to establish if the bidder is likely to achieve this required status and gain a site licence to operate. Other authorities where bidders have a presence were also asked to advise on any issues they had experienced with the site operators. The Fit & Proper Person requirements are set out in the Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020.
- 2.8.4 The British Holiday and Home Park Association (BH&HPA) is a national organisation for park operators. It is not a requirement that operators are members of the BH&HPA but it is considered to be good practice. Officers contacted the BH&HPA to establish which of the bidders were members and if any had been members and subsequently excluded from membership of the organisation.
- 2.8.5 Online searches of all social media outlets including Trust Pilot reviews were carried out to establish whether any of the bidders had received poor reviews or bad press.
- 2.8.6 As part of the final phase of assessment, all remaining (seven) bidders were invited to interview at the Council offices in Cromer. Whilst the Council's overriding consideration is to obtain best value, it arranged interviews, as part of its due diligence. This enabled the Council, in the event that there may have been concerns about the highest bidder, to obtain further information if it needed to consider using the Disposals Consent Order, rather than recommending that the Council progresses with the highest financial bid.

- 2.8.7 The interview panel comprised of Officers from the Council's Estates and Licencing teams, the specialist selling agent and two representatives from the Parklands Residents Association who were invited to participate in the interviews as observers but were not involved in the process of scoring the bids or further decision making process. A range of questions from each of the interview panel had been formulated to ensure each bidder was appropriately assessed and challenged regarding their financial offer, experience, skills previous conduct, Fit & Proper Person status and future plans for the site.
- 2.8.8 The responses provided by the bidders were scored by each interviewer based upon the answers given on the day. The points allocated range being between 1 point for a 'poor' response and 5 for a response that 'exceeded expectations'. The total score from these interviews reflects only the response from the bidder during that meeting and does not reflect other due diligence obtained or supplementary information provided following that phase. It does not present an overall score of that bidder.
- 2.9 Information regarding the bid value, interview questions and scores can be found in the Appendix B

3. Offer

- 3.1 The Council is duty bound to obtain Best Value under section 123 Local Government Act 1972.
- 3.2 The highest financial offer representing Best Value has been received from bidder [C].

4. Corporate Plan Objectives

- 4.1 The provision and operation of a mobile home site does not form part of the Council's core service provision or directly support the Council's Corporate Plan priorities.
- 4.2 The sale of the site aligns with the Financial Sustainability and Growth objective and will provide a capital receipt that will be available to reinvest in core services and corporate objectives.

5. Medium Term Financial Strategy

- 5.1 The sale of the site once legally completed will result in a capital receipt as detailed within the exempt Appendix.
- 5.2 The income gained from pitch fees will be lost and for 2022/23, the estimated gross budgeted income is £48,017.

6. Financial and Resource implications

- 6.1 An independent assessment of the site value was undertaken in November 2019 and again in April 2022. This valuation is required to ensure the Council is obtaining best value. The valuation report is at Appendix C.

- 6.2 The costs associated in selling the site will be in the region of £35,000 and will be covered from the sale proceeds. There is a risk that the sale does not complete which would result in abortive costs.
- 6.3 It is estimated that approximately £44,000 of direct operational revenue savings (excluding officer recharges) of will be made if the site is sold. The Council does recover from the tenants the cost of the electric.
- 6.4 Sale of the site will also remove the need for any ongoing capital investment in the sites facilities and infrastructure.

7. Legal implications

- 7.1 The Mobile Homes Acts 1983 which protects residents of mobile homes sites, was updated in 2013 to give further rights to residents. This includes rules around pitch fees, residents' ability to sell or gift their home without gaining the owners approval, a ban on site rules that interferes with the sale or gifting of homes and increased powers for Local Authorities licencing of sites. This includes the Local Authority being able to require site owners to carryout necessary works and prosecute those that fail to do so, with a maximum penalty of an unlimited fine on conviction.
- 7.2 A "Park Homes: know your rights" leaflet from Department for Communities and Local Government was provided to residents which included Leasehold Advisory Service contact information to enable residents to gain free and unbiased advice.
- 7.3 The Mobile Homes (Requirement for Managers of Site to be Fit and Proper Person) Regulation 2020. The fit and proper person test was set to improve the standards of park and mobile homes site management. The site owner must apply to the Local Authority for their relevant person (owner or site manager) to be included on the fit and proper person register. A site owner is required to provide information relating to their conduct and ability to secure proper management of the site.
- 7.4 This includes providing information relating to the following;
- contraventions relating to housing, caravan sites, mobile homes, public health, environmental health, landlord and tenant law and Equalities Act 2010;
 - harassment of any person in connection with carrying on any business, personally insolvent or disqualified from acting as a company director (last 10 years);
 - has the right to work in the UK; and
 - membership of a redress scheme for dealing with complaints regarding managing the site provision of information where any other local authority has rejected an application for the relevant person to be included in a register.
- 7.5 Local Authorities are able, under the Local Government Act 1972, are able to dispose of land held by them in any manner they wish, but are required to dispose of land for best consideration that can reasonably be obtained.

- 7.5.1 There is an exception to this rule enabling the Council to sell at below the market value with either applying to the Secretary of State to obtain consent, or utilising the General Disposals Consent 2003. The terms of the Consent mean that specific consent is not required for the disposal of land which the authority considers will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area. This is subject to the undervalue not exceeding £2,000,000.
- 7.6 In justifying a disposal at less than best value, the Council should have regard to a lower bid clearing demonstrating that it would provide greater economic, social or environmental benefits than would be realised by the sale to the highest bid giving clear reasons for departing from the best value principle.
- 7.7 When disposing of land at less than best consideration this would create a subsidy to the purchaser that would need to apply with the Subsidy Control (formerly State Aid) requirements.
- 7.8 If the Council chose to sell the site at less than best consideration the Council could be at risk of challenge from other bidders in the process.
- 7.9 The sale of the site will be subject to legal overage clauses in relation to any additional pitches created by the new owner.
- 7.10 The Council also undertook to provide plot licence agreements for residents where these had been lost or required updating.

8. Policy

- 8.1 In respect of the Council's Disposal Policy, "An asset may be considered for disposal, where it:
- No longer contributes to the delivery of the Council's services, strategic or corporate objectives
 - Provides a financial benefit to the council in terms of a capital sum to provide a more suitable re-provision
 - Is not fit for purpose and is no longer economical, environmentally or culturally sustainable
 - May be required for larger scale redevelopment opportunities, which would deliver greater economic development or regeneration through a wider land assembly
 - Has no strategic, regeneration or redevelopment potential to the Council
 - Is a risk or poses a future risk to the Council
 - Is under performing and offers no future capital appreciation or investment rate of return
 - Would offer social, community or environmental benefit
 - Improves economic development of the area or encourages start up or business growth

9. Risks

9.1 There is a risk that the sale does not complete which results in abortive costs. In such circumstances the Council could choose to remarket the property, consider alternative proposals or retain the site.

9.2 Whilst Officers have undertaken extensive and robust due diligence and consider that the preferred bidder has demonstrated it has the relevant skills and experience to manage and operate the site moving forward, once the site is sold the Council will have no control over any future sale of the site. The Council's Licensing team will have a continuing role in ensuring the site is appropriately managed under a Site Licence.

10. Sustainability

10.1 There are no environmental sustainability matters arising from this proposal.

11. Climate and Carbon impact

11.1 The sale of the site is not anticipated to increase the carbon impact to the Council or district.

12. Equality and Diversity

12.1 The Council recognises the importance of securing a new owner who has the relevant skills and conduct to manage the site appropriately and will comply with equality and diversity legislation.

13 Section 17 Crime and Disorder considerations

13.1 There are no crime and disorder consideration regarding this proposal.

14. Conclusion

14.1 Following specialist marketing of the site, a number of offers have been received and Officers have undertaken a detailed due diligence appraisal as part of the assessment process.

14.2 As well as seeking to secure the financial best value for the Council it is recognised for the future well-being of residents that the purchaser should demonstrate the experience, skills and conduct to manage the site appropriately. These aspects have been assessed through the due diligence process.

14.3 The Council will have a continued role with the site through the Licensing team, as the new owner will need to demonstrate they are a Fit and Proper Person and secure a Site Licence which has been taken into account during the assessment process.

14.4 Bidder [C] would secure the highest capital receipt for the Council and represents Best Value.

15. Recommendation:

It is recommended that Cabinet:

1) Approve the disposal of the site to Bidder [C] as found in Appendix A at best consideration and in accordance with s123 of the LGA Act 1972

16. **Appendices**

- A – Bidders schedule with interview scores
- B – Interview question sheet
- C – Independent valuation report

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