

Cabinet



Please contact: Emma Denny

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

Please Direct Dial on: 01263 516010

Friday, 25 November 2022

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Monday, 5 December 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 so that the Chairman can re-order the agenda if necessary.

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-WyEzq>

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 T Adams and Mr A Brown

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



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

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

A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

1 - 8

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 7th November 2022.

3. PUBLIC QUESTIONS AND STATEMENTS

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

4. 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

5. DECLARATIONS OF INTEREST

9 - 14

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)

6. MEMBERS' QUESTIONS

To receive oral questions from Members, if any

7. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

To consider any recommendations referred to the Cabinet by the Overview & Scrutiny Committee for consideration by the Cabinet in accordance within the Overview and Scrutiny Procedure Rules

8. FEES AND CHARGES 2023 - 2024

15 - 52

Summary: This report recommends the fees and charges for the financial year 2023-24 that will come into effect from 1st April 2023.

Options considered: Alternatives for the individual service fees and charges now being proposed will have been considered as part of the process in arriving at the fees presented within the report.

Conclusions: The fees and charges as recommended have been used to inform the income budgets for the 2023/24 budget.

Recommendations: That Cabinet agree and recommend to Full Council:
a) The fees and charges from 1 April 2023

as included in Appendix A.
b) That Delegated Authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Heads of Service, to agree those fees and charges not included within Appendix A as required as outlined within the report

Reasons for Recommendations: To approve the fees and charges as set out in the report that will have been used to support the 2023/24 budget process.

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)

Current fees and charges

Cabinet Member(s) Cllr E Seward	Ward(s) affected: All
------------------------------------	-----------------------

Contact Officer, telephone number and email:
 James Moore, 01263 516430, James.Moore@north-norfolk.gov.uk

9. TREASURY MANAGEMENT HALF YEAR REPORT

53 - 68

Summary: This report provides mid-year information to Members on treasury activity

Options considered: This report is for information purposes.

Conclusions: This report provides mid-year information to Members on treasury activity.

Recommendations: **To recommend that Full Council approves the Treasury Management Half Yearly Update**

Reasons for Recommendations: To comply with Local government requirements on reporting treasury activity regularly.

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected N/A
---------------------------------------	-------------------------

Contact Officer, telephone number and email:
 James Moore, 01263 516430, james.moore@north-norfolk.gov.uk

10. MANAGING PERFORMANCE QUARTER 2 2022/23

69 - 118

Summary:	<p>The revised Managing Performance Report attached, as Appendix A, enables 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 achievements and issues identified in the second quarter of 2022/23, and the actions being taken to address these issues and proposes any further action needed.</p>
Options considered:	<p>Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee where committee approval is required.</p>
Conclusions:	<p>Overall good progress has continued to have been made over the second quarter of 2022/23 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report. This is particularly the case given that the quarter covers the months of July and August when the District accommodates many thousands of tourist visitors placing demands on many of the Council's public-facing discretionary services and many staff take annual leave.</p> <p>Two exceptions have been the introduction of new waste and recycling collection rounds which initially saw quite high numbers of missed collections and related pressures on the Customer Contact Centre and increased telephony response times.</p>
Recommendations:	<p>That Cabinet resolves to note this report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.</p> <p>That Cabinet asks for further information or action where they consider it necessary regarding performance as outlined in Appendix A.</p>
Reasons for Recommendations:	<p>To ensure the objectives of the Council are achieved.</p>

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)

None

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

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

11. NORTH NORFOLK DISTRICT COUNCIL COST OF LIVING SUMMIT AND POSSIBLE FUTURE ACTIONS 119 - 130

Summary: North Norfolk District Council hosted a Cost of Living Summit on 3 November 2022. The event was well attended by statutory and voluntary and charitable organisations operating in the district and by local representatives. The event was positively received and feedback has been good. A cost of living survey targeted at residents, undertaken immediately preceding the event, received 966 responses over the course of a week. The report considers what further action can be taken by the Council and partners to support residents of the district to manage the impacts of the Cost of Living Crisis.

Options considered: The report identifies some further actions that could be taken by the Council and partners addressing issues raised at the summit.

Conclusions: The Cost of Living Summit identified further actions that could be taken by the Council and partners to support residents of the district to manage the impacts of the Cost of Living crisis.

Recommendations: To consider the further actions identified and decide which of these the Council would like to develop further.

Reasons for Recommendations: To act upon the findings of the Cost of Living Summit and support residents of the district to manage the impacts of the Cost of Living Crisis.

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><i>The Cost of Living Summit presentation pack. The Cost of Living Summit was a hybrid event with the majority present in person and some attending remotely via Zoom. The event was recorded through Zoom.</i></p>
--

Cabinet Member(s)	Ward(s) affected – all
-------------------	------------------------

Contact Officer, telephone number and email:

Karen Hill, Assistant Director of People Services, 01263 516183,
karen.hill@north-norfolk.gov.uk

12. COMMUNITY ENGAGEMENT STRATEGY

131 - 168

Summary:

Customer Focus is one of the Council's six priorities in the Corporate Plan with stronger Community Engagement being identified in the Corporate Delivery Plan as being key to putting customers at the heart of all that the Council does and to improve access to services.

The Community Engagement Strategy sets out a high-level approach to meeting the statement above. It has been developed from what was considered best practice across a range of Community Engagement Strategies.

The intent of the Strategy is to provide an understanding of what is meant by engagement, a consistent, agreed corporate approach to how engagement is undertaken, and the outcomes used to inform policies, strategies, procedures, service delivery and working with partner organisations.

This report seeks Cabinet approval of the Community Engagement Strategy (appendix A).

Options considered:

1. To adopt the Strategy and action plan.
2. To not adopt the Strategy and continue undertaking community engagement on an as and when basis.

Recommendations: That Cabinet approve the Community Engagement Strategy.

That Cabinet agree the content of the Action Plan.

Reasons for Recommendations: To clearly support the Customer Focus element of the Corporate Plan and Corporate Delivery Plan and to set a high-level framework which ensures that engagement is undertaken in a consistent and effective manner; to ensure that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive.

The action plan identifies activities which support the transition of the Strategy into delivery of engagement.

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)

None

Cabinet Member (s) Lucy Shires, Virginia Gay	Ward(s) affected All
Contact Officer, telephone number and email: Steve Hems, Director for Communities 01263 516182 steve.hems@north-norfolk.gov.uk	
Karen Hill, Assistant Director People Services 01263 518183 karen.hill@north-norfolk.gov.uk	

13. NORTH WALSHAM MARKET PLACE IMPROVEMENT SCHEME

169 - 176

Summary: The North Walsham High Street Heritage Action Zone (NWHSHAZ) includes measures to enhance the public realm and improve accessibility within North Walsham town centre. This scheme was based on concepts developed in 2018/19 and budget estimates submitted for funding to two separate external funds in 2020. This report seeks additional finance to complete the implementation of the scheme to the standard anticipated.

The scheme is part of a programme of measures that will make very significant

improvements to the attractiveness and accessibility of North Walsham town centre and its historic assets, thereby improving town centre vitality and the viability of local businesses. Phase one, the creation of a new amenity garden at the gateway to St Nicholas's Church, is virtually complete and the Market Place/King's Arms St. improvement works are continuing apace, with the programme projecting completion in March 2023. In addition, a new bus interchange has been developed at New Road, which enabled through traffic in the Market Place to be reduced and for congestion and pollution caused by idling busses to be resolved.

Options considered:

The fixed budget for the project (with substantial external funding), in the face of inflationary pressures since the scheme was conceived in 2020, has meant that the scheme has had to be tailored to fit. Further funding is therefore required in order to complete the improvements to the satisfaction of the Council and local stakeholders – in effect achieving more than the current budget allows.

Alternative options would be:

- to complete a reduced scheme within the existing budget – this would not capitalise fully on the opportunity that exists to transform the town centre;
- to implement the project within the existing budget and to bid for further external funds (at a later date) to implement additional works - as above but also, the likely delay and uncertainty would inevitably incur additional costs of remobilising and further inflation.

Conclusions:

The jointly funded (Government and Local Authority) place-making scheme will be enormously beneficial and the opportunity exists to capitalise on the effort but that will require additional budget. Due to cost increases, the scope of the scheme has been amended but with additional budget, greater outcomes can be achieved. It is therefore proposed that additional financial resources are made available from the Business Rates Retention Reserve (which currently holds circa £600,000 within the overall balance. This

was the share of the distributed surplus from the pooling arrangement in 2019/20 and which was agreed should be set aside for regeneration projects such as this) in order to complete the proposed Market Place scheme and to undertake improvements to ancillary areas.

Recommendations: **To recommend to Full Council that £400,000 be allocated from the Business Rates Retention Reserve for the completion of the NWHHAZ place-making scheme.**

Reasons for Recommendations: This recommendation is made in order to deliver the additional town centre improvements as part of the HSHAZ place-making scheme.

Cabinet Member(s) Cllr Richard Kershaw Cllr Eric Seward	Ward(s) affected All North Walsham wards
---	---

Contact Officer, telephone number and email:
Robert Young; 01263 516162; robert.young@north-norfolk.gov.uk

14. GO-GO DISCOVER MAMMOTH SCULPTURE (LUMI) LOCATION

177 - 180

Summary: Following the successful conclusion of the Go-Go Discover Sculpture Trail, as lead sponsor for the countywide trail, NNDC retains ownership of two sculptures: 'Margaret's Mammoth' at West Runton Deep History (DHC) discovery point; and 'Lumi', which was temporarily placed at the DHC discovery point at Cart Gap. Margaret's Mammoth will be retained permanently at West Runton. This paper provides options and a recommendation for the final location of the climate change-themed Mammoth sculpture, Lumi.

Options considered:

A number of options have been considered, from donating the sculpture back to Break for auction, leaving the sculpture in its trail location at Cart Gap and relocating to a new site which meets the practical and logistical requirements of the sculpture and takes account of financial considerations.

Conclusions: After considering practical, financial and logistical matters (size, weight, maintenance and health and safety etc.) – including the benefit it will bring to North Norfolk – the

preferred option is donation to Sheringham Museum.

- Recommendations: **That:**
- 1. Lumi be donated to Sheringham Museum to display as part of its climate change and Deep History Coast collection;**
 - 2. Delegation to finalise the arrangements is given to the Assistant Director for Sustainable Growth in consultation with the portfolio holder for Leisure, Wellbeing and Culture.**

Reasons for Recommendations: The sculpture would be a welcome and relevant addition to the Museum's collection, strengthening local links to the Deep History Coast. The museum is also able to offer a safe and secure location to display the sculpture and ensure its long-term maintenance.

Cabinet Member(s) Cllr Virginia Gay	Ward(s) affected Sheringham North
--	--------------------------------------

Contact Officer, telephone number and email:
Robert Young - 01263 516162, Robert.Young@north-norfolk.gov.uk

15. SUPPORT FOR UK100 AND ADEPT ENVIRONMENTAL INITIATIVES 181 - 184

Summary: The NZSAP board recommends that the council joins the UK100 network to share knowledge and collaborate on environmental issues. This requires a change to the wording of the environmental charter to reinforce our commitment to the wider district to assist decarbonisation.

: In addition, the board recommends supporting the ADEPT Blueprint to accelerate climate action and green recovery at the local level by the portfolio holder for Environmental Services, Climate Change and Environment signing an online petition.

The change in wording to the environmental charter requires Cabinet approval and a formal record of support for these initiatives by Cabinet is sought.

- Recommendations: **To support:**
- **Making the suggested changes to the Environmental Charter**
 - **Joining the UK100 network**
 - **The portfolio holder for Environmental Services, Climate Change and Environment in signing the online form showing support for ADEPT a Blueprint for accelerating climate action and a green recovery at the local level.**

Reasons for Recommendations: To access assistance from and show support for initiatives to help the Council meet its Net Zero targets.

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)

None

Cabinet Member(s) Cllr Nigel Lloyd	Ward(s) affected All
---------------------------------------	----------------------

Contact Officer: Kate Rawlings kate.rawlings@north-norfolk.gov.uk

16. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

- a. 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 3 of Part I of Schedule 12A (as amended) to the Act.”
- b. That the public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:

Agenda Item Number	Paragraph of Part 1 Schedule 12A
18	3

Information relating to the financial or business affairs of any particular person (including the authority holding that information). The appended report contains commercially confidential information.

17. PRIVATE BUSINESS

Summary: This report informs Cabinet that following demolition of the former Shannoeks Hotel in Spring 2021, works on the site have stalled and not progressed further as proposed within the agreement made between the Council and the site owner, Huddies Limited.

Options considered: Given the prominence of the site on Sheringham Seafront and public interest in the site's re-development it is recommended that the District Council now seeks to implement the Compulsory Purchase Order as previously agreed in respect of the development site so as to bring about its future redevelopment.

1. Pursue the CPO process by serving a General Vesting Document to take ownership of the site as the owner has failed to commence works to provide a new building on the site before 23 November 2022.

2. Demur from enforcing the terms of the CPO on commencement trigger (23 November 2022), deferring action until a subsequently agreed deadline, leaving the owner to continue with its own development plans to complete on agreed deadline. The risk being that without pressure from the Council, these works will not be progressed at all. This may result in the site remaining empty and blighting the Sheringham Conservation Area.

3. Demur from enforcing the terms of the CPO in its totality, leaving the owner to continue with its own development plans at its own pace, with the risk that without pressure from the Council, these will not be progressed at all. This may result in the site remaining empty and blighting the Sheringham Conservation Area and reputational harm to the Council in not following through with any action.

Conclusions: The owner has completed phase 1 of the agreed works by demolishing the former Shannoeks Hotel building by June 2021. Beyond this, notwithstanding consistent

pressure on the owner by the Council for a number of months, redevelopment of the Shannoeks site remains stalled. The owners have stated that they are making their best efforts to start re-development of the site. However, progress has historically been either at a slow pace or non-existent. The owner has repeatedly asked to extend the agreed project start dates, whilst providing no practical evidence of being ready to commence redevelopment.

The Compulsory Purchase Order obtained by the Council is in place and supported by a completed agreement with the owners, which sets out a timetable for their re-development of the site to proceed. Having completed demolition of the long-term vacant building by June 2021 the next key date by which redevelopment works should have commenced was the 23rd November 2022, with the agreement stating that the project should be completed by June 2023.

The November 2022 date has now passed with no works to commence re-development of the site being started. Officers remain concerned that the owner will not develop the Shannoeks site in accordance with the timetable outlined in the agreement, and are mindful of public concern over the continual delays in the progression of this high profile scheme at the centre of Sheringham seafront.

The actions of the Council in seeking a Compulsory Purchase Order for the Shannoeks Hotel were agreed by Cabinet as a means of committing the owner to projected deadlines. A line was drawn by the Cabinet decision in 2019 when supporting the CPO. The Council engaged in this formal process to ensure development of the site would be completed to a known deadline. Although the former hotel building has been demolished, no further works to redevelop the site has commenced over the past 18 months such that it is felt that the Council now needs to implement the CPO process to acquire the site to secure its redevelopment.

Cabinet is recommended:-

Recommendations:

- 1. To confirm support for the serving of the General Vesting Document to take ownership of the site as soon as possible**
- 2. Recommend to Full Council that it approves the addition of a capital budget of the valuation cost as set out at section 6 of the confidential appended report, and an additional £10,000 to cover the costs associated with the purchase of the property to be financed by the use of capital receipts, use of reserves and borrowing if required.**

Reasons for
Recommendations:

To secure timely redevelopment of the site, in accordance with the previously agreed Compulsory Purchase Order process, and the decision of the public inquiry to confirm the Order.

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)

<i>Valuation report October 2022</i>

Cabinet Member(s)	Ward(s) affected Sheringham North
-------------------	--------------------------------------

Contact Officer, telephone number and email:
Phillip Rowson, 01263 516135

CABINET

Minutes of the meeting of the Cabinet held on Monday, 7 November 2022 at the Council Chamber - Council Offices at 10.00 am

Committee

Members Present:

Cllr W Fredericks
Cllr V Gay
Cllr L Shires
Cllr A Brown

Cllr A Fitch-Tillett
Cllr N Lloyd
Cllr T Adams (Chair)

Members also attending:

Cllr C Cushing
Cllr N Dixon
Cllr J Rest

Officers in Attendance:

Chief Executive, Director for Communities, Assistant Director For Legal and Finance, Policy & Performance Management Officer and Democratic Services Manager

Apologies for Absence:

Mr R Kershaw
Mr E Seward

62 MINUTES

The minutes of the meeting held on 3rd October were agreed as a correct record and signed by the Chairman.

63 PUBLIC QUESTIONS AND STATEMENTS

None received.

64 ITEMS OF URGENT BUSINESS

None received.

65 DECLARATIONS OF INTEREST

None received.

66 MEMBERS' QUESTIONS

Cllr J Rest referred to the Cost of Living Summit that had been hosted by the Council on 6th November. He said that there had been a lot of confusion amongst elected members as to how to join the meeting and it had not been clear which platform it was being hosted on. He added that he was not aware that there was an audience within the Council Chamber and although he understood that it was not feasible to have all members physically present, he asked for clarification as to which members were invited. It was a very important topic and he was disappointed that there had

been a problem accessing the session. He asked if a recording of the session was available. The Chairman said that he was sorry to hear this. It had been a very good event and very informative and had been arranged in a short period of time. There were representatives from local organisations and community groups in the Chamber. There were learning points for the Council and it was hard to plan a response as events were fast moving.

Cllr V Gay commented that she had requested a recording of the session but had been advised that none had been made. The Chairman replied that this approach may have been taken so that people could speak freely. Cllr J Rest said that this was extremely disappointing. He asked which members were invited to join people in the Chamber. The Chief Executive added that there were only 4 members of Cabinet in the Chamber and several members joined virtually.

67 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

The Chairman invited Cllr N Dixon, Chairman of the Overview and Scrutiny Committee to speak. He began by saying that there were no recommendations made to Cabinet at the October meeting of the Committee. At the meeting on 28th September, the Committee had recommended that, in relation to the Performance Management Framework, consideration was given to the inclusion of limited contextual information to support performance data, subject to further discussion with Cllr T Adams and Cllr V Holliday. He wondered whether such discussions had taken place yet. The Chairman replied that they had not taken place yet and he would be happy to open up such discussions to all members of the Overview & Scrutiny Committee. Cllr Dixon said that he would anticipate further discussion of this matter when the Performance Framework was considered later in the agenda. He added that he hoped that there would be a mechanism in place to facilitate changes to the Framework.

The Policy & Performance Management Officer said that arrangements were underway discuss the Framework further. She added that there was already a lot of contextual information on the website but further input was needed from members as to what information should go forwards to the Overview & Scrutiny Committee for discussion.

68 PURCHASE OF FURTHER TEMPORARY ACCOMMODATION UNIT

Cllr W Fredericks, Portfolio Holder for Housing, introduced this item. She welcomed the purchase of another property for use by a homeless household and said it would bring the total to 18 properties purchased by the Council. She added that she really wished that temporary accommodation wasn't needed but there was an ongoing housing crisis and it was an impossible task to provide a safe, affordable home for everyone who needed it.

In response to a question from the Chairman, Cllr Fredericks confirmed that there were currently 51 households in temporary accommodation.

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

RESOLVED

To note the purchase

Reason for the Decision:

Expenditure over £100,000.

69 BUDGET MONITORING REPORT 2022/23 - PERIOD 6

Cllr L Shires presented the report in Cllr E Seward's absence. She explained that it covered the period up until the end of September and reflected the increases in inflationary costs that has not been envisaged when the Budget was set in February. Higher interest rates were also an issue. However, it was a forecast and could change. She said that the Council's strong finances ensured that it was in a good position to deal with such financial pressures, unlike many local authorities. She concluded by saying that the Administration was not complacent about the challenges ahead and there would be regular reports and updates to Members outlining how the situation could be mitigated.

The Chairman said that the forecast deficit was significantly higher than anticipated as a result of inflationary pressures and it was likely to get worse in the coming months.

The Chairman invited members to speak:

Cllr N Dixon commented that if the outturn figure was as forecast, it would be an unusual outcome and if this was the case, he would be looking to understand why and whether it was a one-off reason or an indication of a more challenging trend. He added that it was the outturn figure that would be relevant.

The Chairman replied that it was set out in the report where inflationary pressures were impacting. The figures showed that staffing costs, fuel prices and energy costs had all increased substantially. There was a risk that inflation strain would continue to increase and although he shared Cllr Dixon's concerns, it was clear what the cause was.

Cllr Shires said that no-one could have predicted this in February when the Budget was agreed. The financial situation across the country was so volatile that it was almost impossible to deal with. The only possible solution at the current time, was for the Government to step in and bring stability at local level. It must be acknowledged that it was unlikely that this was a short-term issue. It was nationwide and could go on for some time.

Cllr C Cushing referred to page 25 and the projected overspend of £909k. The reasons for this were listed and he wondered how solid these estimates were and if there was anything else that could come into play that had not been anticipated. The Chairman replied that as far as energy costs were concerned, the Council was working hard to address this and limit any further increase. Employee costs were considered to be pretty accurate, however, other areas such as the waste contract, were less clear and costs could rise. He added that this was why members would receive regular updates on the financial situation going forwards.

Cllr J Rest commented that all service areas were under pressure, budget wise. He asked if there were any priority areas that must be focussed on and whether other areas could be dropped if necessary. The Chairman replied that the Council was not yet in that situation. Other local authorities had been forced to close leisure centres and NNDC was certainly not at that point, adding that they brought in income for the Council. He added that some operational services took priority over others – such as housing and People Services.

Cllr L Shires said that the Administration was not looking at any service cuts for the current year at least. Staff were used to working to achieve the best value for money for residents. The Chairman added that job vacancies were being reviewed as they arose, to ascertain whether they needed to be filled.

Cllr J Toye commented that he would like some assurance that the Council was taking a holistic approach as making cuts in one service area could impact elsewhere. The Chairman agreed.

Cllr N Dixon referred to his earlier question and said that it was accepted that the wider national financial situation was impacting on all local authorities. What was different, however, was that NNDC had been in a comfortable financial position for many years compared to other district councils, which is why the forecast overspend could be considered to be a matter of concern. He said that this should prompt the Council to look more carefully at factors that could be peculiar to North Norfolk. The Chairman said that he shared Cllr Dixon's concerns but it must be acknowledged that the Council did not have any debt which contrasted to other authorities.

Cllr V Gay agreed that the Council had a reputation for sound finances and its lack of debt meant that it was not having to pay rising interest costs. In response to Cllr Toye's concerns about the impact of cuts on non-statutory services, she said that health was a new responsibility for the District Council and the provision of discretionary services was key to supporting wider health objectives. The Council must not lose sight of the benefit of such services to residents.

It was proposed by Cllr L Shires, seconded by Cllr T Adams and

RESOLVED to

- 1) Note the contents of the report and the current budget monitoring position.
- 2) Recommend to Council that any outturn deficit is funded from a contribution from the use of the General Reserve
- 3) Agree that a regular update should be provided to Members on the measures being undertaken to mitigate and reduce the current forecast deficit

Reason for the Decision:

To update Members on the current budget monitoring position for the Council.

70 PRUDENTIAL INDICATORS 2021-22

Cllr L Shires introduced this item. She explained that it was a statutory report, which was required to show compliance with the CIPFA Prudential Code.

It was proposed by Cllr L Shires, seconded by Cllr T Adams and

RESOLVED to recommend to Full Council

That the out-turn position in respect of the 2021-22 Prudential Indicators are approved

Reason for decision:

To meet the requirements of the CIPFA Prudential Code and the CIPFA Treasury Management code of Practice

71 PERFORMANCE MANAGEMENT FRAMEWORK

The Chairman introduced this item. He said that it been considered by the Overview & Scrutiny Committee – as mentioned by Cllr Dixon earlier in the meeting. He thanked the Policy & Performance Management Officer for her work in pulling it together.

Cllr N Dixon referred to page 69 and the second box from the bottom of the page. He queried the reference to Development Management Committee. The Policy & Performance Management Officer replied that this was an error and she would correct it to state Development Committee.

Cllr C Cushing referred to page 75 and queried why there were no performance measures in place for the coast. The Chief Executive replied that the Council was the authority for coast protection and management and was responsible for coastal defences. It was limited to strategic oversight and this was hard to measure. He went onto say that the Coastal Transition Accelerator Programme (CTAP) and a series of framework performance measures would be put in place for that scheme. Cllr A Fitch-Tillett, Portfolio Holder for Coast, commented that she wished it was possible to put performance measures in place for the coast as it was so unpredictable. She agreed with the Chief Executive that indicators would be put in place for the CTAP scheme and she welcomed this.

It was proposed by Cllr T Adams, seconded by Cllr L Shires and

RESOLVED

To approve the Performance Management Framework and delegate authority to the Chief Executive to approve any amendments to the framework prior to the full review in four years' time.

Reason for the decision:

To ensure the Council has a Performance Management Framework that is fit for purpose.

72 NORTH NORFOLK CORPORATE PLAN - REVIEW OF DELIVERY FEBRUARY 2020 - OCTOBER 2022 AND AGREEMENT OF PRIORITY OBJECTIVES FOR THE PERIOD TO MAY 2023

The Chairman introduced this item. He thanked officers for their hard work, they had faced significant challenges due to Covid, yet they had continued to deliver. There had been some decisions taken as to what should be prioritised and there were some exciting projects coming forwards that would be delivered by May 2023.

The Chairman invited members to speak:

Cllr N Dixon referred to the theme of business growth and page 86, section 3.3 which stated the objective of publishing an Economic Growth Strategy. He commented that this should have been done much earlier. He went onto say that he

was concerned that the Local Plan was now in its closing stages and he was struggling to understand how the Council could have a new Local Plan which did not include a current strategy for economic growth as it was a key strand of the local plan. He said that for many years he had been raising the importance of infrastructure sitting alongside residential development. He referred to page 94 and said that he was concerned that there were not sufficient suitable locations for economic growth, or the use of mixed site allocations in the draft local plan, or that the Council had thought through the infrastructure that would go alongside this. He said that the Council had considerable ground to make up on economic growth and he did not see how this could be achieved on the back of a strategy that was several years out of date. The new Local Plan was looking ahead for the next 15 years and the Economic Growth Strategy was one of the key planks, in the same way that the Housing Strategy was. The Chairman agreed that there was considerable ground to make up and the impact of Covid had meant that the Council had to respond quickly to the needs of businesses and the focus on strategic matters had slipped. He confirmed that it would be delivered, adding that the Local Plan had been delayed due to the impact of nutrient neutrality. He concluded by referring Cllr Dixon to the timescales provided in the Delivery Plan and said that he was confident that the Economic Growth Strategy would come to Cabinet in December, as stated.

Cllr Dixon said that he understood the impact of Covid and the effect on timescales. His concern was that the Local Plan and the Economic Growth Strategy were not aligned. The latter should have been in place to inform the Local Plan and growth of the economy and implications for infrastructure. He said that he was struggling to understand how a strategy approved in December, could inform the Local Plan that was almost ready for submission.

Cllr J Toye agreed that the Local Plan and the Economic Growth Strategy should be joined up, however, in the past there had been issues with other providers and partners not delivering effectively – for infrastructure, power water etc. So, although he supported better connectivity, it must be acknowledged that there were external factors that could affect this. He concluded by seeking assurance that the Economic Growth Strategy would be brought forward before the Local Plan was submitted.

Cllr A Brown, Portfolio Holder for Planning, said that there were measure within the Local Plan for the allocation of economically productive land. He added that the District had very little brownfield land available, yet this was a Government priority. The intention was to take the Local Plan to the February meeting of Cabinet, to agree submission. There were two more meetings of the Planning, Policy & Built Heritage Working Party before then, so there further opportunities for input and comment. He was happy that it was compliant and sound. He agreed that it would be nice to marry up economic policy with the Local Plan but the demands on the Council to provide allocated sites meant that it needed to be in place as soon as possible.

Cllr V Gay said that she had been through the local plan process twice and she said that although there may not be an economic growth strategy in place, it should not be assumed that the Local Plan was not founded in economic research.

The Chairman thanked everyone for their comments and said that work would continue on all of the Council's key projects and work-streams.

Cllr N Dixon referred to page 86, section 3.3, which mentioned the High Street Task Force in Stalham. He asked for more information on this as it was not a project that he was aware of. The Chairman replied that the Council secured funding for this scheme. It was currently in the early stages and work was under way to engage with

the local community and businesses about what they would like to see happen. The Chief Executive added that the High Street Task Force was a Government sponsored organisation which had worked with a number of local authorities in terms of the Future High Street funds and Town Deal proposals. In March 2022, they identified a longer list of authorities with whom they would like to work in the next 24 months and North Norfolk was in the second tranche for delivery in quarter one of 2023. The Council was asked to nominate a town and Stalham was put forward. As yet no update had been provided regarding when it would be progressed. Cllr Dixon replied that this was good news but he had not seen the initiative referenced anywhere else at all. The Chairman said that it had been discussed informally with Cllr Dixon and that it had been on the cards for some time. Cllr Dixon commented that it was now a firm proposal and that it should be shared in the public domain now to help the town prepare for the scheme and garner support.

Cllr V Gay commented that it had never been her impression that the Council was overstaffed, yet in recent years many officers had stepped up to respond to Covid, the Ukraine crisis and now the challenges posed by the cost of living crisis. She said that she wanted to express her thanks to all the staff for their hard work.

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

RESOLVED

To review and comment on the progress made against the original and revised Delivery Plan objectives and agree those objectives where they would wish focus to be directed over the period to May 2023.

Reason for the decision:

To reflect the changed circumstances in which the Council has operated over the period since March 2020 in seeking to balance its Corporate Plan priorities against unforeseen developments such as COVID and the war in Ukraine.

73 EXCLUSION OF PRESS AND PUBLIC

74 PRIVATE BUSINESS

The meeting ended at 11.06 am.

Chairman

This page is intentionally left blank

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>

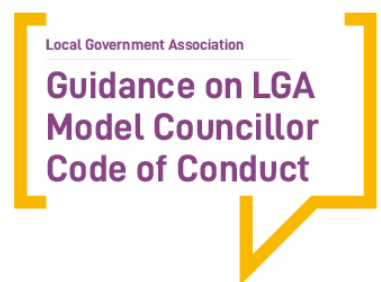
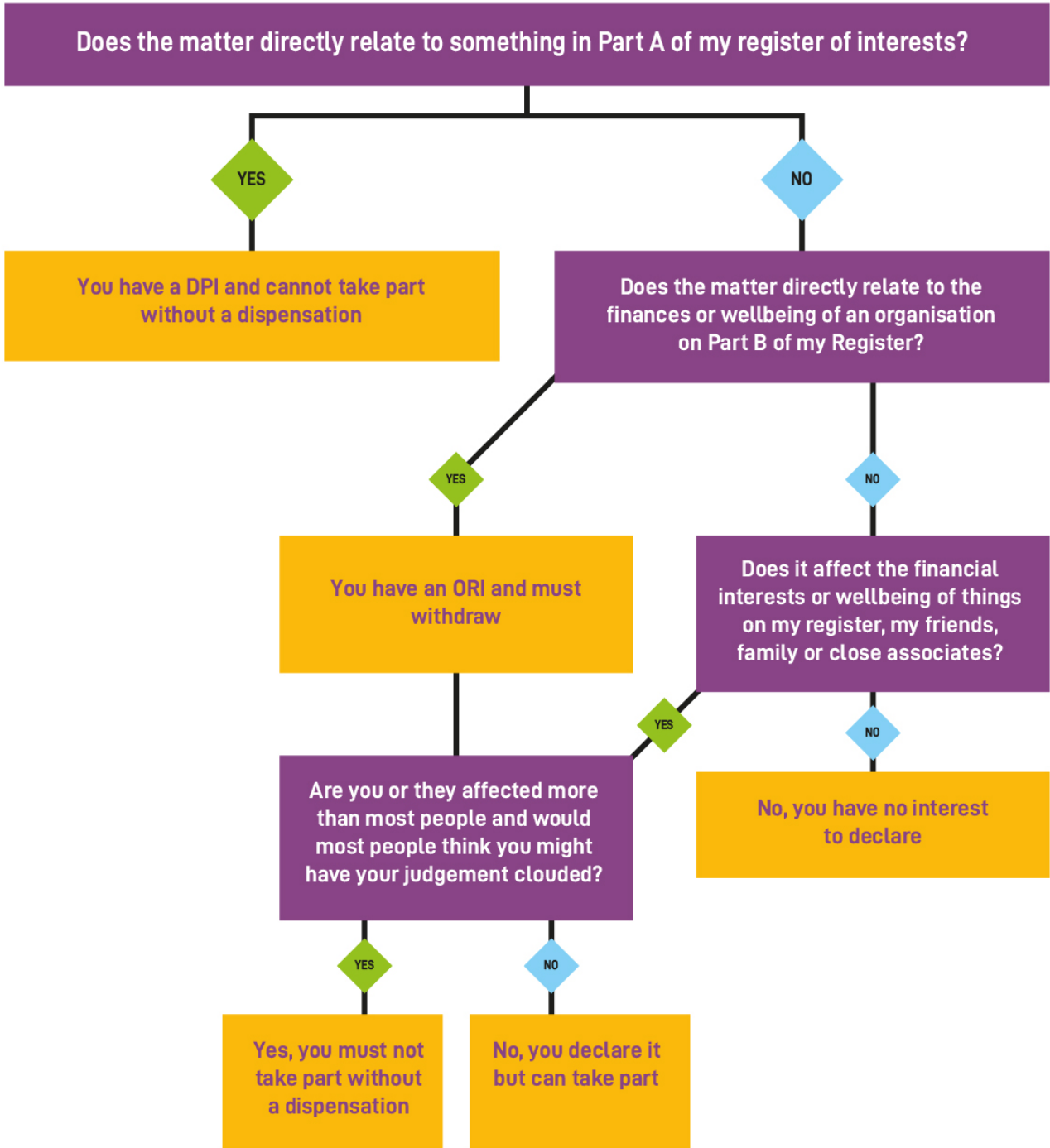
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
--	---

* '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 authorityb) 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)



FEES AND CHARGES 2023-24

Summary:	This report recommends the fees and charges for the financial year 2023-24 that will come into effect from 1 st April 2023.
Options considered:	Alternatives for the individual service fees and charges now being proposed will have been considered as part of the process in arriving at the fees presented within the report.
Conclusions:	The fees and charges as recommended have been used to inform the income budgets for the 2023/24 budget.
Recommendations:	That Cabinet agree and recommend to Full Council: a) The fees and charges from 1 April 2023 as included in Appendix A. b) That Delegated Authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Heads of Service, to agree those fees and charges not included within Appendix A as required as outlined within the report
Reasons for Recommendations:	To approve the fees and charges as set out in the report that will have been used to support the 2023/24 budget process.

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)

Current fees and charges

Cabinet Member(s)	Ward(s) affected: All
-------------------	-----------------------

Contact Officer, telephone number and email: James Moore, 01263 516430, James.Moore@north-norfolk.gov.uk

1. Introduction

- 1.1 The setting of the fees and charges for the next financial year forms part of the annual budget setting process. The reasons for presenting them for approval ahead of the detailed budget report are that it provides enough time to make the changes for those services that need to issue letters or invoices to service users before the beginning of the new financial year 2023/24 and to ensure there is adequate time for income budgets to be updated and included in the new financial year's budget, along with including the impact in future years' projections.

2. Fees and Charges 2023/24

- 2.1 Fees and charges proposals for 2023/24 have been circulated by the finance team and reviewed by the relevant budget managers so that income budgets can be updated as part of the budget process. The proposal is to increase fees and charges by 5% (rounded to the nearest 50p or £1) in line with inflationary cost pressures. Appendix A to this report provides the detail of the proposed charges for 2023/24 from 1 April 2023.
- 2.2 Approval of these charges in advance of the approval of the annual budget for 2023/24 gives services the time needed to action the changes and notify users in advance of 1 April 2023. Also it enables more accurate projections for income to be factored into the budget for 2023/24 which will be presented to Members in the New Year. Any further work in this area will be reported in the budget reports in February 2023.
- 2.3 The proposed increases in fees and charges are due to one of the following reasons:
- Inflationary increases which reflect the inflationary increases in costs which the Council is facing.
 - Increases in fees and charges which are set by central government, for example planning and premises licence fees.
 - Increases in fees which have to be set on a cost recovery basis for example Land Charges, Building Control and the majority of our locally set licence fees.

Significant changes to note:

- For Filming costs, these fees are charged on a case-by-case basis, these charges are dependent on the size of the filming request and applicant. In the event of a beneficial PR exposure these fees would be lowered/waived as the Council receives the benefit of this.
 - The HMO licence fee has increased significantly to bring it up to a comparable level of other local authorities. This is following a recent review by the Public Protection team where NNDC licence charges were compared with other Local Authorities licence charges which identified that the Council is undercharging for the service.
- 2.4 In addition, Council facilities operated by an external contractor will also be excluded as the Council has no discretion on the setting of these fees.

- 2.5 Some fees are not published in this report e.g. those relating to trade waste collection and garden bin fees. This is because some of our costs are not known this early in the year and to ensure that the services operate in a financially effective manner, the setting of the associated fees is done separately under delegated powers once we are more certain of future costs.
- 2.6 Car parking charges are not covered in this report as they are subject to a separate report which will be presented to Members in due course.

3. Conclusion

- 3.1 The report makes recommendations for the fees and charges that will come into effect from 1st April 2023. These will inform the service income budgets that will be included within the detailed 2023/24 budget when it is presented for recommendation and approval in February 2023.

4. Financial Implications and Risks

- 4.1 The inflationary increases in fees and charges are required to meet the increases in costs that the Council is facing. Without these increases the Council will have to make savings in service delivery to meet the shortfall in the Council's budget for 2023/24 and future years.
- 4.2 For demand led services there is a risk that demand will fall, and the actual income received will fall short of the budgeted income. To mitigate this risk when producing income budgets assumptions will be made around the level of income to be achieved which will be based on best estimates calculated by service managers and the finance team working together.

5. **Sustainability** – none as a direct impact.

6. **Equality and Diversity** – none as a direct impact.

7. **Section 17 Crime and Disorder considerations** - none as a direct impact.

This page is intentionally left blank

<u>Corporate Leadership Team / Corporate Service Area</u>		2022/23	2023/24	Statutory Service / Discretionary Services	Set by Government / Set By District	
V	Charge	Propose d Charge				
A T	£ : p	£ : p				
ELECTIONS						
Statutory Charges						
	Sale of Edited Register of Electors - Printed Copy - Basic Charge (per first 1,000 names, or part thereof).	O	£10.00	£10.00	Statutory	Government
	Printed copy as above, extra 1,000 names or part thereof.	O	£1.50	£1.50	Statutory	Government
	Sale of edited Register of Electors - Data Form - Basic Charge (per <u>first</u> 1,000 names or part thereof).	O	£20.00	£20.00	Statutory	Government
	Data form as above, extra 1,000 names or part thereof.	O	£1.50	£1.50	Statutory	Government
	Supply of Full Register and monthly updates (to credit reference agencies and government departments) - Printed Copy - Basic Charge (per first 1,000 names or part thereof).	O	£10.00	£10.00	Statutory	Government
	Printed copy as above, extra 1,000 names or part thereof.	O	£1.50	£1.50	Statutory	Government
	Supply of Full Register and monthly updates (to credit reference agencies and government departments) - Data Form - Basic Charge (per first 1,000 names or part thereof).	O	£20.00	£20.00	Statutory	Government
	Data Form as above, extra 1,000 names or part thereof.	O	£1.50	£1.50	Statutory	Government
	Sale of Marked Registers - Printed Copy - Basic Charge.	O	£10.00	£10.00	Statutory	Government
	Printed copy of Marked Registers - 1,000 names or part thereof.	O	£2.00	£2.00	Statutory	Government
	Data form of Marked Registers - 1,000 names or part thereof.	O	£1.00	£1.00	Statutory	Government
	Sale of Overseas Elector List - Printed Copy - Basic Charge (per <u>first</u> 100 names or part thereof).	O	£10.00	£10.00	Statutory	Government
	Printed copy as above, extra 100 names or part thereof.	O	£1.50	£1.50	Statutory	Government
	Sale of Overseas Elector List - Data Form - Basic Charge (per <u>first</u> 100 names or part thereof).	O	£20.00	£20.00	Statutory	Government
	Data form as above, extra 100 names or part thereof.	O	£1.50	£1.50	Statutory	Government

This page is intentionally left blank

Customer Services & ICT Service Area		2022/23	2023/24	Statutory Service / Discretionary Services	Set by Government / Set By District
V	Charge		Proposed Charge		
A		£ : p	£ : p		
T					
Communications - Filming					
TV drama/advertisements/feature films					
<i>*These figures are for guidance only and any enquiries could be subject to further negotiation.</i>					
	Per Day	T	£1,650.00	£1,650.00	Discretionary District
	Per Hour	T	£280.00	£280.00	Discretionary District
	Exclusive use of NNDC owned location (e.g. Cromer Pier)	T	From £1,500.00 per day	From £1,500.00 per day	Discretionary District
Documentaries and charities (depending on nature of organisation, subject and crew size)					
	Per Day	T	From £500.00	From £500.00	Discretionary District
	Per Half Day	T	From £100.00	From £100.00	Discretionary District
Administration Charge (only charged where a fee and/or contract is appropriate)					
	Standard	T	£40.00	£40.00	Discretionary District
	Less than 7 day's notice	T	£90.00	£90.00	Discretionary District
	Stills (specifically commercial advertising with props, etc.)	T	£100 - £500	£100 - £500	Discretionary District
	Education/news/weather/student/individual photographers	T	Discretionary	Discretionary	

This page is intentionally left blank

Customer Services & ICT Service Area		2022/23	2023/24	Statutory Service / Discretionary Services	Set by Government / Set By District
V	A	Charge	Proposed Charge		
T	T	£ : p	£ : p		
TOURIST INFORMATION CENTRES					
Concessionary Fares					
	T	Application processing	£10.00	£10.00	
CUSTOMER SERVICES					
	T	Foreign Pension Verification	£10.00	£10.00	Statutory Government
FILMING*					
TV drama/advertisements/feature films					
<i>*These figures are for guidance only and any enquiries could be subject to further negotiation.</i>					
	T	Per Day	£1,650.00	£1,650.00	Discretionary District
	T	Per Hour	£280.00	£280.00	Discretionary District
	T	Exclusive use of NNDC owned location (e.g. Cromer Pier)	From £1,500.00 per day	From £1,500.00 per day	Discretionary District
Documentaries and charities (depending on nature of organisation, subject and crew size)					
	T	Per Day	From £500.00	From £500.00	Discretionary District
	T	Per Hour	From £100.00	From £100.00	Discretionary District
Administration Charge (only charged where a fee and/or contract is appropriate)					
	T	Standard	£40.00	£40.00	Discretionary District
	T	Less than 7 day's notice	£90.00	£90.00	Discretionary District
	T	Stills (specifically commercial advertising with props, etc.)	£100 - £500	£100 - £500	Discretionary District
	T	Education/news/weather/student/individual photographers	Discretionary	Discretionary	Discretionary District
	T	Parking (if required)	£17.00	£17.00	Discretionary District
PHOTOCOPYING					
	T	A4 and below - black and white	£0.15	£0.20	Discretionary District
	T	A4 and below - colour	£0.20	£0.25	Discretionary District
	T	A3 - black and white	£0.30	£0.35	Discretionary District
	T	A3 - colour	£0.60	£0.70	Discretionary District
	T	A2 - black and white	£1.20	£1.40	Discretionary District
	T	A2 - colour	£2.40	£2.85	Discretionary District
	T	A1 - black and white	£2.40	£2.85	Discretionary District
	T	A1 - colour	£4.80	£5.70	Discretionary District
	T	A0 - black and white	£3.60	£4.30	Discretionary District
	T	A0 - colour	£7.20	£8.65	Discretionary District

This page is intentionally left blank

<u>Economic & Community Development & Leisure Service Area</u>		2022/23	2023/24	Statutory Service / Discretionary Services	Set by Government / Set By District	
V	Charge	Proposed Charge				
A	£ : p	£ : p				
T						
HOLT COUNTRY PARK						
	Car parking (<i>per occasion</i>)	T	£2.30	£2.30	Discretionary	District
	Fire Wood (<i>sold when available from forestry works</i>) - <i>per load</i>	T	£100.00	£120.00	Discretionary	District
	School visits where Ranger's assistance required (Per Child) <i>(Please note, the school visits charge reserves the right to be made flexible depending on the activities chosen by the School).</i>	E	£6.00	£7.00	Discretionary	District

This page is intentionally left blank

<u>Legal & Democratic Service Area</u> V A T	2022/23 Charge £ : p	2023/24 Proposed Charge £ : p	Statutory Service / Discretionary Services	Set by Government / Set By District
LEGAL SERVICES				
Legal Work (exclusive of VAT charged)				
Mortgage Redemption	At Solicitors Hourly Rate.	At Solicitors Hourly Rate.	Discretionary	District
Preparation of a new lease			Discretionary	
Sale of land			Discretionary	
Preparation of License			Discretionary	
Private Mortgage			Discretionary	
Quest re: second Mortgage			Discretionary	
Agreement - section 18 Public Health Act 1936			Discretionary	
Legal Work in connection with release of covenant			Discretionary	

This page is intentionally left blank

<u>Environmental Health Service Area</u>		V	2022/23	2023/24	Statutory Service / Discretionary Services	Set by Government / Set By District
0		A	Charge	Proposed Charge		
		T	£ : p	£ : p		
WASTE COLLECTION SERVICES						
Clinical Waste - Commercial & Prescribed			Charges set separately under Delegated Power	Charges set separately under Delegated Power	Discretionary Discretionary Discretionary Statutory	District
Commercial Waste Bins - Collection & Hire						
Commercial Recycling Bins - Collection & Hire						
Sacks - Commercial & Prescribed						
Bulky Items - Commercial, Prescribed & Household						
Garden Bin Collection - Per Annum			£50.00	£55.00	Discretionary	District
EDUCATION & PROMOTION						
(CIEH) Foundation Certificate in Food Hygiene						
Resident or employed in North Norfolk		E	£62.00	£65.00	Discretionary	District
Other		E	£80.00	£82.00	Discretionary	District
Specially arranged courses for businesses - held at business premises for their staff only	for up to 15 candidates per additional candidate up to maximum of 18	E	£770.00	£800.00		District
		E	£50.00	£55.00	Discretionary	District
<u>Environmental Health Service Area</u>		V	2022/23	2023/24	Statutory Service / Discretionary Services	Set by Government / Set By District
		A	Charge	Proposed Charge		
		T	£ : p	£ : p		
COMMERCIAL SERVICES						
Food Inspections						
Unfit food inspections		O	£44.00	£46.50	Statutory	District
Food export certificates		O	£57.00	£60.00	Statutory	District
Officer time per hour (plus VAT)		T	£42.00	£44.00	Statutory	District
Sunday Trading Application for loading consent		O	£104.00	£109.00	Statutory	District
Food Hygiene Rerating Visits		O	£162.00	£170.00		
Registration of Food Premises						
Charge for copies of Register (or parts of)	- Single Entry	O	£19.00	£20.00	Discretionary	District
	- Part of Register	O	£501.00	£526.00	Discretionary	District
	- Complete Register	O	£1,065.00	£1,120.00	Discretionary	District

Environmental Health Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
			£ : p	£ : p		
PRIVATE WATER SUPPLY CHARGES						
Private Water Supplies Sampling Regulations						
Laboratory Analysis of a sample		O	The cost of sample transportation and laboratory analysis is recovered in full from the Relevant Person(s).	The cost of sample transportation and laboratory analysis is recovered in full from the Relevant Person(s).	Statutory	District
Sampling - per visit		O	£61.00	£64.00	Statutory	District
Other Investigations (e.g. Investigating failure)		O	£111.00	£116.50	Statutory	District
Granting an authorisation to depart from the standard authorisation		O	£111.00	£116.50	Statutory	District
Risk Assessments						
- Single Private Dwelling		O	£111.00	£116.50	Statutory	District
- Small Domestic Supplies		O	£222.00	£233.00	Statutory	District
- Large Domestic Supplies		O	£222.00	£233.00	Statutory	District
- Commercial or Public Small		O	£222.00	£233.00	Statutory	District
- Commercial or Public Medium		O	£333.00	£350.00	Statutory	District
- Commercial or Public Large		O	£555.00	£583.00	Statutory	District
- Commercial or Public Very Large		O	£555.00	£583.00	Statutory	District
Risk Assessment Misc Visits						
- Non-Attendance by PWS Operator		O	£61.00	£64.00	Statutory	District
- Compliance Visit		O	£61.00	£64.00	Statutory	District
Risk Assessment Reviews						
- Single Private Dwelling		O	£56.00	£59.00	Statutory	District
- Small Domestic Supplies		O	£56.00	£59.00	Statutory	District
- Large Domestic Supplies		O	£111.00	£116.50	Statutory	District
- Commercial or Public Small		O	£111.00	£116.50	Statutory	District
- Commercial or Public Medium		O	£166.00	£175.00	Statutory	District
- Commercial or Public Large		O	£222.00	£233.00	Statutory	District
- Commercial or Public Very Large		O	£308.00	£323.50	Statutory	District

Environmental Health Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
				£ : p		
HOUSING ACT NOTICES						
Hazard Awareness Notice						
Improvement / Suspended Improvement Notice (Section 11 & 12)	Notice with up to 3 hazards identified	O	£350.00	£350.00	Statutory	District
Prohibition/Suspended Prohibition Order		O	£350.00	£350.00	Statutory	District
Emergency Remedial Action		O	£350.00	£350.00	Statutory	District
Emergency Prohibition Order	For each additional hazard included in Notice	O	£50.00	£50.00	Statutory	District
Demolition Order		O	£50.00	£50.00	Statutory	District
Service of second and subsequent HA2004 Statutory Notices (inc. Schedule 3 Notices for works in default)		O	£70.00	£70.00	Statutory	District
Review of suspended HA 2004 Statutory Notices		O	£70.00	£70.00	Statutory	District
HMO LICENSE FEES						
HMO License application fee (up to 6 units of accommodation)		O	£525.00	£850.00	Statutory	District
Additional Unit Charge		O	£25.00	£25.00	Statutory	District
ENVIRONMENTAL PROTECTION SERVICES						
Statutory Release Fee - Dogs (Charge includes VAT)		T	£25.00	£25.00	Statutory	District
Collection Fee		T	£100.00	£100.00	Statutory	District
Kennel Charges - Base Cost (Daily Kennel Charge is paid on top of this fee)		T	£83.00	£83.00	Statutory	District
Daily Kennel Charge Per Day (Maximum 7 Days)		T	£9.50	£9.50	Statutory	District
Contaminated Land Enquiry		T	£30.00	£35.00	Statutory	District
Temporary Stopping Place Fee		T	£40.00	£40.00	Discretionary	District
FIXED PENALTY NOTICES						
Breach of CPN or PSPO	- Full Amount		£80.00	£80.00	Statutory	Government
	- New Licence valid for 1 year	O	£60.00	£60.00	Statutory	Government
Depositing Litter	- Full Amount	O	£80.00	£80.00	Statutory	Government
	- New Licence valid for 1 year	O	£60.00	£60.00	Statutory	Government
Fly Tipping (Section 33 EPA 1990)	- Full Amount	O	£300.00	£300.00	Statutory	District
	- New Licence valid for 1 year	O	£200.00	£200.00	Statutory	District
Failure to Produce Waste Documentation (Section 34 EPA 1990)		O	£300.00	£300.00	Statutory	District

Environmental Health Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
			£ : p	£ : p		
TAXI LICENCE FEES						
Taxi Licences						
Licence to Drive Hackney Carriages or Private Hire Vehicles	- New Licence valid for 1 year	O	£180.00	£190.00	Statutory	District
	- New Licence valid for 3 years	O	£180.00	£190.00	Statutory	District
	- Renewal valid for 1 year	O	£180.00	£190.00	Statutory	District
	- Renewal valid for 3 years	O	£180.00	£190.00	Statutory	District
Hackney Carriage Vehicle Licence	- New valid for 1 year	O	£155.00	£165.00	Statutory	District
	- Renewal valid for 1 year with plate	O	£155.00	£165.00	Statutory	District
	- Renewal valid for 1 year with no plate	O	£135.00	£145.00	Statutory	District
Private Hire Vehicle Licence	- New valid for 1 year	O	£155.00	£165.00	Statutory	District
	- Renewal valid for 1 year with plate	O	£155.00	£165.00	Statutory	District
	- Renewal valid for 1 year with no plate	O	£135.00	£145.00	Statutory	District
Private Hire Operators Licence	- New or Renewal valid for 5 years	O	£159.00	£170.00	Statutory	District
					Statutory	District
					Statutory	District
Taxi Licence Charges						
Replacement Badge & Licence (Name Change)		O	£16.00	£17.00	Statutory	District
Replacement Licence (Address Change)		O	£11.00	£12.00	Statutory	District
Replacement drivers badge holder with lanyard		O	£3.00	£3.50	Statutory	District
Windscreen pouches (additional or replacement)		O	£2.00	£2.50	Statutory	District
Replacement plate for vehicle		O	£42.00	£44.00	Statutory	District
					Statutory	District

Environmental Health Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
			£ : p	£ : p		
OTHER LICENSING						
Premises Licence Fees - Gambling Act 2005						
Betting Premises (excluding tracks)	- New Application	O	£2,800.00	£2,800.00	Statutory	District (Government ceiling)
	- Annual Fee	O	£560.00	£560.00	Statutory	District (Government ceiling)
	- Application to Vary	O	£1,400.00	£1,400.00	Statutory	District (Government ceiling)
	- Application to Transfer	O	£1,130.00	£1,130.00	Statutory	District (Government ceiling)
	- Application to Reinstatement	O	£1,130.00	£1,130.00	Statutory	District (Government ceiling)
	- Application for Prov. Statement	O	£2,800.00	£2,800.00	Statutory	District (Government ceiling)
	- Application (Prov. State Holders)	O	£1,130.00	£1,130.00	Statutory	District (Government ceiling)
	- Copy Licence	O	£25.00	£25.00	Statutory	District (Government ceiling)
	- Notification of Change	O	£50.00	£50.00	Statutory	District (Government ceiling)
Tracks	- New Application	O	£1,400.00	£1,400.00	Statutory	District (Government ceiling)
	- Annual Fee	O	£930.00	£930.00	Statutory	District (Government ceiling)
	- Application to Vary	O	£1,150.00	£1,150.00	Statutory	District (Government ceiling)
	- Application to Transfer	O	£880.00	£880.00	Statutory	District (Government ceiling)
	- Application to Reinstatement	O	£880.00	£880.00	Statutory	District (Government ceiling)
	- Application for Prov. Statement	O	£2,300.00	£2,300.00	Statutory	District (Government ceiling)
	- Application (Prov. State Holders)	O	£880.00	£880.00	Statutory	District (Government ceiling)
	- Copy Licence	O	£25.00	£25.00	Statutory	District (Government ceiling)
	- Notification of Change	O	£50.00	£50.00	Statutory	District (Government ceiling)
Family Entertainment Centres	- New Application	O	£1,900.00	£1,900.00	Statutory	District (Government ceiling)
	- Annual Fee	O	£700.00	£700.00	Statutory	District (Government ceiling)
	- Application to Vary	O	£935.00	£935.00	Statutory	District (Government ceiling)
	- Application to Transfer	O	£880.00	£880.00	Statutory	District (Government ceiling)
	- Application to Reinstatement	O	£880.00	£880.00	Statutory	District (Government ceiling)
	- Application for Prov. Statement	O	£1,900.00	£1,900.00	Statutory	District (Government ceiling)
	- Application (Prov. State Holders)	O	£880.00	£880.00	Statutory	District (Government ceiling)
	- Copy Licence	O	£25.00	£25.00	Statutory	District (Government ceiling)
	- Notification of Change	O	£50.00	£50.00	Statutory	District (Government ceiling)

Environmental Health Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
				£ : p		
OTHER LICENSING CONTINUED						
Adult Gaming Centre	- New Application	O	£1,900.00	£1,900.00	Statutory	District (government ceiling)
	- Annual Fee	O	£935.00	£935.00	Statutory	District (government ceiling)
	- Application to Vary	O	£935.00	£935.00	Statutory	District (government ceiling)
	- Application to Transfer	O	£1,130.00	£1,130.00	Statutory	District (government ceiling)
	- Application to Reinstatement	O	£1,130.00	£1,130.00	Statutory	District (government ceiling)
	- Application for Prov. Statement	O	£1,900.00	£1,900.00	Statutory	District (government ceiling)
	- Application (Prov. State Holders)	O	£1,130.00	£1,130.00	Statutory	District (government ceiling)
	- Copy Licence	O	£25.00	£25.00	Statutory	District (government ceiling)
	- Notification of Change	O	£50.00	£50.00	Statutory	District (government ceiling)
Bingo	- New Application	O	£3,000.00	£3,000.00	Statutory	District (government ceiling)
	- Annual Fee	O	£935.00	£935.00	Statutory	District (government ceiling)
	- Application to Vary	O	£1,630.00	£1,630.00	Statutory	District (government ceiling)
	- Application to Transfer	O	£1,130.00	£1,130.00	Statutory	District (government ceiling)
	- Application to Reinstatement	O	£1,130.00	£1,130.00	Statutory	District (government ceiling)
	- Application for Prov. Statement	O	£3,000.00	£3,000.00	Statutory	District (government ceiling)
	- Application (Prov. State Holders)	O	£1,130.00	£1,130.00	Statutory	District (government ceiling)
	- Copy Licence	O	£25.00	£25.00	Statutory	District (government ceiling)
	- Notification of Change	O	£50.00	£50.00	Statutory	District (government ceiling)
Permits						
Family Entertainment Centres	- Application Fee	O	£300.00	£300.00	Statutory	District (government ceiling)
	- Change of Name	O	£25.00	£25.00	Statutory	District (government ceiling)
	- Copy of Permit	O	£15.00	£15.00	Statutory	District (government ceiling)
Prize Gaming	- Application Fee	O	£300.00	£300.00	Statutory	District (government ceiling)
	- Annual Fee	O	£300.00	£300.00	Statutory	District (government ceiling)
	- Change of Name	O	£25.00	£25.00	Statutory	District (government ceiling)
	- Copy of Permit	O	£15.00	£15.00	Statutory	District (government ceiling)
Small Lottery Society	- Application Fee	O	£40.00	£40.00	Statutory	District (government ceiling)
	- Annual Fee	O	£20.00	£20.00	Statutory	District (government ceiling)
	- Change of Name	O	£25.00	£25.00	Statutory	District (government ceiling)
	- Copy of Permit	O	£15.00	£15.00	Statutory	District (government ceiling)

Environmental Health Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
			£ : p	£ : p		
OTHER LICENSING CONTINUED						
Club Gaming	- Application Fee Permit	O	£200.00	£200.00	Statutory	District (Government ceiling)
	- Application Fee Machine Permit	O	£200.00	£200.00	Statutory	District (Government ceiling)
	- Annual Fee Permit	O	£50.00	£50.00	Statutory	District (Government ceiling)
	- Annual Fee Machine Permit	O	£50.00	£50.00	Statutory	District (Government ceiling)
	- Change of Name	O	£25.00	£25.00	Statutory	District (Government ceiling)
	- Change of Name Machine Permit	O	£25.00	£25.00	Statutory	District (Government ceiling)
	- Copy of Permit	O	£15.00	£15.00	Statutory	District (Government ceiling)
	- Copy of Permit Machine	O	£15.00	£15.00	Statutory	District (Government ceiling)
License Premises Gaming Machine Permit	- Application Fee (2 or less)	O	£50.00	£50.00	Statutory	District (Government ceiling)
	- Application Fee (3 or more)	O	£150.00	£150.00	Statutory	District (Government ceiling)
	- Annual Fee	O	£50.00	£50.00	Statutory	District (Government ceiling)
	- Change of Name	O	£25.00	£25.00	Statutory	District (Government ceiling)
	- Copy of Permit	O	£15.00	£15.00	Statutory	District (Government ceiling)
	- Variation	O	£100.00	£100.00	Statutory	District (Government ceiling)
	- Transfer	O	£25.00	£25.00	Statutory	District (Government ceiling)
Licences and certificates of suitability						
Skin piercing premises	- Registration (one-off)	O	£263.00	£276.00	Statutory	District (Government ceiling)
Skin piercing each additional operative at same premises	- Registration (one-off)	O	£35.00	£37.00	Statutory	District (Government ceiling)
Scrap Metal Dealer	New/Renewal (3 years)	O	£470.00	£495.00	Statutory	District (Government ceiling)
Scrap Metal Dealer	Variation	O	£354.00	£372.00	Statutory	District (Government ceiling)
Scrap Metal Collector	New/Renewal (3 years)	O	£118.00	£124.00	Statutory	District (Government ceiling)
Scrap Metal Collector	Variation	O	£89.00	£93.50	Statutory	District (Government ceiling)
Sex Shop or sex cinema		O	£2,122.00	£2,228.00	Statutory	District (Government ceiling)
Sexual Entertainment Venue		O	£3,182.00	£3,342.00	Statutory	District (Government ceiling)
Streed Trading Consent (FOOD) Annual Fee		O	£252.00	£252.00	Statutory	District (Government ceiling)
Streed Trading Consent (NON-FOOD) Annual Fee		O	£210.00	£210.00	Statutory	District (Government ceiling)
Street Trading Consents	- Non profit	O	Free	Free	Statutory	District (Government ceiling)
	- Commercial - per day	O	£82.00	£82.00	Statutory	District (Government ceiling)
					Statutory	District (Government ceiling)

Environmental Health Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
			£ : p	£ : p		
OTHER LICENSING CONTINUED						
Animal Boarding	- New/Renewal	O	£321.00	£337.00	Statutory	District
	- Variation	O	£103.00	£108.00	Statutory	District
	Verification Inspection Fee for Variation if required.	O	£48.00	£50.50	Statutory	District
Dangerous Wild Animals (and vet fees where appropriate)	- New/Renewal	O	£190.00	£200.00	Statutory	District
Dog Breeding (and vet fees where appropriate)	- New/Renewal	O	£400.00	£420.00	Statutory	District
	- Variation	O	£56.00	£60.00	Statutory	District
	(Plus Vet inspection fees if required for the above).	O	£56.00	£60.00	Statutory	District
Pet Shop	- New/Renewal	O	£321.00	£337.00	Statutory	District
	- Variation	O	£103.00	£108.00	Statutory	District
	Verification Inspection Fee for Variation if required.	O	£48.00	£50.50	Statutory	District
Riding Establishment (and vet fees where appropriate)	- New/Renewal	O	£400.00	£420.00	Statutory	District
	Plus DBS fee if required (per employee).	O	£51.80	£55.00	Statutory	District
	- Variation	O	£55.00	£58.00	Statutory	District
	(Plus Vet inspection fees ontop if required for the above).	O	£55.00	£58.00	Statutory	District
Zoo (and vet fees where appropriate)	- New/Renewal	O	£246.00	£260.00	Statutory	District
Keeping Animals for Exhibition	- New/Renewal	O	£305.00	£320.00	Statutory	District
	- Variation	O	£103.00	£108.00	Statutory	District
	Verification Inspection Fee for Variation if required.	O	£48.00	£50.50	Statutory	District
Combination of Activities		O	Equal to the highest	Equal to the highest	Statutory	District
Variation to reduce the licensable activities or numbers of animals		O	£56.00	£59.00	Statutory	District
Transfer due to death of licensee		O	£56.00	£59.00	Statutory	District
Reissue of Licence (Copy or Name/Address Change).		O	£11.00	£11.50	Statutory	District

Environmental Health Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
				£ : p		
OTHER LICENSING CONTINUED						
Premises Licences (Alcohol)						
Premises Licences, under the Licensing Act 2003, are based on bands determined by the non-domestic rateable value of the property concerned.						
The fees relating to applications for premises licences, club premises certificates and variations or conversions to existing licences are:						
Band	Non-domestic rateable value					
A	£0 - £4,300	O	£100.00	£100.00	Statutory	District
B	£4,301 - £33,000	O	£190.00	£190.00	Statutory	District
C	£33,001 - £87,000	O	£315.00	£315.00	Statutory	District
D	£87,001 - £125,000	O	£450.00	£450.00	Statutory	District
E	£125,001 and over	O	£635.00	£635.00	Statutory	District
Annual charges relating to the above are:						
Band	Non-domestic rateable value					
A	£0 - £4,300	O	£70.00	£70.00	Statutory	District
B	£4,301 - £33,000	O	£180.00	£180.00	Statutory	District
C	£33,001 - £87,000	O	£295.00	£295.00	Statutory	District
D	£87,001 - £125,000	O	£320.00	£320.00	Statutory	District
E	£125,001 and over	O	£350.00	£350.00	Statutory	District
Personal Licence	- Initial Fee	O	£37.00	£37.00	Statutory	District

Environmental Health Service Area		2022/23	2023/24		
	V	Charge	Proposed		
	A	£ : p	Charge		
	T		£ : p		
OTHER LICENSING CONTINUED					
Additional Fees and Charges					
Application for copy of licence or summary on theft, loss etc. of premises licence or summary				Statutory	District
Notification of change of name or address (holder of premises licence)	O	£10.50	£10.50	Statutory	District
Application to vary to specify individual as premises supervisor	O	£23.00	£23.00	Statutory	District
Application to transfer premises licence	O	£23.00	£23.00	Statutory	District
Interim authority notice	O	£23.00	£23.00	Statutory	District
Application for making of a provisional statement	O	£315.00	£315.00	Statutory	District
Application for copy of certificate or summary on theft, loss etc. of certificate or summary	O	£10.50	£10.50	Statutory	District
Notification of change of name or alteration of club rules	O	£10.50	£10.50	Statutory	District
Change of relevant registered address of club	O	£10.50	£10.50	Statutory	District
Temporary event notices	O	£21.00	£21.00	Statutory	District
Application for copy of notice on theft, loss etc. of temporary notice	O	£10.50	£10.50	Statutory	District
Application for copy of notice on theft, loss etc. of personal licence	O	£10.50	£10.50	Statutory	District
Notification of change of name or address (personal licence)	O	£10.50	£10.50	Statutory	District
Notice of interest in any premises	O	£21.00	£21.00	Statutory	District
Application for a minor variation to a premises licence or club premises licence	O	£89.00	£89.00	Statutory	District
Pre-application advisory licensing visit		£180.00	£190.00	Statutory	District
Check and send service - guaranteed check and verification		£60.00	£63.00	Statutory	District
Pre-inspection food safety/business advisory visit and SFBB pack		£225.00	£237.00	Statutory	District
Gain or retain - pre-inspection food hygiene rating assessment		£225.00	£237.00	Statutory	District
Revisit request for a food hygiene rating assessment		£225.00	£237.00	Statutory	District
Fit and Proper Person - Caravan Sites		£180.00	£190.00	Statutory	District
Replacement internal taxi plates/signs		£10.00	£10.50	Statutory	District
Knowledge Tests (New Taxi Driver Applications)		£40.00	£42.00	Statutory	District

Environmental Health Service Area			2022/23	2023/24		
			Charge	Proposed Charge		
			£ : p	£ : p		
			V			
			A			
			T			
OTHER LICENSING CONTINUED						
Mobile Home Act 2013 (MHA 2013)						
New Park Home Licence	Units - 1-5	O	£210.00	£210.00	Statutory	District
	Units - 6-24	O	£225.00	£225.00	Statutory	District
	Units - 25-29	O	£240.00	£240.00	Statutory	District
	Units - 100 plus	O	£270.00	£270.00	Statutory	District
Annual Licence Fee	1-3	O	£0.00	£0.00	Statutory	District
	4-5	O	£120.00	£120.00	Statutory	District
	6-24	O	£180.00	£180.00	Statutory	District
	25-29	O	£240.00	£240.00	Statutory	District
	100 plus	O	£270.00	£270.00	Statutory	District
Licence Transfer	n/a	O	£97.50	£97.50	Statutory	District
Licence Variation	n/a	O	£97.50	£97.50	Statutory	District
Deposit of Site Rules	n/a	O	£45.00	£45.00	Statutory	District
					Statutory	District
Environmental Health Service Area						
			2022/23	2023/24		
			Charge	Proposed Charge		
			£ : p	£ : p		
			V			
			A			
			T			
ENFORCEMENT TEAM CHARGES						
High Hedges Complaint		T	£447.00	£447.00	Statutory	District

This page is intentionally left blank

<u>Planning Service Area</u>		2022/23	2023/24	Statutory Service / Discretionary Services	Set by Government / Set By District	
V A T	Charge £ : p	Proposed Charge £ : p				
LAND CHARGES						
LLC1						
	Official Search of - One Part	T	£0.00	£0.00	Statutory	Government
	Official Search of - Whole					
	- Electronic Search	E	£24.00	£24.00	Statutory	Government
	- Additional Parcel	E	£2.00	£2.00	Statutory	Government
CON 29 Enquiries						
	One Parcel				Statutory	Government
	- Electronic Search	T	£79.00	£79.00	Statutory	Government
	- Additional Parcel	T	£17.50	£17.50	Statutory	Government
Optional Enquiries						
	Printed	T	£18.00	£18.00	Discretionary	District
	Additional	T	£20.00	£20.00	Discretionary	District
Other Fees relating to Local Land Charges						
	Registration of a charge in Part 11 of the Register (Light Obstruction Notice)	E	£74.00	£74.00	Statutory	Government
	Filing a judgement order or application for variation or cancellation of any				Statutory	
	entry in Part 11 of the Register (Light Obstruction Notice)	E	£7.00	£7.00	Statutory	Government
	Filing a definitive certificate of the Lands Tribunal under rule 10 (3) of the				Statutory	
	Local Land Charges Rules 1977	E	£3.00	£3.00	Statutory	Government
	Inspection of documents filed under Rule 10 in respect of each parcel of land	E	£3.00	£3.00	Statutory	Government
	Office copy of any entry in the Register (not including a copy or extract of				Statutory	
	any plan or document filed pursuant to 1977 Rules)	E	£0.00	£0.00	Statutory	Government

Planning Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
				£ : p		
PLANNING						
Pre-Application Service						
Major Applications						
*These fees will be charged upon the submission of proposals for pre-application advice. For advice on the service provided see separate note.						
<u>Outline Applications</u>						
Site area up to 2.5 ha.	Per 0.1 ha.	T	£120.00	£120.00	Statutory	Government
Site area over 2.5 ha.	(Plus £36 per additional 0.1 ha.) (Maximum £36,000)	T	£3,000.00	£3,000.00	Statutory	Government
<u>Erection of Dwellings (Full or Reserved Matters)</u> (including change of use to dwellings)						
10 to 50 dwellings	Cost for ten. Additional £120 for every dwelling on top	T	£1,200.00	£1,200.00	Statutory	Government
Over 50 dwellings	(Plus £36 per additional dwelling) (Maximum £72,000)	T	£6,000.00	£6,000.00	Statutory	Government
<u>Erection of Buildings (Non-residential)</u>						
Floor space 1,000 - 3,750 sq.m.	Per 75 sq.m.	T	£960.00	£960.00	Statutory	Government
Floor space over 3,750 sq.m.	(Plus £36 per additional 75 sq.m.) (Maximum £36,000)	T	£6,000.00	£6,000.00	Statutory	Government
<u>Erection of Agricultural Buildings</u>						
Floor space 1,000 - 4,215 sq.m.	For 1st 1000 sq.m. (Plus £120 per additional 75 sq.m. after 1000 sq.m.)	T	£120.00	£120.00	Statutory	Government
Floor space over 4,215 sq.m.	(Plus £36 per additional 75 sq.m.) (Maximum £12,000)	T	£6,000.00	£6,000.00	Statutory	Government
<u>Erection of Glasshouses</u>						
Floor space over 1000 sq.m.		T	£600.00	£600.00	Statutory	Government

Page 40

Planning Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
				£ : p		
PLANNING CONTINUED						
<u>Erection, Alteration or Replacement of Plant or Machinery</u>						
Site area up to 5 ha.	Per 1 ha. Plus £120 per additional 0.1 ha.	T	£1,200.00	£1,200.00	Statutory	Government
					Statutory	Government
Site area over 5 ha.	Plus £36 per additional 0.1 ha. (Maximum £72,000)	T	£6,000.00	£6,000.00	Statutory	Government
					Statutory	Government
					Statutory	Government
<u>Engineering or Other Operations</u>	Over 1 ha.	T	£600.00	£600.00	Statutory	Government
					Statutory	Government
<u>Car Parks and Service Roads for existing uses (In relation to Major planning application)</u>		T	£60.00	£60.00	Statutory	Government
					Statutory	
<u>Change of Use of Land or Building to Dwellings</u>		T	£1,200.00	£1,200.00	Statutory	Government
10 to 50	(Plus £120 per additional dwelling)				Statutory	
Over 50	(Plus £36 per additional dwelling) (Maximum £72,000)	T	£6,000.00	£6,000.00	Statutory	Government
					Statutory	Government
<u>Other Changes of Use</u>		T	£120.00	£120.00	Statutory	Government
Variation/Removal of a condition		T	£60.00	£60.00	Statutory	Government
Renewal of a temporary permission		T	£60.00	£60.00	Statutory	Government
<u>Bronze</u>						
Householder or Commercial up to 50 sq. metres		O	£95.00	£95.00	Discretionary	District
1-9 dwellings on sites less than 0.5 ha. or Commercial floorspace up to 999 sq. metres		O	£295.00	£295.00	Discretionary	District
Commercial floorspace 51 - 499 sq.m. and new telecommutation masts		O	£195.00	£195.00	Discretionary	District
Other (Advert, agricultural, telecoms)			Free	Free	Discretionary	District
					Discretionary	District
<u>Silver</u>						
Householder or Commercial up to 50 sq. metres		O	£195.00	£195.00	Discretionary	District
1-9 dwellings on sites less than 0.5 ha. or Commercial floorspace up to 999 sq. metres		O	£595.00	£595.00	Discretionary	District
Commercial floorspace 51 - 499 sq.m. and new telecommutation masts		O	£395.00	£395.00	Discretionary	District
Other (Advert, agricultural, telecoms)		O	Free	Free	Discretionary	District

<u>Planning Service Area</u>		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
			£ : p	£ : p		
PLANNING CONTINUED						
<u>Extras:</u>						
Additional Plans		T	£95.00	£95.00	Discretionary	District
Additional Meeting		T	£95.00	£95.00	Discretionary	District
Discharging of conditions	- Non householder permission	T	Statutory	Statutory	Discretionary	District
	- Householder permission	T	Statutory	Statutory	Discretionary	District
Building Control Fees	Hourly rate included within calculated fee.	T	£60.00	£70.00	Discretionary	District

Planning Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
			£ : p	£ : p		
PLANNING - MISCELLANEOUS						
Supply of Information on Permitted Use/History						
Administrative Staff - per hour		T	£49.50	£49.50	Discretionary	District
Professional Staff - per hour		T	£97.00	£97.00	Discretionary	District
Check compliance with Conditions (for Solicitors, Agents)						
Administrative Staff - per hour		T	£49.50	£49.50	Discretionary	District
Professional Staff - per hour		T	£97.00	£97.00	Discretionary	District
General Research						
Administrative Staff - per hour		T	£49.50	£49.50	Discretionary	District
Professional Staff - per hour		T	£97.00	£97.00	Discretionary	District
Naming of new street, consultation process and notification	Single Street	T	£125.00	£125.00	Discretionary	District
	2-5 Streets	T	£250.00	£250.00	Discretionary	District
	5+ Streets	T	£500.00	£500.00	Discretionary	District
					Discretionary	District
Street numbering Schemes	1-5 Plots	T	£80.00	£80.00	Discretionary	District
	6-10 Plots	T	£70.00	£70.00	Discretionary	District
	11-50 Plots	T	£60.00	£60.00	Discretionary	District
	50+ Plots	T	£50.00	£50.00	Discretionary	District
Change of property name		T	£25.00	£25.00	Discretionary	District
Monitoring Fee for 2106 / IL Obligations:						
The charge will generally be levied at a rate of £500 per obligation covering each District Council related covenant and a monitoring fee will be sought for each. On more complex sites where greater monitoring costs will likely be incurred, a proportionate charge will be levied at a rate of £500 per obligation covering each District Council related covenant or 1 % of the value of the District Council's total obligations up to a maximum of £10,000 per agreement, whichever is the higher.		T	From £500	From £500	Statutory	District

<u>Planning Service Area</u>	V	2022/23	2023/24		
	A	Charge	Proposed		
	T	£ : p	Charge		
			£ : p		
PLANNING POLICY					
Inset Maps					
A1 Maps	O	£5.50	£5.50	Discretionary	District
A2 Maps	O	£3.00	£3.00	Discretionary	District
A3 Maps	O	£1.50	£1.50	Discretionary	District
Admin Fee to join the Customer & Self Build Housing Register	O	£25.00	£25.00	Discretionary	District
ENFORCEMENT TEAM CHARGES					
High Hedges Complaint	T	£447.00	£450.00	Statutory	Government

Finance & Assets Service Area				2022/23	2023/24	Statutory Service / Discretionary Services	Set by Government / Set By District
V				Charge	Proposed Charge		
A				£ : p	£ : p		
T							
CAR PARKING - COASTAL CAR PARKS							
Pay & Display Car Parks. Charges Apply Between 08:00 - 18:00							
Cromer	- Runton Road	T		£1.80 per hour	£1.80 per hour	Discretionary	District
East Runton	- Beach Road	T				Discretionary	
Happisburgh	- Cart Gap	T				Discretionary	
Mundesley	- Gold Park	T		£8.50 for 24 hours	£8.50 for 24 hours	Discretionary	District
Overstrand	- Pauls Lane	T				Discretionary	
Sea Palling	- Clink Road	T		£34 for 7-Days	£34 for 7-Days	Discretionary	District
Sheringham	- East Cliff	T				Discretionary	District
	- Station Road	T				Discretionary	District
Wells	- Stearmans Yard	T				Discretionary	District
Weybourne	- Beach Road	T				Discretionary	District
CAR PARKING - RESORT CAR PARKS							
Pay & Display Car Parks. Charges Apply Between 08:00 - 18:00							
Cromer	- Cadogan Road	T		£1.50 for first hour	£1.50 for first hour	Discretionary	District
	- Meadow	T				Discretionary	
	- Promenade	T				Discretionary	
Solt	- Albert Street	T		£1.20 per additional hour	£1.20 per additional hour	Discretionary	District
	- Station Yard	T				Discretionary	
Sheringham	- Cheques	T		£8.50 for 24 hours	£8.50 for 24 hours	Discretionary	District
	- Morris Street	T				Discretionary	
Wells	- Staithe Street	T		£34 for 7-Days	£34 for 7-Days	Discretionary	District

Finance & Assets Service Area			2022/23 Charge £ : p	2023/24 Proposed Charge £ : p		
			V			
			A			
			T			
CAR PARKING - STANDARD CAR PARKS						
Pay & Display Car Parks. Charges Apply Between 08:00 - 18:00						
Fakenham	- Bridge Street	T	£1.20 for first two hours	£1.20 for first two hours	Discretionary	District
	- Community Centre	T				
	- Highfield Road	T				
	- Queens Road	T				
	- The Limes	T				
			£0.80 per additional hour	£0.80 per additional hour	Discretionary	District
North Walsham	- Bank Loke	T	£6 for 24 hours	£6 for 24 hours	Discretionary	District
	- Mundesley Road	T				
	- New Road	T				
	- Vicarage Street	T				
Stalham	- High Street	T	£24 for 7-Days	£24 for 7-Days	Discretionary	District
					Discretionary	District
CAR PARKING - OTHER						
Fakenham	- Hall Staithe		PERMIT	PERMIT		
North Walsham	- Midland Road		Free	Free		

Finance & Assets Service Area				2022/23 Charge £ : p	2023/24 Proposed Charge £ : p		
			V A T				
COACH PARKING							
For 4 hours			T	£6.00	£6.00	Discretionary	Distict
For 24 hours			T	£12.00	£12.00	Discretionary	District
SEASON TICKETS / PERMITS							
1 Week	- 24 hour stay max.		T	£24.00	£24.00	Discretionary	District
3 Months	- 3 hour stay max.		T	£16.00	£16.00	Discretionary	District
	- 24 hour stay max.		T	£66.00	£66.00	Discretionary	District
6 Months	- 3 hour stay max.		T	£31.00	£31.00	Discretionary	District
	- 24 hour stay max.		T	£122.00	£122.00	Discretionary	District
12 Months	- 3 hour stay max.		T	£56.00	£56.00	Discretionary	District
	- 24 hour stay max.		T	£204.00	£204.00	Discretionary	District

Finance & Assets Service Area		2022/23 Charge £ : p	2023/24 Proposed Charge £ : p		
V A T					
PROFESSIONAL ESTATE SERVICE					
	Application fee for Events (per application).	£50.00	£50.00		
	Application fee for Events (per application) - Charitable Events	£25.00	£25.00		
	Estate Service (Land and Property Transactions) - Hourly Rate	£70.00	£70.00		
	Licence Admin Fee	£50.00	£50.00		
	Disposal of Assets/Asset Proposal Admin Fee	£50.00	£50.00		
	Licence for table with three chairs	£60.00	£60.00		

<u>Finance & Assets Service Area</u>			2022/23 Charge £ : p	2023/24 Proposed Charge £ : p			
V	A	T					
CHALETs							
<i>Sheringham</i>							
		Old Chalets	T				
		New Chalets (inc. electricity)	T				
<i>Cromer</i>							
		West Beach	T				
		East Beach	T				
<i>Weekly Lets - Cromer & Sheringham</i>							
		Low Season	T	£85.00	£85.00	Discretionary	District
		High Season	T	£210.00	£210.00	Discretionary	District
<i>Weekly Lets - Cromer East & Sheringham New (Serviced)</i>							
		Low Season	T	£95.00	£95.00	Discretionary	District
		High Season	T	£260.00	£260.00	Discretionary	District
<i>Winter Lets</i>							
		Per Month	T	£65.00	£65.00	Discretionary	District
		Per Week	T	£21.00	£21.00	Discretionary	District
<u>Economic & Community Development & Leisure Service Area</u>			V	2022/23 Charge £ : p	2023/24 Proposed Charge £ : p		
A	T						
BEACH HUTS							
Beach Hut Sites							
		Cromer, Overstrand & Sheringham	T				
		Mundesley	T				
		One Year (Excluding Rates)	T	Charges set separately under Delegated Power	Charges set separately under Delegated Power		
		One Year (Excluding Rates)	T				
Beach Huts							
<i>Weekly Lets</i>							
		Low Season	T	£70.00	£70.00	Discretionary	District
		High Season	T	£195.00	£195.00	Discretionary	District
		Mundesley - Seasonal Let	T	Charges set separately under Delegated Power	Charges set separately under Delegated Power		
Extras:							
		Charge to go onto beach hut or chalet waiting list	Per List T	£25.00	£25.00	Discretionary	District

This page is intentionally left blank

TREASURY MANAGEMENT HALF YEAR REPORT

Summary:	This report provides mid year information to Members on treasury activity
Options considered:	This report is for information purposes.
Conclusions:	This report provides mid year information to Members on treasury activity.
Recommendations:	That Cabinet and Overview & Scrutiny Committee note the information provided on the mid year treasury activity.
Reasons for Recommendations:	To comply with Local government requirements on reporting treasury activity regularly.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

--

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected N/A
Contact Officer, telephone number and email: James Moore, 01263 516430, james.moore@north-norfolk.gov.uk	

1. Introduction

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

2. Treasury Management Half Year Report

- 2.1 The Authority's treasury management strategy for 2022/23 was approved at a meeting on Wednesday 23rd February 2022. The Authority borrows and invests substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Authority's treasury management strategy.

- 2.2 CIPFA published its revised Treasury Management Code of Practice [the TM Code] and Prudential Code for Capital Finance in December 2021. The key changes in the two codes are around permitted reasons to borrow, knowledge and skills, and the management of non-treasury investments. The principles within the two Codes took immediate effect although local authorities could defer introducing the revised reporting requirements within the revised Codes until the 2023/24 financial year if they wish which the Authority has elected to do.
- 2.3 The attached appendix provides a full update at the half year point for treasury activity.

3. Corporate Plan Objectives

- 3.1 The Treasury operations ensure that cash flow is planned to support the corporate plan objectives and the revenue and capital budgets.

4. Medium Term Financial Strategy

The Treasury operations ensure that cash flow is planned to support the corporate plan objectives and the revenue and capital budgets.

5. Financial and Resource Implications

The Treasury operations ensure that cash flow is planned to support the corporate plan objectives and the revenue and capital budgets.

6. Legal Implications

The Authority is required to produce this half year report in line with the CIPFA Code.

7. Risks

Risks are included within the main report in the attached appendix.

8. Sustainability

None as a direct result of this report.

9. Climate / Carbon impact

None as a direct result of this report.

10. Equality and Diversity

None as a direct result of this report.

11. Section 17 Crime and Disorder considerations

None as a direct result of this report.

12. Conclusion and Recommendations

This report provides mid year information to Members on treasury activity.

It is recommended that Cabinet and Overview & Scrutiny Committee note the information provided on the mid year treasury activity.

Treasury Management Half Year Report 2022-23

Introduction

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

The Authority's treasury management strategy for 2022/23 was approved at a meeting on Wednesday 23rd February 2022. The Authority borrows and invests substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Authority's treasury management strategy.

CIPFA published its revised Treasury Management Code of Practice [the TM Code] and Prudential Code for Capital Finance in December 2021. The key changes in the two codes are around permitted reasons to borrow, knowledge and skills, and the management of non-treasury investments. The principles within the two Codes took immediate effect although local authorities could defer introducing the revised reporting requirements within the revised Codes until the 2023/24 financial year if they wish which the Authority has elected to do.

Treasury risk management at the Authority is conducted within the framework of the TM Code. This Code now also includes extensive additional requirements for service and commercial investments, far beyond those in the 2017 version.

External Context

Economic background: The ongoing conflict in Ukraine has continued to put pressure on global inflation and the economic outlook for UK and world growth remains weak. The UK political situation towards the end of the period following the 'fiscal event' increased uncertainty further.

The economic backdrop during the April to September period continued to be characterised by high oil, gas and commodity prices, ongoing high inflation and its impact on consumers' cost of living, no imminent end in sight to the Russia-Ukraine hostilities and its associated impact on the supply chain, and China's zero-Covid policy.

Central Bank rhetoric and action remained robust. The Bank of England, Federal Reserve and the European Central Bank all pushed up interest rates over the period and committed to fighting inflation, even when the consequences were in all likelihood recessions in those regions.

UK inflation remained extremely high. Annual headline CPI hit 10.1% in July, the highest rate for 40 years, before falling modestly to 9.9% in August. RPI registered 12.3% in both July and August. The energy regulator, Ofgem, increased the energy price cap by 54% in April, while a further increase in the cap from October, which would have seen households with average energy consumption pay over £3,500 per annum, was dampened by the UK government stepping in to provide around £150 billion of support to limit bills to £2,500 annually until 2024.

The labour market remained tight through the period but there was some evidence of easing demand and falling supply. The unemployment rate 3m/year for April fell to 3.8% and declined further to 3.6% in July. Although now back below pre-pandemic levels, the recent decline was driven by an increase in inactivity rather than demand for labour. Pay growth in July was 5.5% for total pay (including bonuses) and 5.2% for regular pay. Once adjusted for inflation, however, growth in total pay was -2.6% and -2.8% for regular pay.

With disposable income squeezed and higher energy bills still to come, consumer confidence fell to a record low of -44 in August, down -41 in the previous month. Quarterly GDP fell -0.1% in the April-June quarter driven by a decline in services output, but slightly better than the 0.3% fall expected by the Bank of England.

The Bank of England increased the official Bank Rate to 2.25% over the period. From 0.75% in March, the Monetary Policy Committee (MPC) pushed through rises of 0.25% in each of the following two MPC meetings, before hiking by 0.50% in August and again in September. August's rise was voted by a majority of 8-1, with one MPC member preferring a more modest rise of 0.25%. The September vote was 5-4, with five votes for an 0.5% increase, three for an 0.75% increase and one for an 0.25% increase. The Committee noted that domestic inflationary pressures are expected to remain strong and so given ongoing strong rhetoric around tackling inflation further Bank Rate rises should be expected.

On 23rd September the UK government, following a change of leadership, announced a raft of measures in a 'mini budget', loosening fiscal policy with a view to boosting the UK's trend growth rate to 2.5%. With little detail on how government borrowing would be returned to a sustainable path, financial markets reacted negatively. Gilt yields rose dramatically by between 0.7% - 1% for all maturities with the rise most pronounced for shorter dated gilts. The swift rise in gilt yields left pension funds vulnerable, as it led to margin calls on their interest rate swaps and risked triggering large scale redemptions of assets across their portfolios to meet these demands. It became necessary for the Bank of England to intervene to preserve market stability through the purchase of long-dated gilts, albeit as a temporary measure, which has had the desired effect with 50-year gilt yields falling over 100bps in a single day.

Bank of England policymakers noted that any resulting inflationary impact of increased demand would be met with monetary tightening, raising the prospect of much higher Bank Rate and consequential negative impacts on the housing market.

After hitting 9.1% in June, annual US inflation eased in July and August to 8.5% and 8.3% respectively. The Federal Reserve continued its fight against inflation over the period with a 0.5% hike in May followed by three increases of 0.75% in June, July and September, taking policy rates to a range of 3% - 3.25%.

Eurozone CPI inflation reached 9.1% y/y in August, with energy prices the main contributor but also strong upward pressure from food prices. Inflation has increased steadily since April from 7.4%. In July the European Central Bank increased interest rates for the first time since 2011, pushing its deposit rate from -0.5% to 0% and its main refinancing rate from 0.0% to 0.5%. This was followed in September by further hikes of 0.75% to both policy rates, taking the deposit rate to 0.75% and refinancing rate to 1.25%.

Financial markets: Uncertainty remained in control of financial market sentiment and bond yields remained volatile, continuing their general upward trend as concern over higher inflation and higher interest rates continued to dominate. Towards the end of September, volatility in financial markets was significantly exacerbated by the UK government's fiscal plans, leading to an acceleration in the rate of the rise in gilt yields and decline in the value of sterling.

Due to pressure on pension funds, the Bank of England announced a direct intervention in the gilt market to increase liquidity and reduce yields.

Over the period the 5-year UK benchmark gilt yield rose from 1.41% to 4.40%, the 10-year gilt yield rose from 1.61% to 4.15%, the 20-year yield from 1.82% to 4.13% and the 50-year yield from 1.56% to 3.25%. The Sterling Overnight Rate (SONIA) averaged 1.22% over the period.

Credit review:

In July, Fitch and Moody's changed the outlook on a variety of bank and counterparties, with various counterparties changing from a stable to a negative outlook due to the increasing economic pressures coupled with higher inflation and interest rates.

The Council's treasury advisors Arlingclose continue to advise that the authority does not change the counterparties for any of its current investments, none of the counterparties have had any financial warnings or unexpected changes in investment balances and operations.

The only exception to this in the CCLA Property Fund (LAMIT). As a property fund, to prevent a lowering in interest rates for the fund due to the current economic fear, CCLA have imposed a six month notice period on the withdrawal of any funds. Previously this was two months in line with most other investment counterparties. Due to CCLA Property Fund providing one of the highest returns of all current investment options, current advice is not to carry out any action following this change. The Council currently has £5m invested with this fund out of a total of £32 of Pooled Fund investment. This fund provides an interest rate of 5.01% as of the 30th September 2022.

Arlingclose continued to monitor and assess credit default swap levels for signs of credit stress but made no changes to the counterparty list or recommended durations. Nevertheless, increased market volatility is expected to remain a feature, at least in the near term and, as ever, the institutions and durations on the Authority's counterparty list remains under constant review.

Local Context

On 31st March 2022, the Authority had net investments of £45.28m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.

The treasury management position on 30th September 2022 and the change over the six months is shown in Table 2 below.

Treasury Management Summary

	31.3.22 Balance £m	Movement £m	30.9.22 Balance £m	30.9.22 Rate %
Long-term borrowing	0.000	0.000	0.000	0.00
Short-term borrowing	13.000	-6.000	7.000	3.01
Total borrowing	13.000	-6.000	7.000	3.01
Long-term investments	32.000	0.000	32.000	3.86
Short-term investments	10.770	-9.570	1.200	2.09
Total investments	42.770	-9.570	33.200	3.80
Net Investments	29.770	-3.570	26.200	0.79

The amount of short-term investments is significantly lower than as at the end of March 2022. This is because short term cash has been used to pay off borrowing from previous financial year. There was a large amount of borrowing at the end of the 2021-22 financial year due to the Council's requirement to repay £8.9m of COVID grant funding to central government.

Although excess borrowing has now been paid off. The Council still holds an amount of short-term borrowing, there is a constant requirement of approximately £5m of short term borrowing that is required for the Council's regular day to day operation.

The Finance team is currently undergoing a review of its Pooled Funds holdings to determine whether some long term investments should be sold to finance some, or all, of this short term borrowing requirement. This position is also determined by how much Council Tax and Business Rates is due for repayment to Norfolk County Council in the 2023-24 financial year, these repayment figures will not be known until January 2023 so a decision is not expected to be made before this time. An additional consideration to these Pooled funds will be whether the current accounting statutory over-ride continues past 31-03-2023, this over-ride results in any gains or losses in these Pooled funds to be outside of the General Fund and therefore an accounting entry rather than a real cash impact until such time the funds are actually withdrawn. This over-ride is currently under consultation and the results will be considered along with the overall review of the Pooled funds invested, in order to minimise the risk to the Councils general fund.

Due to the economic changes outlined in the **Local Context** above interest rates, it can be seen from the above table that borrowing rates have increased significantly (previously 0.36% as at 31/03/2022, increase of 2.65%). The Council's interest rates have also increased (previously 2.25% as at 31/03/2022, an increase of 1.55%).

As can be seen from the above, borrowing rates are rapidly increasing due to changes by in the Base Rate by The Monetary Policy Committee (MPC). The base rate is increasing at a rate of 0.5-0.75% every two months with the current economic crisis. Interest rates will increase too, but at a slower pace than the borrowing rate.

With the gap between the borrowing and interest rates narrowing, the current recommendation from the Council's Treasury Advisors is to hold back on any unnecessary capital expenditure, and instead focus on maintaining normal functions plus budgeting for increases in revenue costs around pay scales and energy usage. The current prediction is for rates to start to recover from May 2023, with more "normal" rates being assumed by December 2023.

Borrowing

CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the Authority.

PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield the Authority does not intend to invest for yield or obtain commercial assets, and therefore will retain its access to PWLB loans if required.

The Council mainly sources its borrowing through brokers (Arlingclose and Tradition) to borrow only from other Local Government Authorities / Police Authorities / Pension Funds and Fire Services. The Council takes measures to blacklist any of the above that are deemed to be at financial risk.

Borrowing Strategy and Activity

As outlined in the treasury strategy, the Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective. The Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.

Over the April-September period short term PWLB rates rose dramatically, particularly in late September after the Chancellor's 'mini-budget', included unfunded tax cuts and additional borrowing to fund consumer energy price subsidies. Exceptional volatility threatened financial stability, requiring Bank of England intervention in the gilt market. Over a twenty-four-hour period some PWLB rates increased to 6%, before the intervention had the desired effect, bringing rates back down by over 1% for certain maturities. A truly wild and unprecedented period in fixed income markets, with a direct impact on PWLB rates.

Interest rates rose by over 2% during the period in both the long and short term. As an indication the 5-year maturity certainty rate rose from 2.30% on 1st April to 5.09% on 30th September; over the same period the 30-year maturity certainty rate rose from 2.63% to 4.68%

The impact of the increased borrowing rates for the Council has been explained above under the Treasury Management Strategy.

At 30th September the Authority held £7m of short-term loans, a decrease of £6m from 31st March 2022, as part of its strategy for funding the current years' capital programme. Outstanding short-term loans on 30th September are summarised in the table below.

Borrowing Position

	31.3.21 Balance £m	Net Movement £m	31.3.22 Balance £m	31.3.22 Weighted Average Rate %	31.3.22 Weighted Average Maturity (years)
Local authorities (short-term)	13.00	-6.00	7.00	3.01	<1
Total borrowing	13.00	-6.00	7.00	3.01	<1

The Authority's borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of short-term borrowing was maintained with no long-term borrowing.

At the current time, it is still believed that short term borrowing from other government bodies provides the required funds at the lowest interest rates available without having to lock in borrowing for an extended period of time, which would result in a higher overall cost of borrowing. Therefore the treasury function will continue to borrow as it has done for the previous financial years.

With the lower amount of liquidity during the current financial year, borrowing has been the main source of funding additional payments outside of the approved budgets. As outlined above, the Council is considering selling Pooled Funds if levels of liquidity are not predicted to increase through general operations during the next financial year.

Treasury Investment Activity

CIPFA revised TM Code defines treasury management investments as those which arise from the Authority's cash flows or treasury risk management activity that ultimately represents balances which need to be invested until the cash is required for use in the course of business.

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Authority's investment balances ranged between £35.4 and £54.3 million due to timing differences between income and expenditure. The investment position is shown in the table below.

Treasury Investment Position

	31.3.22 Balance £m	Net Movement £m	30.9.22 Balance £m	31.9.22 Income Return %
Money market Funds	10.770	-9.570	1.200	2.09
Other Pooled Funds.				
- <i>Cash plus funds</i>	3.000	0.000	3.000	0.98
- <i>Short-dated bond funds</i>	3.000	0.000	3.000	0.51
- <i>Strategic bond funds</i>	5.000	0.000	5.000	2.71
- <i>Equity income funds</i>	8.000	0.000	8.000	5.01
- <i>Property funds</i>	5.000	0.000	5.000	5.01
- <i>Multi asset income funds</i>	8.000	0.000	8.000	5.07
Total investments	42.770	-9.570	33.200	3.80

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

The increases in Bank Rate over the period under review, and with the prospect of more increases to come, short-dated cash rates, which had ranged between 0.7% - 1.5% at the end of March, rose by around 1.5% for overnight/7-day maturities and by nearly 3.5% for 9-12 month maturities.

By end September, the rates on DMADF deposits ranged between 1.85% and 3.5%. The return on the Council's sterling low volatility net asset value (LVNAV) Money Market Funds was 0.5% in early April and reached 2.09% at the end of September

The Council has maintained using Money Market Funds as its main investment option for day to day funds, these have allowed for flexibility with the treasury funds available whilst still allowing for some interest to be earned.

Following the Council's treasury advisors mid-term review of its local authorities financial positions, North Norfolk District Council has maintained its gold standard, meaning it is still in the top 5% of authorities for cash and investment management.

Financial Strength Rating

Debt	0.4
Interest	1.3
Income	0.1
Reserves	0.8
Budget	1.2
Financial Strength	Gold

Updated: 29/09/2022

Externally Managed Pooled Funds: £32m of the Authority's investments is invested in externally managed strategic pooled equity, property and bank funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. These funds generated a total return of £620k with an average rate of 3.86%. This return accounts for 86% of the Council's total investment income, with £48.2k being earned by Money Market Funds (6.7% of total investment income) and £46k being earned by non-treasury investments (6.4% of total investment income).

The April-September period was a very difficult environment for bonds engendered by global central banks' determination to bring high and persistent inflation under control through increases in policy rates and strong rhetoric. The sell-off in gilts, other sovereign bonds and corporate bonds with a rise in gilt/bond yields (i.e. a fall in price) was reflected in the Authority's investments. The increase in policy rates in the UK, US and Eurozone and the prospect of low to no growth and a recessionary period ahead was also a challenging period for equities, the FTSE All Share index falling from 4187 on 31st March to 3763 on 30th September, whilst the MSCI World Index fell from 3053 to 2378 over the same period.

Significant financial market volatility and uncertainty remain due to stagflation fears, little sight of the war in Ukraine ending soon and ongoing supply chain issues, a lingering problem over the past 30 months, yet to be fully resolved.

Because these funds have no defined maturity date, but are available for withdrawal after a notice period (typically 100 days, apart from the LAMIT which has increased to six months from 26th September 2022) their performance and continued suitability in meeting the Authority's medium- to long-term investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates.

The Authority had budgeted £532k income from Pooled Fund investments in 2022/23. Income received to the end of period six is £620k.

Non-Treasury Investments

The definition of investments in CIPFA's revised 2021 Treasury Management Code covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return).

Investment Guidance issued by the Department for Levelling Up Housing and Communities (DLUHC) and Welsh Government also includes within the definition of investments all such assets held partially or wholly for financial return.

The Authority also held £2.850m of such investments in:

- Directly owned property £0.390m
- loans to housing associations £2.460m

A full list of the Authority's non-treasury investments is below:

- Grove Lane Depot, Holt, Norfolk - Valued at £389,700 (4.49% fixed interest rate)
- Loan to Broadland Housing Association - Outstanding value of £2,288,465 (3.80%)
- Loan to Homes for Wells - Outstanding value of £171,645 (3.00%)

These investments have generated £46,055.68 of investment income for the Authority, representing a rate of return of 3.74%.

Treasury Performance

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

Performance

	Actual £m	Budget £m	Over/ under	Avg. Interest Rate %	Over/ under
Short-term Borrowing from other LAs	0.0053	0.0073	Under	3.01	Under
Long-term Borrowing	0.0000	0.0000	Under	N/A	Under
Total borrowing	0.0077	0.1546	Under	0.36	Under
Money Market Fund	0.0048	0.0001	Over	2.09	Over
Pooled Funds	0.6200	0.5320	Over	3.86	Over
Total treasury investments	0.6683	0.5324	Over	3.80	Over

Compliance

The Temporary s151 officer reports that all treasury management activities undertaken during the quarter complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in the table below.

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

Debt Limits

	2022/23 (Half Year) Maximum £	30.9.22 Actual £	2022/23 Operational Boundary £	2022/23 Authorised Limit £	Complied? Yes/No
Borrowing	13.000m	7.000m	23.530m	28.400m	Yes
Total debt	13.000m	7.000m	23.530m	28.400m	Yes

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

Investment Limits

	2022/23 Half-Year Maximum	30.9.22 Actual	2022/23 Limit	Complied? Yes/No
Local authorities & other government entities	nil	nil	Unlimited	Yes
Secured investments	nil	nil	Unlimited	Yes
Banks (unsecured)	nil	nil	£5m	Yes
Building societies (unsecured)	nil	nil	£5m	Yes
Registered providers (unsecured)	nil	nil	£10m	Yes
Money market funds	£20m	£1.2m	£20m	Yes
Strategic pooled funds	£32m	£32m	Unlimited	Yes
Real estate investment trusts	nil	nil	£10m	Yes
The UK Government	nil	nil	Unlimited	Yes
Other investments	nil	nil	£5m	Yes
Any group of pooled funds under the same management	£7m	£7m	£15m	Yes

Treasury Management Indicators

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

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

	30.9.22 Actual	2022/23 Target	Complied?
Portfolio average credit score	4.71 (A+)	6.0	Yes

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

	30.9.22 Actual	2022/23 Target	Complied?
Total sum borrowed in past 3 months without prior notice	£0	£10m	Yes

Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interests was:

Interest rate risk indicator	30.9.22 Actual	2022/23 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£332k	£600k	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£332k	£600k	£Yes

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

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

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

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

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

	2022/23	2023/24	2024/25
Actual principal invested beyond year end	£32m	£32m	£32m
Limit on principal invested beyond year end	£50m	£50m	£50m
Complied?	Yes	Yes	Yes

Arlingclose’s Economic Outlook for the remainder of 2022/23 (based on 26th September 2022 interest rate forecast)

	Current	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25
Official Bank Rate													
Upside risk	0.00	0.50	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	2.25	4.25	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.75	4.25	3.75	3.25
Downside risk	0.00	-1.00	-1.00	-0.75	-0.50	-0.50	-0.50	-0.75	-1.25	-1.50	-1.75	-1.75	-1.75

Arlingclose expects Bank Rate to rise further during 2022/23 to reach 5% by the end of the year.

The MPC is particularly concerned about the demand implications of fiscal loosening, the tight labour market, sterling weakness and the willingness of firms to raise prices and wages.

The MPC may therefore raise Bank Rate more quickly and to a higher level to dampen aggregate demand and reduce the risk of sustained higher inflation. Arlingclose now expects Bank Rate to peak at 5.0%, with 200bps of increases this calendar year. This action by the MPC will slow the economy, necessitating cuts in Bank Rate later in 2024.

Gilt yields will face further upward pressure in the short term due to lower confidence in UK fiscal policy, higher inflation expectations and asset sales by the BoE. Given the recent sharp rises in gilt yields, the risks are now broadly balanced to either side. Over the longer term, gilt yields are forecast to fall slightly over the forecast period.

Background:

Monetary policymakers are behind the curve having only raising rates by 50bps in September. This was before the “Mini-Budget”, poorly received by the markets, triggered a rout in gilts with a huge spike in yields and a further fall in sterling. In a shift from recent trends, the focus now is perceived to be on supporting sterling whilst also focusing on subduing high inflation.

There is now an increased possibility of a special Bank of England MPC meeting to raise rates to support the currency. Followed by a more forceful stance over concerns on the looser fiscal outlook. The MPC is therefore likely to raise Bank Rate higher than would otherwise have been necessary given already declining demand. A prolonged economic downturn could ensue.

Uncertainty on the path of interest rates has increased dramatically due to the possible risk from unknowns which could include for instance another Conservative leadership contest, a general election, or further tax changes including implementing windfall taxes.

The government’s blank cheque approach to energy price caps, combined with international energy markets priced in dollars, presents a fiscal mismatch that has contributed to significant decline in sterling and sharp rises in gilt yields which will feed through to consumers’ loans and mortgages and business funding costs.

UK government policy has mitigated some of the expected rise in energy inflation for households and businesses flattening the peak for CPI, whilst extending the duration of elevated CPI. Continued currency weakness could add inflationary pressure. The UK economy already appears to be in recession, with business activity and household spending falling. The short- to medium-term outlook for the UK economy is relatively bleak.

Global bond yields have jumped as investors focus on higher and stickier US policy rates. The rise in UK government bond yields has been sharper, due to both an apparent decline in investor confidence and a rise in interest rate expectations, following the UK government’s shift to borrow to loosen fiscal policy. Gilt yields will remain higher unless the government’s plans are perceived to be fiscally responsible. The housing market impact of increases in the Base Rate could act as a “circuit breaker” which stops rates rising much beyond 5.0%, but this remains an uncertainty.

This page is intentionally left blank

Managing Performance Quarter 2 2022/23

Summary: The revised Managing Performance Report attached, as Appendix A, enables 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 achievements and issues identified in the second quarter of 2022/23, 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: Overall good progress has continued to have been made over the second quarter of 2022/23 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report. This is particularly the case given that the quarter covers the months of July and August when the District accommodates many thousands of tourist visitors placing demands on many of the Council's public-facing discretionary services and many staff take annual leave.

Two exceptions have been the introduction of new waste and recycling collection rounds which initially saw quite high numbers of missed collections and related pressures on the Customer Contact Centre and increased telephony response times.

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

That Cabinet asks for further information or action where they consider it necessary regarding performance as outlined in Appendix A.

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

--

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

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

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 The Managing Performance report (Appendix A) covers the second quarter of the 2022/23 reporting year – i.e. the period covering July, August and September 2022. It presents progress in delivering the Corporate Plan and Delivery Plan and reports management measures, all by exception. Also presented is benchmarking using the Headline Report for local authorities from LG Inform comparing value for money and performance measures for the Council compared to the CIPFA nearest neighbours data.

2.2 Good progress has continued to have been made over the second quarter of 2022/23 in main areas of core service delivery and in respect of key Corporate Plan projects and objectives.

2.2 This has been achieved despite the quarter covering the months of July and August when the District accommodates many thousands of tourist visitors placing demands on many of the Council's public-facing discretionary services and when many staff take periods of annual leave.

2.3 The quarter also presented a number of challenges or unexpected activities – including:-

- July when, with exceptional summer heat, the District saw a number of localised wildfires, one of which saw the loss of two private residential properties at Ashmanhaugh where the Council's Civil Contingencies and Housing staff provided an emergency response and support to re-house the two households who lost their homes in this unprecedented local situation.
- Submission of Levelling Up bids for Cromer and Fakenham and our UK Shared Prosperity Fund Local Investment Plan.
- The passing of Her Majesty The Queen and Proclamation of King Charles III, including an additional Bank Holiday for the State Funeral.

2.4 Two exceptions to the Council's normally good levels of performance have been experienced during this quarter – particularly during the month of September. This saw the Council's refuse and recycling contractor SERCO introduce new waste and recycling collection rounds (the first such change in over ten years and implemented to reflect housing growth in the District and more efficient routing of refuse vehicles) which initially saw quite high numbers of missed collections. This also created related pressures on the Council's Customer Contact Centre and increased telephony response times as customers sought to contact the Council to report missed bin collections at the same time as the Customer Contact Centre took on responsibility for first point of contact calls from the Revenues Team to improve back-office capacity. These two service changes saw high caller numbers into the Council meaning that telephone answering times increased quite significantly as shown within the Appendix to this report. This shows a spike in telephone answering waiting times, which has peaked and is now improving (during October) but is still not back to pre-September levels.

3.0 Quarter 2 - 2022/23 - Managing Performance Report

3.1 The Quarter 2 2022/23 Managing Performance Report is attached as an Appendix to this Cabinet report. It covers the period 1 July to 30 September 2022 and is a summary report with more detailed information and context available through the In-Phase system.

3.2 The report has been revised to provide focus on Achievements and Issues. Progress updates are still being collected for all measures and actions and these can be viewed on the InPhase Hub on the Intranet.

3.3 The report takes the following amended 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
Key Priorities Overview	Graphic and table showing the number of Key Priorities actions for each RAG status (Red, Amber, Green). Table showing the number of actions that are at each of the stages possible for actions (Not Started, InProgress, Completed, Blocked, Parked, Cancelled).
Pages for each of the Corporate Plan Themes Local Homes for Local Need Boosting Business Sustainability and Growth Customer Focus Climate, Coast and the Environment Quality of Life	Key Performance Indicators. Graphic and table showing the number of actions for each RAG status (Red, Amber, Green). Final progress reports for Delivery Plan actions completed during the quarter (if any).

Financial Sustainability and Growth	<p>Exceptions reports – progress reports for those actions that:</p> <ul style="list-style-type: none"> • Have been identified by the lead officer as Red or Amber, or • Have a planned start date that is in the past but is still in the Not Started stage, or • Have a planned due date that is in the reporting quarter or before but the action has not yet reached the Completed stage.
<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 and quarterly 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.

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 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 Delivery against the key priority objectives for the period 1 July to 30 September 2022

4.1 Local Homes for Local Need

- 4.1.1 During the second quarter of 2022/23 85 households on the Council's Housing List were housed which is slightly above the average of 75 households housed per quarter for the 2021/22 year (when a total of 302 households were accommodated over the whole year).
- 4.1.2 Eight new affordable homes were completed during this quarter in a Rural Exceptions development at Long Lane, Southrepps. Compared to 2021/22, when there was significant delivery of new affordable homes, this year there will be a much lower number of completions due to the phasing of some developments and delayed starts due to the Nutrient Neutrality issue – including the Independent Living Housing with Extra Care scheme and affordable housing schemes proposed at Stalham.
- 4.1.3 The Council's Energy Efficiency Officer continues to appraise applications for Energy Efficiency Grants supported by significant funding from the Government's Warm Homes grant programme, which has been given additional impetus by rising energy costs facing many local households.

4.2 Boosting Business Growth and Sustainability

- 4.2.1 Significant time and commitment was made by teams across the Council during the early part of the second quarter of 2022/23 in finalising the Levelling Up Fund bids for Fakenham and Cromer after the Government extended the submission date for such applications due to technical issues with the online portal, and in the development of the Council's Local Investment Plan for the Council's allocation of funds through the UK Shared Prosperity Fund. It is now anticipated that the outcome of the Levelling Up Fund applications will be known by the end of the calendar year. Although it was anticipated that discussions with Government officials regarding the Council's proposed actions under the UK Shared Prosperity Fund would have been concluded by the end of September, at the time of writing this report (23rd November) all local authorities are still waiting approval or sign-off of their Local Investment Plans.
- 4.2.2 Good progress continued to be made during the quarter on the North Walsham Heritage Action Zone programme with works to the first phase of the Market Place Environmental Improvements commencing on 12th September and proceeding throughout the autumn months. Progress was also made in delivery of the first two Building Improvement Grants, with four other applications being approved during the quarter.
- 4.2.3 During the quarter the Economic Growth Team continued to handle a number of new and ongoing business investment enquiries in the District and held meetings with officials at the North Sea Transition Authority to understand their position with respect to future opportunities at the Bacton Gas Terminal site – including the continued processing of natural gas whilst the UK transitions to renewable sources of energy, opportunities for Carbon Capture and Storage and possible hydrogen production.

4.3 Customer Focus

- 4.3.1 The Council's performance under the Customer Focus heading has seen a reduction in service levels during the last month of the quarter – i.e. September – particularly in telephony response times to the Council's main contact centre number. This was due to the Contact Centre taking on first point of contact calls from the Revenues Team to improve back-office capacity at the beginning of the month, alongside the introduction of the new refuse and recycling collection rounds, coinciding with the additional Bank Holiday declared as a mark of respect for the state funeral of Her Majesty The Queen.
- 4.3.2 The introduction of the new waste and recycling collection rounds by the Council's refuse and recycling contractor SERCO (the first such change in over ten years and implemented to reflect housing growth in the District and more efficient routing of refuse vehicles) initially saw quite high numbers of missed collections and incomplete rounds in the first weeks of the new collection schedules. This generated a high volumes of calls to both SERCO and the Council leading to lengthened call answering times. As this position was understood the Council provided a dedicated online reporting form on our website so that people could leave details of missed bins on a self-serve basis rather than needing to report a missed bin over the phone.
- 4.3.3 This position meant that telephone answering times increased quite significantly during September as shown within the Appendix to this report. This shows a spike in telephone answering waiting times, which has peaked and is now improving (during October) but is still not back to pre-September levels.
- 4.3.4 Beyond the telephony issues, the Council's other frontline Customer Service activity over the summer – including Property Services response to issues at car

parks, public toilets and seafront areas and the Environmental and Leisure Services response to amenity cleansing, foreshore and beach issues during the peak summer holiday weeks was strong.

- 4.3.5 The Council also managed the District response to the passing of Her Majesty The Queen, opening Books of Condolence at both the Cromer and Fakenham offices and holding a small public event, attended by approximately 100 people, on Sunday 11th September for the Proclamation of King Charles III.

4.4 Climate, Coast and the Environment

- 4.4.1 Due to the sad passing of Her Majesty The Queen on the evening of Thursday 8th September, the Council decided, as a mark of respect, that it would be inappropriate to stage the Greenbuild Live event in Fakenham town centre on Saturday 10th September. Arrangements had therefore to be made at short notice to advise participants in the event and members of the public that the event had been cancelled.

- 4.4.2 As a partner to the Norfolk Climate Change Partnership (NCCP), the Council attended the first NCCP conference event in September which discussed two feasibility reports funded through the UK Community Renewal Fund programme – one on the possible use of locally produced hydrogen to fuel refuse vehicles and a second on Local Energy Kickstarter project proposals – which we will now consider further in the context of North Norfolk.

- 4.4.3 Work continues to assess the energy performance of the Council's property assets and how these might be improved in support of the Council's declared ambitions and aspirations in support of the recently adopted Net Zero Strategy and Action Plan and of the potential for the Council to install solar car ports over some public car parks and extend public provision of Electric Vehicle Charging Points.

- 4.4.4 In terms of the Coast, detailed work has been progressed for a variation of the funding profile for the Phase 2 Cromer Coastal Management Scheme and an updated Outline Business Case for the Mundesley Coastal Management Scheme. Work has also been progressed in the preparation of an Outline Business Case for submission to the Environment Agency for initial project interventions for the Coastal Transition Accelerator Programme, as announced by Government back in March. Work has also been completed with partners in Coastal Partnership East in preparing a draft Supplementary Planning Document for Coastal Adaptation. This has been presented to the Planning Policy and Built Heritage Working Party and will subject to public consultation in the New Year.

4.5 Quality of Life

- 4.5.1 During this quarter the North Norfolk Health and Wellbeing Board was formally established, strengthening the local partnership working arrangements between the District Council, local health providers and the voluntary and community sectors – particularly around the prevention and social prescribing agendas being taken forward by the newly appointed Community Connectors team.

- 4.5.2 Works have also been progressed on the new Wells toilets and Changing Place facility although the completion date for the scheme has been delayed because of material supply issues. Work has however started on the new Queens Road, Fakenham toilets and Changing Place facility and plans approved for a similar

scheme at Vicarage Street Car Park, North Walsham where orders for the modular units have been placed and development is scheduled to commence on site in early January.

4.6 Financial Sustainability and Growth

4.6.1 Work has been progressed in respect of the implementation of a new finance system by the Accountancy and IT teams, scheduled to go-live by the end of the calendar year.

4.6.2 Advertisement and recruitment of a new Director of Resources commenced and progressed during September.

4.6.3 Despite the financial pressures on local residents and businesses collection rates for both Council Tax and National non-Domestic Rates were slightly ahead of profile at 30th September and this position will be monitored carefully in the months ahead.

5.0 Conclusion

5.1 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 peak holiday season demands on many public-facing discretionary service areas provided by the Council – car parks, public toilets, Blue Flag beaches and foreshore, cleansing, Cromer Pier, Green flag woodland sites etc and some unexpected events such as extreme heat, localised wildfires and the sad passing of Her Majesty The Queen and Proclamation of King Charles III.

5.2 This quarter did see the Council experience some service delivery below normal standards – attributable to the introduction of new refuse and recycling rounds where a higher number than average missed bins were recorded and related high numbers of calls to the Council's Customer Services Contact Centre resulting in longer than average wait times for telephone calls to be answered. The situation with both of these services is now improving (during October and November) but is still to return to pre-September service levels. Continued management focus and working with our contractor SERCO is seeing improvements but this focus needs to be maintained until more normal service standards are achieved.

6.0 Implications and Risks

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

7.0 Financial Implications and Risks

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

8.0 Sustainability

8.1 There are no negative sustainability implications of this report.

9.0 Equality and Diversity

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

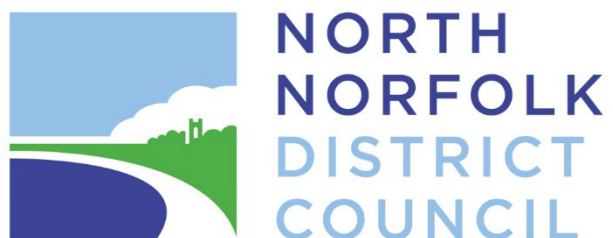
10.0 Section 17 Crime and Disorder considerations

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

Managing Performance

Contents

	Page
Chief Executive's Overview	1
Key	5
Key Priorities Overview	6
Local Homes for Local Need	7
Boosting Business Sustainability and Growth	12
Customer Focus	15
Climate, Coast and the Environment	18
Quality of Life	22
Financial Sustainability and Growth	25
Performance Focus	27



Managing Performance

Quarterly Report Chief Executive's Overview

The Managing Performance report covers the second quarter of the 2022/23 reporting year – i.e. the period covering July, August and September 2022. It presents progress in delivering the Corporate Plan and Delivery Plan and reports management measures, all by exception. Also presented is benchmarking using the Headline Report for local authorities from LG Inform comparing value for money and performance measures for the Council compared to the CIPFA nearest neighbours data.

Good progress has continued to have been made over the second quarter of 2022/23 in main areas of core service delivery and in respect of key Corporate Plan projects and objectives.

This has been achieved despite the quarter covering the months of July and August when the District accommodates many thousands of tourist visitors placing demands on many of the Council's public-facing discretionary services and when many staff take periods of annual leave.

The quarter also presented a number of challenges or unexpected activities – including:-

- July when, with exceptional summer heat, the District saw a number of localised wildfires, one of which saw the loss of two private residential properties at Ashmanhaugh where the Council's Civil Contingencies and Housing staff provided an emergency response and support to re-house the two households who lost their homes in this unprecedented local situation.
- Submission of Levelling Up bids for Cromer and Fakenham and our UK Shared Prosperity Fund Local Investment Plan.
- The passing of Her Majesty The Queen and Proclamation of King Charles III, including an additional Bank Holiday for the State Funeral.

Two exceptions to the Council's normally good levels of performance have been experienced during this quarter – particularly during the month of September. This saw the Council's refuse and recycling contractor SERCO introduce new waste and recycling collection rounds (the first such change in over ten years and implemented to reflect housing growth in the District and more efficient routing of refuse vehicles) which initially saw quite high numbers of missed collections. This also created related pressures on the Council's Customer Contact Centre and increased telephony response times as customers sought to contact the Council to report missed bin collections at the same time as the Customer Contact Centre took on responsibility for first point of contact calls from the Revenues Team to improve back-office capacity. These two service changes saw high caller numbers into the Council meaning that telephone answering times increased quite significantly as shown within this report. This shows a spike in telephone answering waiting times, which has peaked and is now improving (during October) but is still not back to pre-September levels.

Delivery against the key priority objectives for the period 1 July to 30 September 2022

Local Homes for Local Need

During the second quarter of 2022/23 85 households on the Council's Housing List were housed which is slightly above the average of 75 households housed per

quarter for the 2021/22 year (when a total of 302 households were accommodated over the whole year).

Eight new affordable homes were completed during this quarter in a Rural Exceptions development at Long Lane, Southrepps. Compared to 2021/22, when there was significant delivery of new affordable homes, this year there will be a much lower number of completions due to the phasing of some developments and delayed starts due to the Nutrient Neutrality issue – including the Independent Living Housing with Extra Care scheme and affordable housing schemes proposed at Stalham.

The Council's Energy Efficiency Officer continues to appraise applications for Energy Efficiency Grants supported by significant funding from the Government's Warm Homes grant programme, which has been given additional impetus by rising energy costs facing many local households.

Boosting Business Growth and Sustainability

Significant time and commitment was made by teams across the Council during the early part of the second quarter of 2022/23 in finalising the Levelling Up Fund bids for Fakenham and Cromer after the Government extended the submission date for such applications due to technical issues with the online portal, and in the development of the Council's Local Investment Plan for the Council's allocation of funds through the UK Shared Prosperity Fund. It is now anticipated that the outcome of the Levelling Up Fund applications will be known by the end of the calendar year. Although it was anticipated that discussions with Government officials regarding the Council's proposed actions under the UK Shared Prosperity Fund would have been concluded by the end of September, at the time of writing this report (23 November) all local authorities are still waiting approval or sign-off of their Local Investment Plans.

Good progress continued to be made during the quarter on the North Walsham Heritage Action Zone programme with works to the first phase of the Market Place Environmental Improvements commencing on 12 September and proceeding throughout the autumn months. Progress was also made in delivery of the first two Building Improvement Grants, with four other applications being approved during the quarter.

During the quarter the Economic Growth Team continued to handle a number of new and ongoing business investment enquiries in the District and held meetings with officials at the North Sea Transition Authority to understand their position with respect to future opportunities at the Bacton Gas Terminal site – including the continued processing of natural gas whilst the UK transitions to renewable sources of energy, opportunities for Carbon Capture and Storage and possible hydrogen production.

Customer Focus

The Council's performance under the Customer Focus heading has seen a reduction in service levels during the last month of the quarter – i.e. September – particularly in telephony response times to the Council's main contact centre number. This was due to the Contact Centre taking on first point of contact calls from the Revenues Team to improve back-office capacity at the beginning of the month, alongside the introduction of the new refuse and recycling collection rounds, coinciding with the additional Bank Holiday declared as a mark of respect for the state funeral of Her Majesty The Queen.

Managing Performance

Quarterly Report Chief Executive's Overview continued

The introduction of the new waste and recycling collection rounds by the Council's refuse and recycling contractor SERCO (the first such change in over ten years and implemented to reflect housing growth in the District and more efficient routing of refuse vehicles) initially saw quite high numbers of missed collections and incomplete rounds in the first weeks of the new collection schedules. This generated a high volumes of calls to both SERCO and the Council leading to lengthened call answering times. As this position was understood the Council provided a dedicated online reporting form on our website so that people could leave details of missed bins on a self-serve basis rather than needing to report a missed bin over the phone.

This position meant that telephone answering times increased quite significantly during September as shown within this report. This shows a spike in telephone answering waiting times, which has peaked and is now improving (during October) but is still not back to pre-September levels.

Beyond the telephony issues, the Council's other frontline Customer Service activity over the summer – including Property Services response to issues at car parks, public toilets and seafront areas and the Environmental and Leisure Services response to amenity cleansing, foreshore and beach issues during the peak summer holiday weeks was strong.

The Council also managed the District response to the passing of Her Majesty The Queen, opening Books of Condolence at both the Cromer and Fakenham offices and holding a small public event, attended by approximately 100 people, on Sunday 11 September for the Proclamation of King Charles III.

Climate, Coast and the Environment

Due to the sad passing of Her Majesty The Queen on the evening of Thursday 8 September, the Council decided, as a mark of respect, that it would be inappropriate to stage the Greenbuild Live event in Fakenham town centre on Saturday 10 September. Arrangements had therefore to be made at short notice to advise participants in the event and members of the public that the event had been cancelled.

As a partner to the Norfolk Climate Change Partnership (NCCP), the Council attended the first NCCP conference event in September which discussed two feasibility reports funded through the UK Community Renewal Fund programme – one on the possible use of locally produced hydrogen to fuel refuse vehicles and a second on Local Energy Kickstarter project proposals – which we will now consider further in the context of North Norfolk.

Work continues to assess the energy performance of the Council's property assets and how these might be improved in support of the Council's declared ambitions and aspirations in support of the recently adopted Net Zero Strategy and Action Plan and of the potential for the Council to install solar car ports over some public car parks and extend public provision of Electric Vehicle Charging Points.

In terms of the Coast, detailed work has been progressed for a variation of the funding profile for the Phase 2 Cromer Coastal Management Scheme and an updated Outline Business Case for the Mundesley Coastal Management Scheme. Work has also been progressed in the preparation of an Outline Business Case for submission

to the Environment Agency for initial project interventions for the Coastal Transition Accelerator Programme, as announced by Government back in March. Work has also been completed with partners in Coastal Partnership East in preparing a draft Supplementary Planning Document for Coastal Adaptation. This has been presented to the Planning Policy and Built Heritage Working Party and will be subject to public consultation in the New Year.

Quality of Life

During this quarter the North Norfolk Health and Wellbeing Board was formally established, strengthening the local partnership working arrangements between the District Council, local health providers and the voluntary and community sectors – particularly around the prevention and social prescribing agendas being taken forward by the newly appointed Community Connectors team.

Works have also been progressed on the new Wells toilets and Changing Place facility although the completion date for the scheme has been delayed because of material supply issues. Work has however started on the new Queens Road, Fakenham toilets and Changing Place facility and plans approved for a similar scheme at Vicarage Street Car Park, North Walsham where orders for the modular units have been placed and development is scheduled to commence on site in early January.

Financial Sustainability and Growth

Work has been progressed in respect of the implementation of a new finance system by the Accountancy and IT teams, scheduled to go-live by the end of the calendar year.

Advertisement and recruitment of a new Director of Resources commenced and progressed during September.

Despite the financial pressures on local residents and businesses collection rates for both Council Tax and National non-Domestic Rates were slightly ahead of profile at 30 September and this position will be monitored carefully in the months ahead.






Conclusion

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 peak holiday season demands on many public-facing discretionary service areas provided by the Council – car parks, public toilets, Blue Flag beaches and foreshore, cleansing, Cromer Pier, Green flag woodland sites etc and some unexpected events such as extreme heat, localised wildfires and the sad passing of Her Majesty The Queen and Proclamation of King Charles III.

This quarter did see the Council experience some service delivery below normal standards – attributable to the introduction of new refuse and recycling rounds where a higher number than average missed bins were recorded and related high numbers of calls to the Council's Customer Services Contact Centre resulting in longer than average wait times for telephone calls to be answered. The situation with both of these services is now improving (during October and November) but is still to return to pre-September service levels. Continued management focus and working with our contractor SERCO is seeing improvements but this focus needs to be maintained until more normal service standards are achieved.

Actions and Performance Measure Keys

Actions - key to symbols

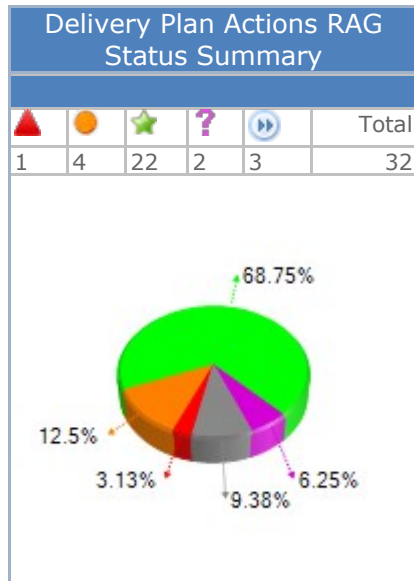
	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action 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	

Key Priorities Overview



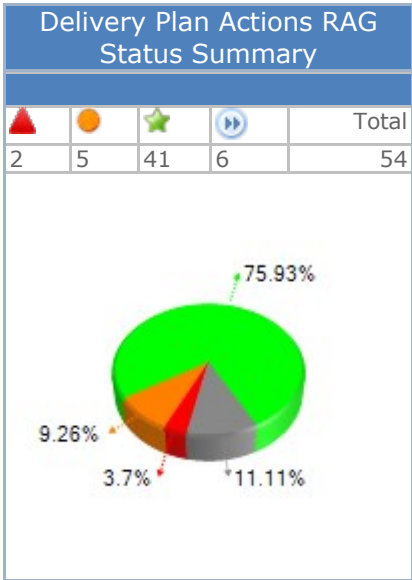
Delivery Plan Actions Summary
Actions stage
Not Started:3, In Progress:8, Completed:19, Blocked:0, Parked:0, Cancelled:2

Local Homes for Local Need

Local Homes for Local Need Key Performance Indicator Update

		Sep 2022
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Comments	
	Actual (YTD)	493
	Target (YTD)	
	Direction of change (YTD)	↓ ✓
	Planning Pattern	Monthly
HS 001 Number of affordable homes built	Performance (YTD)	▲
	Comments	5/10/22 There have been 8 new affordable homes delivered this quarter. The forecast for new affordable homes in 2022/23 is down considerably from previous years and below target, due to a number of issues including the impact of nutrient neutrality, a shortage of remaining sites in the existing Local Plan.
	Actual (YTD)	8
	Target (YTD)	50
	Direction of change (YTD)	→
	Planning Pattern	Monthly

		Mar 2022
CE 002 Number of long term empty homes (6 months or more as at October each year)	Performance (YTD)	n/a
	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 (YTD)	477
	Target (YTD)	
	Direction of change (YTD)	↓ ✓
	Planning Pattern	Annual



Delivery Plan Actions Summary
Actions stage
Not Started:6, In Progress:16, Completed:32

Local Homes for Local Need delivery plan actions completed this quarter

Objective(s)/ Department	Action		30/09/2022
<ul style="list-style-type: none"> ■ Objective 1.3.1b: Improving Housing Stock Condition - Private - energy & fuel poverty - Improve ener ■ Strategic Housing ■ Key Priorities 	<ul style="list-style-type: none"> ☑ 1.3.1b.5 Consider an accreditation scheme for energy contractors 	Performance	✔
		Comments	5/10/22 Government requirement is for contractors to be PAS2030 accredited in order to deliver grant funded energy efficiency measures. Our own accreditation scheme would have no added value. No further action is appropriate is necessary.
		Owner	Graham Connolly
		Start Date	01/07/2022
		Due Date	30/09/2022
		Estimated end date/ Completion date	30/09/2022
		<ul style="list-style-type: none"> ■ Objective 1.5.1a: Supporting Vulnerable Residents - Prevent Homelessness - Prevent crisis ■ Strategic Housing ■ People Services 	<ul style="list-style-type: none"> ☑ 1.5.1a.1 Identify people 'at risk of crisis' and develop action to help prevent crisis
Comments	5/10/22 - Review complete, new structure in place, some recruitment ongoing		
Owner	Nicky Debbage		
Start Date	01/07/2022		
Due Date	30/09/2022		
Estimated end date/ Completion date	01/07/2022		
<ul style="list-style-type: none"> ■ Objective 1.5.2c: Supporting Vulnerable Residents - Provision of Specialist Housing - Older/Disabled ■ Strategic Housing ■ People Services 	<ul style="list-style-type: none"> ☑ 1.5.2c.4 Review of the use of Disabled Facilities Grants 		
		Comments	
		Owner	Nicky Debbage
		Start Date	30/04/2022
		Due Date	30/06/2022
		Estimated end date/ Completion date	30/09/2022

Local Homes for Local Need delivery plan actions exceptions report

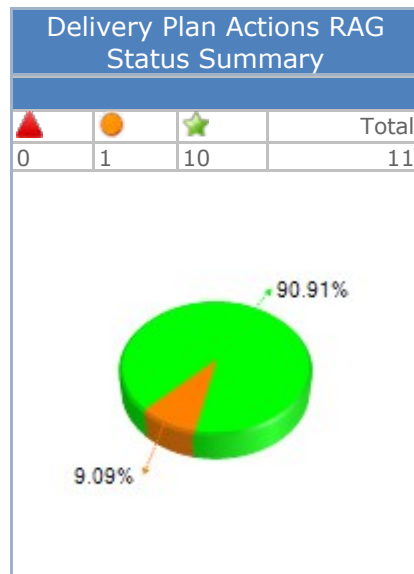
Objective(s)/ Department	Action	Stage	30/09/2022	
<ul style="list-style-type: none"> ■ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing ■ Strategic Housing ■ Major Planning Projects ■ Key Priorities 	<input checked="" type="checkbox"/> 1.2.2a.2 Make the planning process easier for affordable housing providers	In Progress	Performance	
			Comments	Workload pressures from staff shortages have delayed completion of this task. Planning Service Improvement Plan will consider and review existing pre-app services and application processes designed to speed up processes and deliver better outcomes. Affordable Housing pre-apps and applications will form a key part of this. Work will realistically not commence on review till Jan 2023
			Owner	Geoff Lyon
			Start Date	01/01/2022
			Due Date	31/03/2022
			Estimated end date/ Completion date	31/05/2023
			Performance	▲
<ul style="list-style-type: none"> ■ Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development ■ Place and Climate Change 	<input checked="" type="checkbox"/> 1.2.2b.4 Fakenham Roundabout	In Progress	Performance	
			Comments	Project stall due to escalating materials and construction costs. Original cost estimate now insufficient to complete works - additional £1m required at time of writing. NNDC submitted bid for one-off funding to NCC which was unsuccessful. Awaiting landowner intentions/action. Contact made with NCC to extend existing Business Rates funding availability (£900k), which is to be match funded by NNDC (£900k)Earliest opportunity for works now Autumn 2023. Design works continuing.
			Owner	Martyn Fulcher
			Start Date	01/12/2021
			Due Date	31/12/2023
			Estimated end date/ Completion date	31/12/2023
			Performance	●
<ul style="list-style-type: none"> ■ Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development ■ Strategic Housing ■ Major Planning Projects 	<input checked="" type="checkbox"/> 1.2.2b.2 Investigate de-risking options	In Progress	Performance	
			Comments	Workload pressures from staff shortages have delayed completion of this task. Planning Service Improvement Plan will consider and review existing pre-app services and application processes designed to speed up processes and deliver better outcomes (including de-risking Affordable Housing options). Work will realistically not commence till Jan 2023.
			Owner	Geoff Lyon
			Start Date	01/01/2022
			Due Date	31/03/2022
			Estimated end date/ Completion date	31/05/2023
			Performance	▲

Objective(s)/ Department	Action	Stage	30/09/2022	
<ul style="list-style-type: none"> ■ Objective 1.2.3c: Increase the Supply of Housing - Supporting new types - Community-led ■ Strategic Housing 	<input checked="" type="checkbox"/> 1.2.3c.1 Help grow existing community-led organisations	In Progress	Performance	
			Comments	08/11/22 This is ongoing activity and will continue for the life of the current Housing Strategy (to March 2025). In addition to support to existing community led groups the Council's Community Housing Enabler has supported the establishment of a new group in Swanton Novers. We will report other activity in the quarterly performance updates as they occur.
			Owner	Graham Connolly
			Start Date	31/03/2022
			Due Date	31/03/2025
			Estimated end date/ Completion date	31/03/2025
<ul style="list-style-type: none"> ■ Objective 1.4.4a: Making Best Use of Existing Homes - Alternative housing options - House sharing ■ Strategic Housing ■ Housing Options 	<input checked="" type="checkbox"/> 1.4.4a.2 The council will investigate promotion of a scheme to facilitate multigenerationa living	In Progress	Performance	
			Comments	A temporary post was created in Housing Options to progress this action. However, we have been unable to recruit to this post. This work will now be looked at as part of a wider assessment of options to tackle housing need and provide more Temporary Accommodation for homeless households.
			Owner	Nicky Debbage
			Start Date	01/02/2022
			Due Date	30/04/2022
			Estimated end date/ Completion date	30/04/2023
<ul style="list-style-type: none"> ■ Objective 1.5.2b: Supporting Vulnerable Residents - Provision of Specialist Housing - Care/ Extra Ca ■ Strategic Housing ■ Key Priorities 	<input checked="" type="checkbox"/> 1.5.2b.1 Working with partners to deliver 500 units of Housing with Care / Extra Care	In Progress	Performance	
			Comments	7/11/22 A number of sites have been identified for new extra care schemes. One site in Stalham has been submitted for Planning consent but is delayed as a result of nutrient neutrality requirements
			Owner	Nicky Debbage
			Start Date	31/03/2021
			Due Date	31/12/2028
			Estimated end date/ Completion date	31/12/2028

Boosting Business Sustainability and Growth

Boosting Business Sustainability and Growth Key Performance Indicator Update

		Sep 2022
EG 011 Number of businesses supported	Performance (YTD)	★
	Comments	
	Actual (YTD)	96
	Target (YTD)	60
	Direction of change (YTD)	↕
	Planning Pattern	Quarterly



Delivery Plan Actions Summary
Actions stage
In Progress:6, Completed:5

Boosting Business Sustainability and Growth delivery plan actions completed this quarter

Objective(s)/ Department	Action	30/09/2022	
<ul style="list-style-type: none"> ■ Objective 2.6: Encouraging links between local education providers, apprentices and businesses ■ Economic Growth 	<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	Performance	
		↕	
		Comments	The concept of inclusive growth is embedded into project development and service delivery procedures.
		Owner	Robert Young
		Start Date	04/02/2020
		Due Date	31/12/2022
	Estimated end date/ Completion date	30/09/2022	

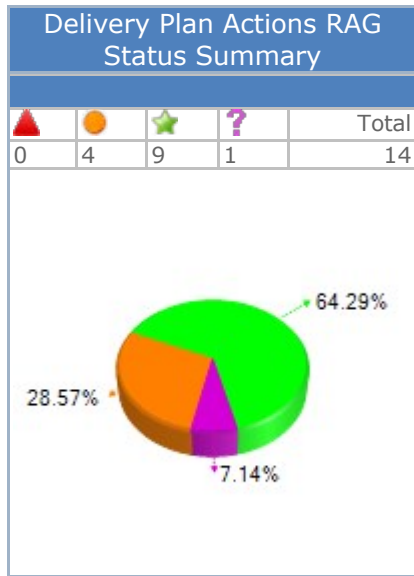
Objective(s)/ Department	Action	Stage	30/09/2022				
<ul style="list-style-type: none"> ■ Objective 2.2: Developing and implementing new Economic Growth Strategy ■ Economic Growth ■ Key Priorities 	<ul style="list-style-type: none"> ☑ 2.2.1 Economic In Growth Strategy (2020 - 2023) 	In Progress	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%; padding: 5px;">Performance</td> <td style="text-align: center; padding: 5px;">●</td> </tr> <tr> <td style="width: 20%; padding: 5px;">Comments</td> <td style="padding: 5px;"> <p>Work is presently underway to develop a new 'online' platform, which will facilitate and enable a more modern, fluid and responsive approach to economic support delivery, particularly during this challenging climate for businesses and communities.</p> <p>The intention is to maintain effective methods of supporting the local economy and responding to the existing and changing needs of local businesses through the following activities.</p> <ul style="list-style-type: none"> Preparing and analysing evidence relating to local economic context and business needs, including contextual data and that gathered through surveys and business engagement; Establishing a new digital 'hub' for engaging with the local business community. This will act as an interactive portal for businesses to access information and respond to relevant initiatives; Developing schemes under the anticipated UKSPF and REPF (once established by Government) and administering the consequential business support/grant initiatives. This will also include the project development with Levelling Up Funds, if the submitted bids are successful); Utilising, adapting and managing the Council's (business) estate (i.e. NNDC owned business premises) to help respond to demand for premises; and Continuing to engage with the local visitor and hospitality sector via Visit North Norfolk and to develop collaborative marketing campaigns, itineraries etc. and sector support; Liaising with, and where necessary helping to facilitate, organisations that represent commercial enterprises (chambers of trade, business forums, federations and groups) at the town, District and County level to establish and share best practice, foster collaboration and resilience. </td> </tr> </table>	Performance	●	Comments	<p>Work is presently underway to develop a new 'online' platform, which will facilitate and enable a more modern, fluid and responsive approach to economic support delivery, particularly during this challenging climate for businesses and communities.</p> <p>The intention is to maintain effective methods of supporting the local economy and responding to the existing and changing needs of local businesses through the following activities.</p> <ul style="list-style-type: none"> Preparing and analysing evidence relating to local economic context and business needs, including contextual data and that gathered through surveys and business engagement; Establishing a new digital 'hub' for engaging with the local business community. This will act as an interactive portal for businesses to access information and respond to relevant initiatives; Developing schemes under the anticipated UKSPF and REPF (once established by Government) and administering the consequential business support/grant initiatives. This will also include the project development with Levelling Up Funds, if the submitted bids are successful); Utilising, adapting and managing the Council's (business) estate (i.e. NNDC owned business premises) to help respond to demand for premises; and Continuing to engage with the local visitor and hospitality sector via Visit North Norfolk and to develop collaborative marketing campaigns, itineraries etc. and sector support; Liaising with, and where necessary helping to facilitate, organisations that represent commercial enterprises (chambers of trade, business forums, federations and groups) at the town, District and County level to establish and share best practice, foster collaboration and resilience.
Performance	●						
Comments	<p>Work is presently underway to develop a new 'online' platform, which will facilitate and enable a more modern, fluid and responsive approach to economic support delivery, particularly during this challenging climate for businesses and communities.</p> <p>The intention is to maintain effective methods of supporting the local economy and responding to the existing and changing needs of local businesses through the following activities.</p> <ul style="list-style-type: none"> Preparing and analysing evidence relating to local economic context and business needs, including contextual data and that gathered through surveys and business engagement; Establishing a new digital 'hub' for engaging with the local business community. This will act as an interactive portal for businesses to access information and respond to relevant initiatives; Developing schemes under the anticipated UKSPF and REPF (once established by Government) and administering the consequential business support/grant initiatives. This will also include the project development with Levelling Up Funds, if the submitted bids are successful); Utilising, adapting and managing the Council's (business) estate (i.e. NNDC owned business premises) to help respond to demand for premises; and Continuing to engage with the local visitor and hospitality sector via Visit North Norfolk and to develop collaborative marketing campaigns, itineraries etc. and sector support; Liaising with, and where necessary helping to facilitate, organisations that represent commercial enterprises (chambers of trade, business forums, federations and groups) at the town, District and County level to establish and share best practice, foster collaboration and resilience. 						
Page 90			Stuart Quick				
Start Date			01/04/2022				

Objective(s)/ Department	Action	Stage	30/09/2022
		Due Date	31/01/2023
		Estimated end date/ Completion date	31/01/2023

Customer Focus

Customer Focus Key Performance Indicator Update

		Sep 2022
CL 002 Number of Ombudsman referral decisions	Performance (YTD)	★
	Comments	
	Actual (YTD)	0
	Target (YTD)	18
	Direction of change (YTD)	→
	Planning Pattern	Monthly
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Performance (YTD)	★
	Comments	
	Actual (YTD)	0
	Target (YTD)	0
	Direction of change (YTD)	→
	Planning Pattern	Monthly
CS 001 Number of complaints	Performance (YTD)	★
	Comments	The complaints process changed in the middle of May 22 whereby al initial contacts are dealt with by services areas to rectify issues
	Actual (YTD)	30
	Target (YTD)	180
	Direction of change (YTD)	↗✗
	Planning Pattern	Monthly
CS 002 Number of compliments	Performance (YTD)	▲
	Comments	The level of compliments received (14 ytd) is lower than expected (18ytd). The target was raised this year from 2 per month to 3.
	Actual (YTD)	14
	Target (YTD)	18
	Direction of change (YTD)	↘✓
	Planning Pattern	Monthly



Delivery Plan Actions Summary
Actions stage
In Progress:2, Completed:11, Cancelled:1

Customer Focus actions completed this quarter

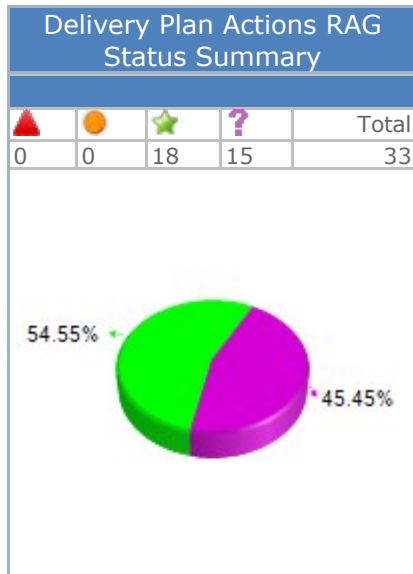
Customer Focus actions exceptions report

Objective(s)/ Department	Action	Stage	30/09/2022	
<ul style="list-style-type: none"> ■ Objective 3.1: Developing a new Customer Charter with published service standards ■ Organisational Resources 	<ul style="list-style-type: none"> > <input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement 	<ul style="list-style-type: none"> In Progress 	Performance ●	
			Comments	This ongoing work continues to progress. Recently Revenues customer contacts have been transferred to the customer services team in line with the 1 Front door concept from the Customer Services Strategy. Unfortunately this has coincided with a significant uptick in customer contacts and the loss of a number of members of staff which has temporarily affected performance negatively. It is expected that normal levels of contact will return in the immediate future and service levels will be within targets.
			Owner	Sean Kelly
			Start Date	01/06/2020
			Due Date	31/03/2022
			Estimated end date/ Completion date	31/03/2023
			<ul style="list-style-type: none"> ■ Objective 3.4: Developing an Engagement Strategy ■ Key Priorities ■ Communities ■ Quality of Life Strategy 2022 - 2024 Action Plan 	<ul style="list-style-type: none"> > <input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy
Comments	The draft Strategy and Action Plan remains out to consultation with various stakeholders including Town and Parish Councils. The final version is due to go to December Cabinet meeting for adoption.			
Owner	Steve Hems			
Start Date	02/12/2019			
Due Date	31/03/2022			
Estimated end date/ Completion date	31/08/2022			

Climate, Coast and the Environment


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 (YTD)	4,866
	Target (YTD)	
	Direction of change (YTD)	?
	Planning Pattern	Annual
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 (YTD)	50,000
	Target (YTD)	40,000
	Direction of change (YTD)	↕
	Planning Pattern	Annual



Delivery Plan Actions Summary
Actions stage
In Progress:6, Completed:12, Cancelled:15

Climate, Coast and the Environment actions completed this quarter

Objective(s)/ Department	Action		30/09/2022
<ul style="list-style-type: none"> ■ Objective 4.09: Buildings and energy ■ Climate & Environment 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> 4.09.BE01 Move urgently to the purchase of 100% renewable energy 	Performance	
		Comments	
		Owner	Kate Rawlings
		Start Date	01/04/2022
		Due Date	30/09/2022
		Estimated end date/ Completion date	30/09/2022

Climate, Coast and the Environment actions exceptions report

Objective(s)/ Department	Action	Stage	30/09/2022	
<ul style="list-style-type: none"> ■ Objective 4.08: Governance ■ Climate & Environment 	<input checked="" type="checkbox"/> 4.08.G02 Complete 2021/22 footprint	In Progress	Performance	●
			Comments	There have been ongoing difficulties obtaining data from internal and external sources to calculate the footprint. The methodology provided by the consultant to calculate the footprint was incomplete. This is delaying the reporting of the final footprint figure for 21/22.
			Owner	Kate Rawlings
			Start Date	01/04/2022
			Due Date	04/11/2022
			Estimated end date/ Completion date	28/10/2022
		<input checked="" type="checkbox"/> 4.08.G04 Establish new governance rules on compliance	In Progress	Performance
			Comments	The NZSAP Board has been established and is meeting regularly. Reporting patterns are being established in conjunction with the CDU.
			Owner	Kate Rawlings
			Start Date	04/07/2022
			Due Date	not set
			Estimated end date/ Completion date	not set
<ul style="list-style-type: none"> ■ Objective 4.11: Gas ■ Climate & Environment 	<input checked="" type="checkbox"/> 4.11.G01 Develop heating decarbonisation plan for Council estate using gas	Not Started	Performance	★
			Comments	Gas usage is being looked at as part of a whole building approach to prioritised areas of the NNDC estate.
			Owner	Kate Rawlings
			Start Date	02/04/2022
			Due Date	not set
			Estimated end date/ Completion date	not set

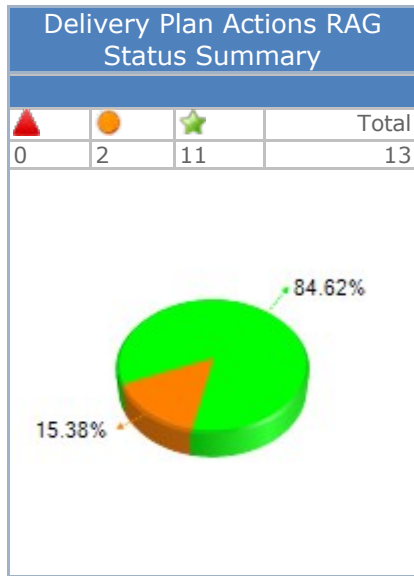
Objective(s)/ Department	Action	Stage		30/09/2022
<ul style="list-style-type: none"> ■ Objective 4.12: Transport ■ Climate & Environment 	<input checked="" type="checkbox"/> 4.12.T01 Develop a plan to increase EV charge points at council-owned assets	Not Started	Performance	★
			Comments	A paper proposing the roll out of further EV charge-points in Council owned car parks is currently being prepared for CLT.
			Owner	Kate Rawlings
			Start Date	01/07/2022
			Due Date	not set
			Estimated end date/ Completion date	not set
	<input checked="" type="checkbox"/> 4.12.T02 Adopt a target for EV charge-points at Council owned car parks	Not Started	Performance	★
			Comments	A paper proposing the roll out of further EV charge-points in Council owned car parks is currently being prepared for CLT.
			Owner	Kate Rawlings
			Start Date	01/07/2022
			Due Date	not set
			Estimated end date/ Completion date	not set

Quality of Life

Quality of Life Key Performance Indicator Update

		Sep 2022
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	★
	Comments	
	Actual (YTD)	278,207
	Target (YTD)	278,207
	Direction of change (YTD)	↕
	Planning Pattern	Monthly



		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 (YTD)	203,642.63
	Target (YTD)	475,000.00
	Direction of change (YTD)	n/a
	Planning Pattern	Annual
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 (YTD)	0
	Target (YTD)	2
	Direction of change (YTD)	→
	Planning Pattern	Annual
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 (YTD)	6
	Target (YTD)	6
	Direction of change (YTD)	→
	Planning Pattern	Annual
LE 016 Number of Green Flag open spaces	Performance (YTD)	★
	Comments	All three Green Flags retained in 2021/22.
	Actual (YTD)	3
	Target (YTD)	3
	Direction of change (YTD)	→
	Planning Pattern	Annual



Delivery Plan Actions Summary
Actions stage
In Progress:6, Completed:6, Cancelled:1

Quality of Life actions completed this quarter

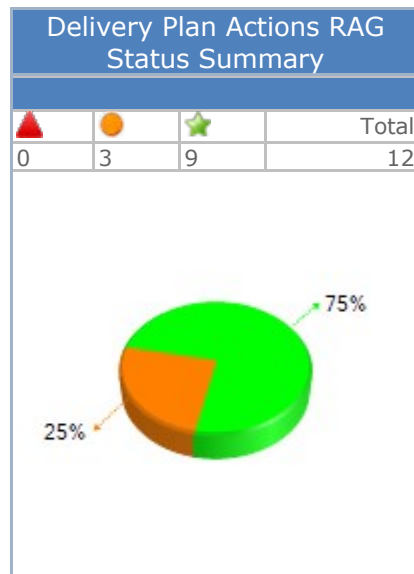
Quality of Life actions exceptions report

Objective(s)/ Department	Action	Stage	30/09/2022	
<ul style="list-style-type: none"> ■ Objective 5. 7: Public convenience investment programme to include Changing Places facilities ■ Property Services ■ Key Priorities 	<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	In Progress	Performance	
			Comments	<p>Wells - work is in progress despite a few delays because of materials and subcontractor availability.</p> <p>Fakenham - work is in progress despite delays due to previously unidentified buried services but this issue has now been dealt with.</p> <p>The Leas at Sheringham - due to start at the end of October 2022.</p> <p>Vicarage Street, North Walsham - due to start at the end of October 2022.</p> <p>Changing Places facilities programme 2023 - will include Albert Street, Holt and Museum of the Broads, at Sutton Staithe</p>
			Owner	Russell Tanner
			Start Date	04/02/2020
			Due Date	not set
			Estimated end date/ Completion date	not set
<ul style="list-style-type: none"> ■ Objective 5.10: Maximising the level of external funding to support community projects ■ Project Enabling 	<input checked="" type="checkbox"/> 5.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	In Progress	Performance	
			Comments	<p>Funding streams are still regular reviewed and shared with officers or external community groups and appropriate. I have made contact with the new community connectors as valuable conduits to wider community led QoL projects and continue to work with other departments and projects such as Greenbuild and the HAZ to implement and promote the QoL strategy.</p>
			Owner	Robert Young
			Start Date	04/02/2020
			Due Date	31/05/2022
			Estimated end date/ Completion date	31/12/2022

Financial Sustainability and Growth

Financial Sustainability and Growth Key Performance Indicator Update

		Mar 2022
AC 001 Council Tax Band D (NND element) (£)	Performance	n/a
	Comments	
	Actual	153.72
	Target	
	Direction of change	→
	Planning Pattern	Annual



Delivery Plan Actions Summary
Actions stage
In Progress:2, Completed:7, Parked:1, Cancelled:2

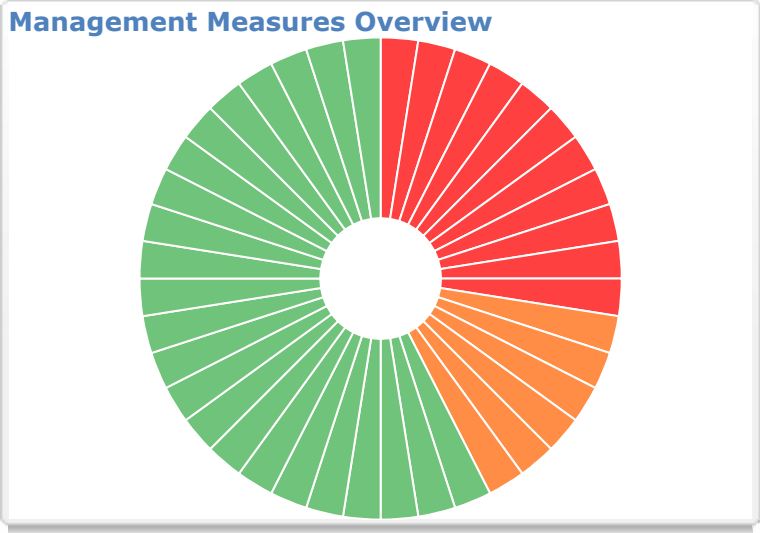
Financial Sustainability and Growth actions completed this quarter

Objective(s)/ Department	Action	30/09/2022	
<ul style="list-style-type: none"> Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges Organisational Resources 	<ul style="list-style-type: none"> 6.1.2 Develop a public convenience strategy 	Performance	
		Comments	Strategy approved by Cabinet on 6 September 2022.
		Owner	Russell Tanner
		Start Date	04/02/2020
		Due Date	31/12/2021
		Estimated end date/ Completion date	16/09/2022

Financial Sustainability and Growth actions exceptions report

Objective(s)/ Department	Action	Stage	30/09/2022	
<ul style="list-style-type: none"> ■ Objective 6.2: Taking a more commercial approach to the delivery of discretionary services ■ Estates and Assets 	<ul style="list-style-type: none"> ☑ 6.2.3 Explore the opportunities to generate income from advertising and sponsorship 	Parked	Performance	
			Comments	A report outlining opportunities has been prepared. Implementation of this project is currently on hold.
			Owner	Renata Garfoot
			Start Date	04/02/2020
			Due Date	30/11/2022
			Estimated end date/ Completion date	30/11/2023
<ul style="list-style-type: none"> ■ Objective 6.2: Taking a more commercial approach to the delivery of discretionary services ■ Finance ■ Resources 	<ul style="list-style-type: none"> ☑ 6.2.1 Develop a Financial Sustainability Strategy 	In Progress	Performance	
			Comments	This project has not been progressed recently. This will be allocated to the new Director for Resources once appointed.
			Owner	Steve Blatch
			Start Date	04/02/2020
			Due Date	31/12/2022
			Estimated end date/ Completion date	31/12/2022

Performance Focus













This following section of the report shows all management performance measures that are not achieving target i.e. that are showing as red or amber year-to-date. The context and explanation for that level of performance and any actions being taken is given. The performance levels shown are the year-to-date figures for monthly, quarterly and annual measures.

		Sep 2022
AS 003 Occupancy rate of Council-owned rental properties - Concessions	Performance (YTD)	▲
	Comments	Following marketing of the sites we received an limited number of bids which has resulted in 1 vacant concession space. This will be remarketed in a bid to secure a tenant.
	Actual (Period) (YTD)	80.00
	Target (YTD)	90.00
	Direction of change (YTD)	→
	Measure Owner	Renata Garfoot
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	▲
	Comments	The bulk of this debt (£23,000) relates to annual invoices for a site that has now been sold. The majority of this debt is due to be credited back to tenants for the remainder of the year at which point the total debt over 90 days will be approx. £1000.
	Actual (Period) (YTD)	37.09
	Target (YTD)	10.00
	Direction of change (YTD)	↗✗
	Measure Owner	Renata Garfoot
AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time	Performance (YTD)	●
	Comments	One 'priority 1' recommendation was outstanding in the first quarter. All nine 'priority 1' recommendations were completed on time in quarter 2.
	Actual (Period) (YTD)	94.44
	Target (YTD)	100.00
	Direction of change (YTD)	↕✓
	Measure Owner	Lucy Hume
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	▲
	Comments	It is pleasing to see our speed of processing times improving over the last month as a result of changes to our working practices, increase to resources, and our backlog of work decreasing. Our speed of processing pilot ends on 14th October and we will evaluate the impact these changes have made to our working practices shortly.
	Actual (Period) (YTD)	32.33
	Target (YTD)	14.00
	Direction of change (YTD)	↕✓
	Measure Owner	Trudi Grant

		Sep 2022
CS 012 Average Waiting Time Customer Services (Telephony)	Performance (YTD)	▲
	Comments	As part of delivering the one-front-door concept from within the Customer Services Strategy Revenues Service calls transitioned across to Customer Services on 1 September 2022. Previous data showed there were on average approximately 1,750 calls per month to Revenues. Despite recruiting 2FTE posts to manage that increase other staff have left the Customer Services Team. Recruitment is taking place to fill those vacancies. Once recruitment and training has been achieved it is expected that performance will improve. In the month of September there were changes to waste collection rounds across 90% of the district. This had a significant impact on the number of calls received. In addition, the energy rebate scheme has also increased call demand into Customer Services. Prior to the transitioning of Revenue calls the target was being achieved most months and we expect to see significant improvement from January 2023.
	Actual (Period) (YTD)	4.6
	Target (YTD)	2.5
	Direction of change (YTD)	↗✗
Measure Owner	James Jacobs	
DM 024 (24m) Percentage of non-major planning applications determined within time period	Performance (YTD)	▲
	Comments	Target performance was raised from 80% to 90% from beginning of current financial year. Overall performance is continuing to improve but still below new target. Performance affected by introduction of Uniform system and data for that period still caught within the 24 month timeframe. Process and Procedure review work and Planning Service Improvement Plan designed to drive up Team performance towards the higher target threshold.
	Actual (Period) (YTD)	80.38
	Target (YTD)	90.00
	Direction of change (YTD)	↕✓
Measure Owner	Geoff Lyon	
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance (YTD)	▲
	Comments	The team are working with the contractor to ensure that this data is accuracy recorded, our initial investigations indicate that this this data is not a true reflection of the service and there are some IT difficulties between the contractors system for recording and our own. The EP team leader is currently investigating this matter.
	Actual (Period) (YTD)	60.06
	Target (YTD)	80.00
	Direction of change (YTD)	↗✗
Measure Owner	James Ashby	

		Sep 2022
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance (YTD)	▲
	Comments	The team are working with the contractor to ensure that this data is accuracy recorded, our initial investigations indicate that this this data is not a true reflection of the service and there are some IT difficulties between the contractors system for recording and our own. The EP team leader is currently investigating this matter.
	Actual (Period) (YTD)	33.16
	Target (YTD)	80.00
	Direction of change (YTD)	✘
	Measure Owner	James Ashby
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance (YTD)	▲
	Comments	A number of factors are influencing the impact on average debtor days, these include awaiting recovery action confirmation from service departments. Arrears not being actively pursued due to resources. The whole section is currently involved in the migration to the new finance system.
	Actual (Period) (YTD)	53.2
	Target (YTD)	41.0
	Direction of change (YTD)	✘
	Measure Owner	Jeny Carroll
HS 003 Energy Efficiency - grant spent (£)	Performance (YTD)	▲
	Comments	Spend to date is below target and reflects the long lead-in times from initial application to completion of works and payment of contractor (typically 6 months+). However we have in addition to the money already spend a further total of committed funding of £72,616 which includes funding for approved works which have either not yet been completed or if complete have not yet been paid.
	Actual (Period) (YTD)	20,925.28
	Target (YTD)	70,000.00
	Direction of change (YTD)	n/a
	Measure Owner	Graham Connolly
HS 006 Energy Efficiency - percentage of properties where EPC band has improved by 2 or more	Performance (YTD)	▲
	Comments	The Department for Business, Energy and Industrial Strategy (BEIS) has changed the rules to allow some works which result in improved EPCs of only one band. (Helen I think the simplest answer is to change the target to increase of EPC by at least one band in which case this would become a green measure).
	Actual (Period) (YTD)	0.00
	Target (YTD)	75.00
	Direction of change (YTD)	→
	Measure Owner	Graham Connolly

LE 010 Number of Adult Visitors to Parks and Countryside Events	Performance (YTD)	
	Comments	The summer events programme was not as well attended as hoped, or as seen in previous years. With the wider Leisure service going through some changes we were not able to give these events as much focus and effort as we would do ordinarily, which we believe is why targets were not met.
	Actual (Period) (YTD)	394
	Target (YTD)	420
	Direction of change (YTD)	
	Measure Owner	Colin Brown
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance (YTD)	
	Comments	The summer events programme was not as well attended as hoped, or as seen in previous years. With the wider Leisure service going through some changes we were not able to give these events as much focus and effort as we would do ordinarily, which we believe is why targets were not met.
	Actual (Period) (YTD)	477
	Target (YTD)	500
	Direction of change (YTD)	
	Measure Owner	Colin Brown
LE 012 Total number of Visitors to Parks and Countryside Events	Performance (YTD)	
	Comments	The summer events programme was not as well attended as hoped, or as seen in previous years. With the wider Leisure service going through some changes we were not able to give these events as much focus and effort as we would do ordinarily, which we believe is why targets were not met.
	Actual (Period) (YTD)	871
	Target (YTD)	920
	Direction of change (YTD)	
	Measure Owner	Colin Brown
LE 013 Income from events organised at Country Parks	Performance (YTD)	
	Comments	The summer events programme was not as well attended as hoped, or as seen in previous years. With the wider Leisure service going through some changes we were not able to give these events as much focus and effort as we would do ordinarily, which we believe is why targets were not met.
	Actual (Period) (YTD)	1,886.50
	Target (YTD)	2,200.00
	Direction of change (YTD)	
	Measure Owner	Colin Brown
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days	Performance (YTD)	
	Comments	Departments were reminded of the need to comply with the statutory deadlines for FOI requests after a dip in performance in June 2022. Improvements have resulted and figures show that the Council's current performance in responding to requests within the statutory working days increased to 94% (October to November 2022). The national target is set at 90%.
	Actual (Period) (YTD)	85.46
	Target (YTD)	90.00
	Direction of change (YTD)	
	Measure Owner	Cara Jordan

		Sep 2022
MJ 001 (24m) Percentage of major planning applications determined within time period	Performance (YTD)	●
	Comments	Target performance was raised from 80% to 90% from beginning of current financial year. Overall performance is continuing to improve but still below new target. Performance affected by introduction of Uniform system and data for that period still caught within the 24 month timeframe. Process and Procedure review work and Planning Service Improvement Plan designed to drive up Team performance towards the higher target threshold.
	Actual (Period) (YTD)	87.50
	Target (YTD)	90.00
	Direction of change (YTD)	→
	Measure Owner	Geoff Lyon

This page is intentionally left blank

Headline Report for North Norfolk District Council - Dashboard View



Written by LGA Research from Local Government Association

[LG Inform](#)

Headline Report for North Norfolk District Council - Dashboard View

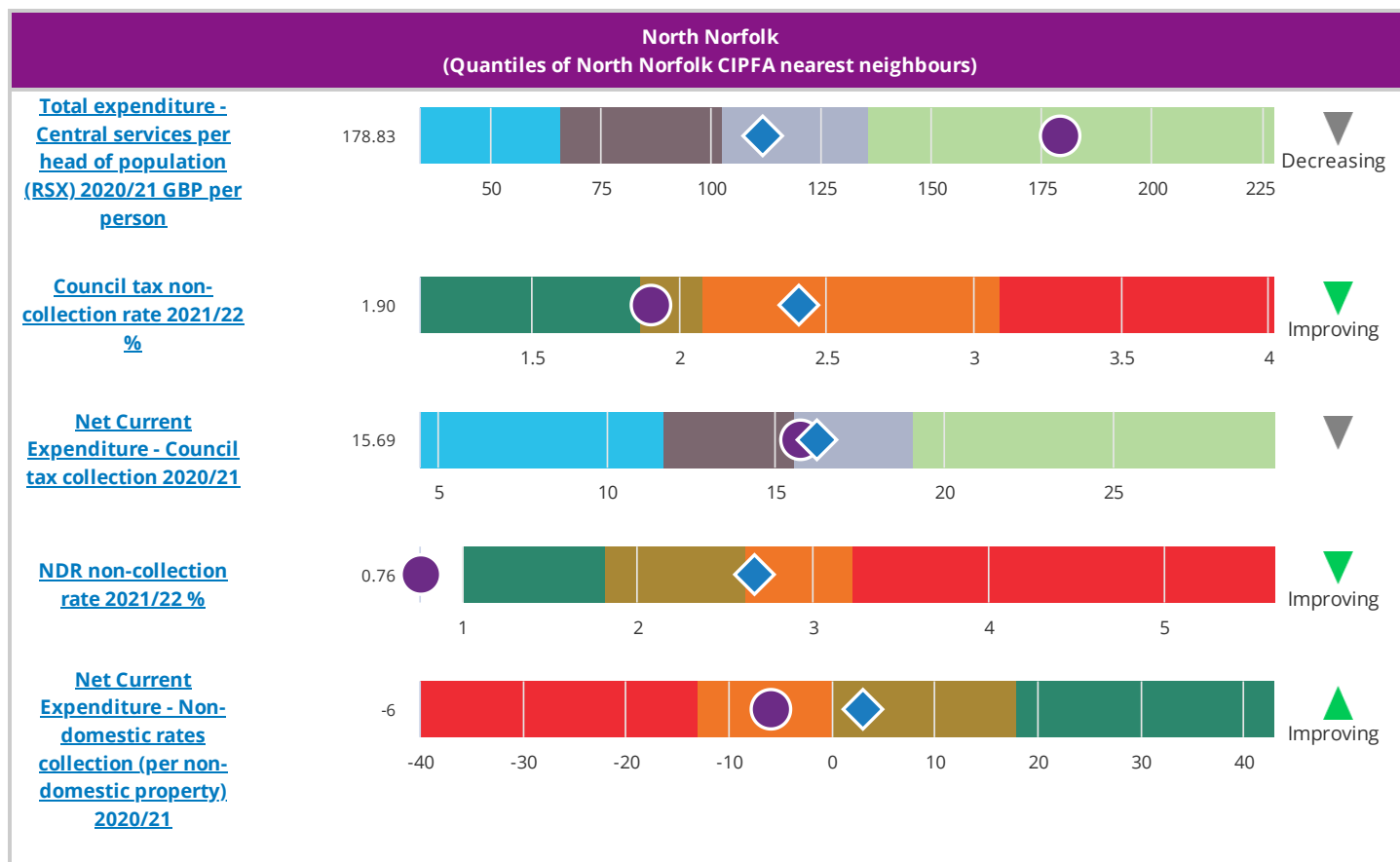
Below is a list of comparable value for money and performance data for services within the main funding streams for councils. Authorities may wish to change the metrics contained in this report or the comparator group to suit their own needs. The metrics are taken from various published national data 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\(Bar Charts\)](#).

All data are shown as they appear in the source publication; if your chosen authority doesn't feature in one of the charts this is because the value was either missing from the original publication or suppressed due to disclosure rules of the publication source.

Central Services

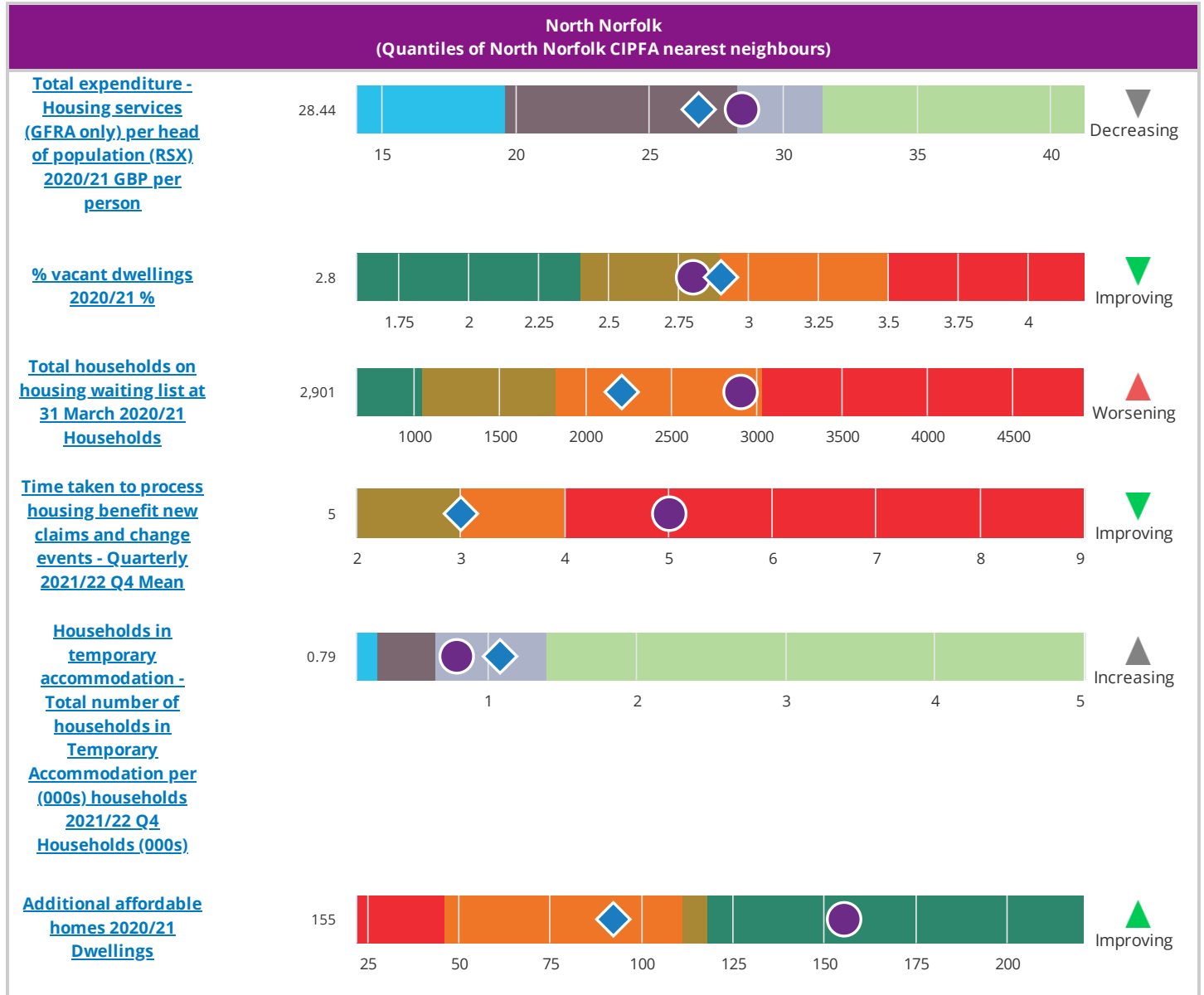


● North Norfolk

■ 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

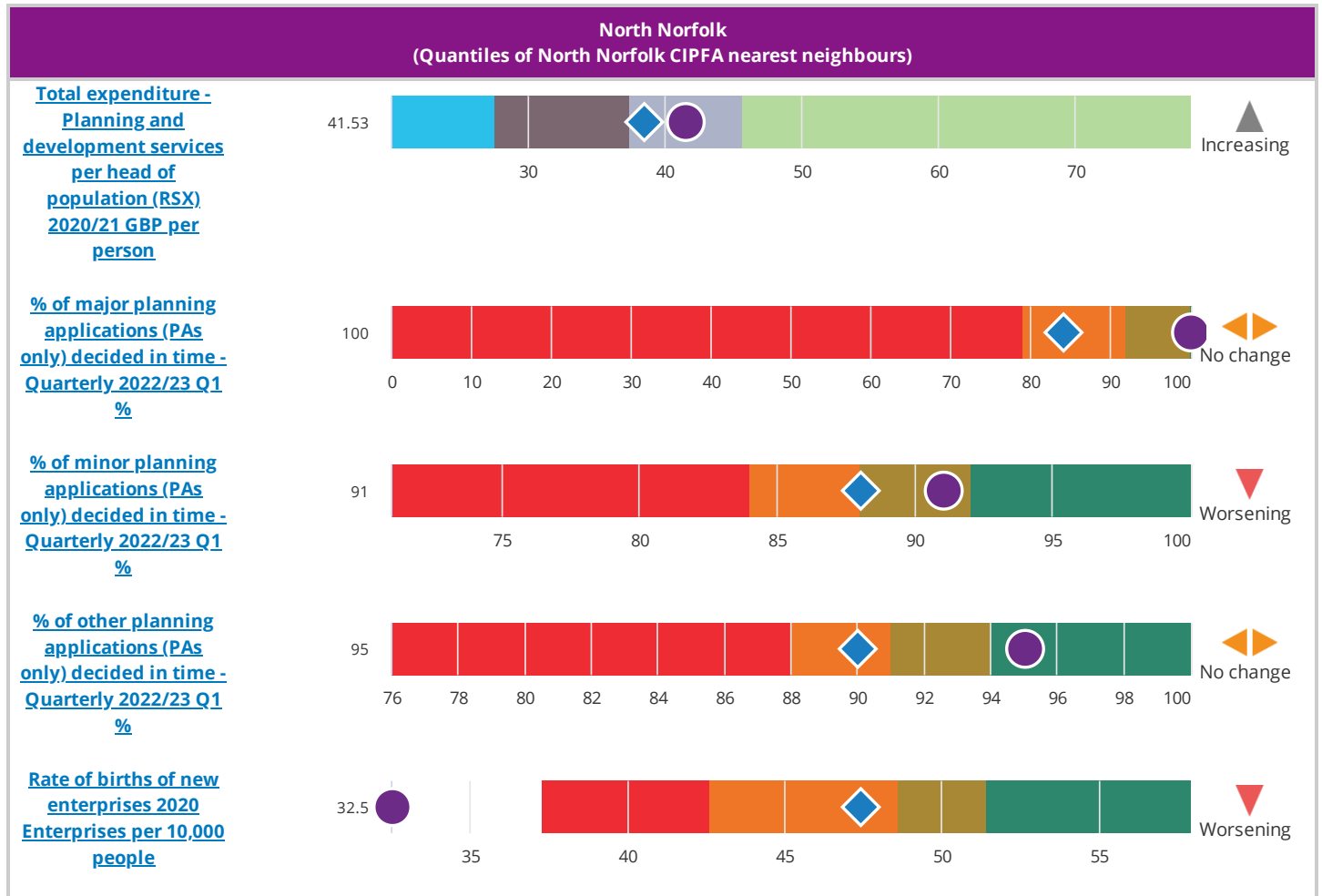
Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing



● 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

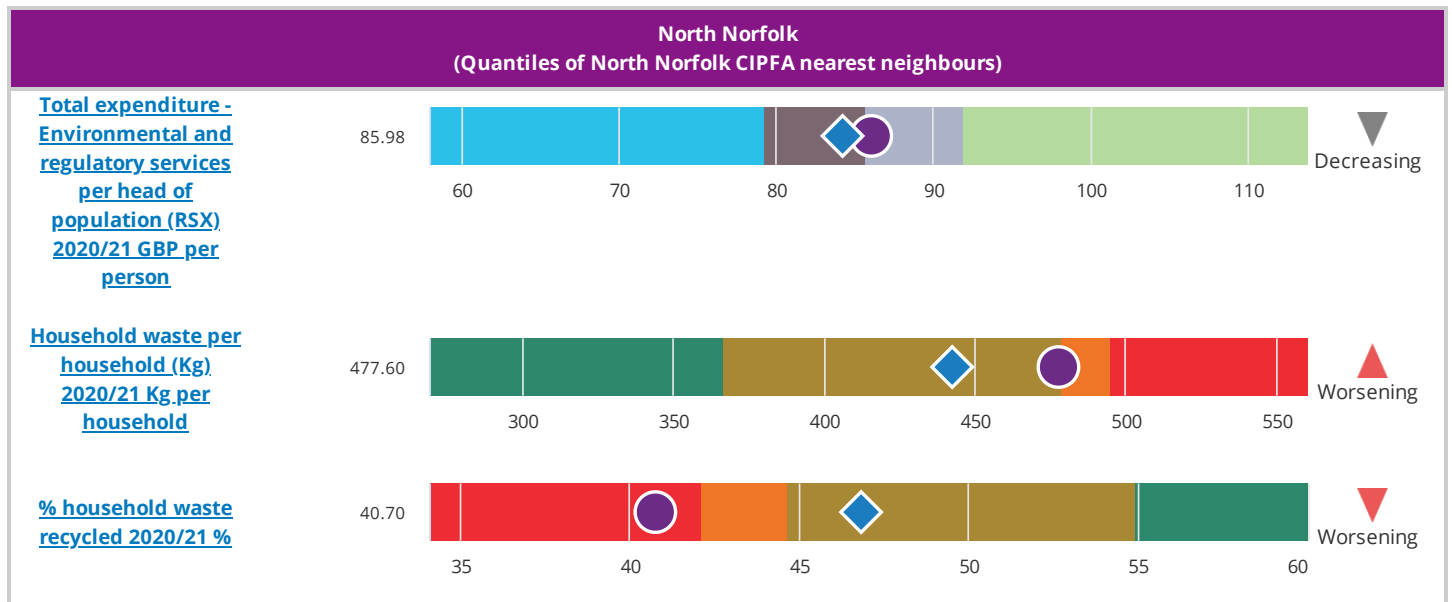
Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing



● 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

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

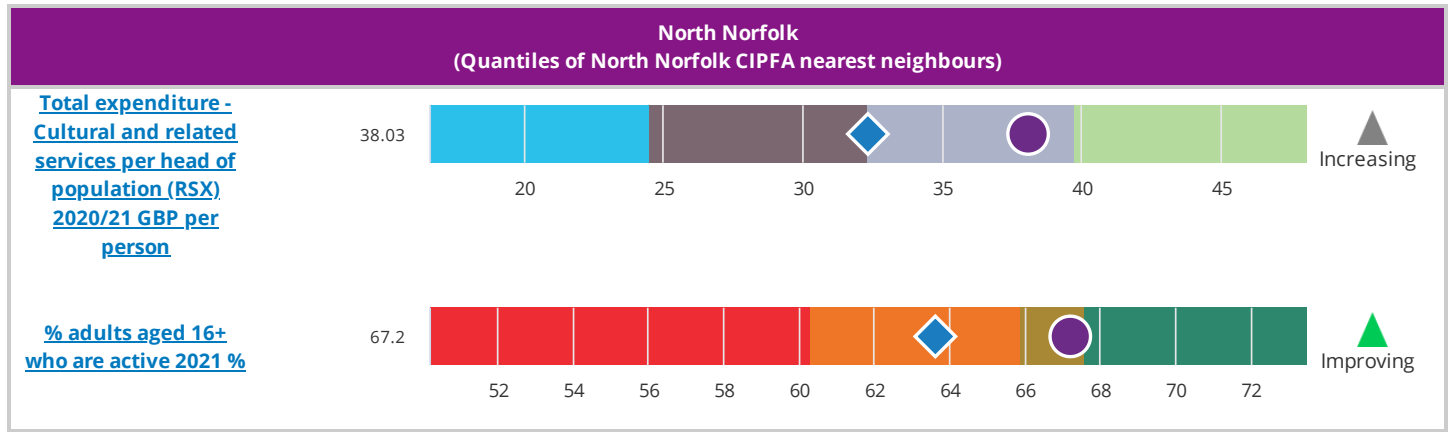


● North Norfolk
 ■ Mean for North Norfolk CIPFA nearest neighbours

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

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

Cultural and Related 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

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](#)

This page is intentionally left blank

North Norfolk District Council Cost of Living Summit and possible future actions

Summary: North Norfolk District Council hosted a Cost of Living Summit on 3 November 2022. The event was well attended by statutory and voluntary and charitable organisations operating in the district and by local representatives. The event was positively received and feedback has been good. A cost of living survey targeted at residents, undertaken immediately preceding the event, received 966 responses over the course of a week. The report considers what further action can be taken by the Council and partners to support residents of the district to manage the impacts of the Cost of Living Crisis.

Options considered: The report identifies some further actions that could be taken by the Council and partners addressing issues raised at the summit.

Conclusions: The Cost of Living Summit identified further actions that could be taken by the Council and partners to support residents of the district to manage the impacts of the Cost of Living crisis.

Recommendations: **To consider the further actions identified and decide which of these the Council would like to develop further.**

Reasons for Recommendations: **To act upon the findings of the Cost of Living Summit and support residents of the district to manage the impacts of the Cost of Living Crisis.**

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)

*The Cost of Living Summit presentation pack.
The Cost of Living Summit was a hybrid event with the majority present in person and some attending remotely via Zoom. The event was recorded through Zoom.*

Cabinet Member(s)	Ward(s) affected – all
Contact Officer, telephone number and email:	

1. Introduction

- 1.1 The Council hosted a Cost of Living Summit on 3 November 2022. The event was attended by statutory and voluntary and charitable organisations operating in the district and by local representatives. The event was positively received and feedback has been good.
- 1.2 A cost of living survey targeted at residents, undertaken immediately preceding the event, received 966 responses over the course of a week.
- 1.3 The report considers what further action can be taken by the Council and partners to support residents of the district to manage the impacts of the Cost of Living Crisis.

2. Main body of report

- 2.1 The Cost of Living Summit focused on the two main issues impacting households; the cost of food and the cost of energy.
- 2.2 Presentations on initiatives seeking to address food poverty were received from the Cromer Foodbank, the Norfolk Community Foundation (Nourishing Norfolk project) and the Salvation Army (Sheringham).
- 2.3 Presentations on initiatives addressing energy poverty were received from officers of the Council covering Energy Rebates, Household Support Fund, Discretionary Hardship and Support Grant, Norfolk Warm Homes and Warm Spaces.
- 2.4 The results of the Cost of Living resident's survey were also presented.
- 2.5 The Cromer Foodbank was established in 2012 and has grown year on year and currently has outlets in Cromer, Sheringham, Holt, North Walsham, Stalham and Aylsham. It reported to the Summit, that despite demand for its service significantly increasing, donations continued to match the demand for the food it provided. However there was concern over the increased demand for support with energy costs. The budget for energy support for 2022/23 is £75,000. North Norfolk District Council has donated £10,000 to the Food bank and this will be used to support residents with energy costs. The Food Bank stated that it looks forward to a time when its services will be no longer needed.
- 2.6 The Norfolk Community Foundation (NCF) presented details of its campaign 'Nourishing Norfolk' to deliver Food Hubs across the County. Food Hub is a generic term for food outlets operating under a range of names such as Community Supermarket, Social Supermarket, Community Larder or Pantry where food is sold at prices which are approximately 65% of those of the lower end commercial food stores (e.g. Lidl, Aldi). Food Hubs operate from a wide range of premises including shipping containers situated near to community facilities. The Hubs usually occupy premises which are leased under advantageous terms to keep costs low or which are purchased outright from charitable funds. The Hubs generally employ a member of staff to manage the facility but otherwise are supported by volunteers.

- 2.7 The NCF expects that the operations can be self-sustaining in terms of advance purchase of stock and staffing costs over time, once a customer base has been established. They consider that Food Hubs are preferable to Food Banks in that they offer greater choice to customers and paying for the food, albeit it at a reduced cost, offers greater dignity for customers.
- 2.8 The NCF has supported the establishment of 15 Food Hubs including the mobile Food Hub operating in the Wells-next-the-Sea area. It has supported the establishment of further Food Hubs in Sheringham (in partnership with the Salvation Army) and North Walsham which are due to open by the end of the year and which have funding to cover their set up and first year of operation. The NCF is seeking funding of £60,000 to further the establishment of Food Hubs in Cromer, Holt, Fakenham and Stalham. The Council has been approached by NCF to assist with this funding gap.
- 2.9 The North Norfolk Health and Wellbeing Partnership provided £25,000 to the Wells Community Hospital Trust in support of the mobile Coastal Community Supermarket. The facility also delivers other support in addition to low cost food. The King's Lynn and West Norfolk Health and Wellbeing Partnership also funded the facility.
- 2.10 The Salvation Army (Sheringham) presented details of the wide ranging support that it offers to residents of the Sheringham area and how it works in partnership to deliver this support. Further details of the establishment of the Sheringham Food Hub were provided.
- 2.11 There are a number of Community Fridges/Larders in the district run by volunteers and although these might have a primary focus on reducing food waste they also assist local residents who are experiencing food poverty.
- 2.12 There are also a wide range of projects which can assist with food poverty and which also have wider health and wellbeing benefits including community allotments and supporting residents to grow their own food.
- 2.13 The Council could undertake further work to review the options and determine the most cost effective and sustainable way to address food poverty considering the geography of the district and the demand for volunteer support.
- 2.14 The Council will continue to deliver its core statutory services to its residents including support through Benefits and with housing. These services are experiencing increased demand and it is expected that increasingly this demand will be from customers that have not had to seek assistance previously. The Council also currently funds some discretionary services which support our most vulnerable residents (who will be affected to a greater extent due to cost of living pressures) and which are seeing increased demand and greater complexity. The Council will continue to administer programmes of support linked to cost of living pressures on behalf of Government.
- 2.15 The Council has invested in a 'Poverty Dashboard' or Low Income Family Tracker which will enable it to identify households vulnerable to poverty and target its support activity to those households and deliver campaigns to increase benefit uptake. This system became operational in November shortly after the Summit and will increasingly direct the proactive work of the Benefits Team through the newly established Financial Inclusion Team. This resource is available for a period of 12 months before the license expires and a decision as to whether to continue with the service will be required. The cost to renew the license is currently £25,000 per annum.

- 2.16 The Low Income Family Tracker has identified that there are 60 households in Council Tax arrears who are likely to be facing a cash shortfall which means that they do not have any disposable income to repay this debt. The Council should consider suspending all recovery action until the Financial Inclusion Team has had the opportunity to contact these households and confirmed their circumstances and ability to pay. This will enable consideration to be given to supporting the households with debt advice and where appropriate to make a claim for Discretionary Housing Payment.
- 2.17 The Norfolk Warm Homes Grant is available to support low income households with the cost of certain energy saving initiatives. The demand for contractors however does mean that it can be some time between a grant being approved and completion of works which means that successful grants applicants will not reap the benefits of the works until after the height of the current spike in energy prices. This however should not deter residents from applying for the grant as such works will provide long term benefits both in cost savings and thermal comfort.
- 2.18 The Council is a member of the Norfolk Warm Homes partnership and will apply for funding for other Government initiatives as and when they become available. Being a member of the Partnership increases the chances of being successful in attracting Government funding. The post delivering this work is funded to March 2024.
- 2.19 The Norfolk Community Foundation has led a campaign to support the establishment of Community Hotspots (Warm Spaces). 34 applications have been received for funding in the North Norfolk District Council area but the current funding received in donations from the campaign to date will only allow for 17 to be funded. The Council has supported organisations wishing to establish Warm Spaces through the Community Connector Service and will continue to support both those that have been successful in receiving funding and those that haven't who are still able to move forward and will promote these opportunities to residents.
- 2.20 The Cost of Living Survey identified some possible areas for action. Over 60% of respondents said that they would not know where to seek help if they were struggling with the cost of living which suggests that the Council and other partners delivering support need to further promote their services. The Council included a four page spread devoted to cost of living issues in its recent Outlook publication which is being delivered to all households in the district in early November. The Council is also planning further promotion of key messages through its social media channels over the coming months including communicating the results of the Cost of Living Survey and promotion of the newly established Financial Inclusion Team.
- 2.21 The headlines of the Cost of Living Survey were presented to the Summit but further analysis of the survey results has not yet been undertaken. Consideration will be given to the detailed free text responses and possible contact of respondents where contact details have been provided and consent for further contact given.
- 2.22 The breakout sessions at the Cost of Living Summit identified a number of areas for action that can be further explored by the Council and partners including; taking services closer to the community including mobile services; further utilising spaces in the community to get information to local residents including schools, GP surgeries and local shops; early years education in budgeting and meal preparation; development and distribution of simple recipes and cook books; hard copy information to those who do not have

access to digital forms including the development of a one page flier with the contact numbers of key local agencies; promotion of services through community radio; campaigns e.g. no money day; and events for agencies to come together (such as the Cost of Living Summit) to share and disseminate information on the services available in the area.

2.23 The Norfolk Community Advice Network NCAN issued a statement of emergency on 13 October 2022. This statement (appendix 1) detailed the unprecedented level of demand for the services delivered by partners of the network. The statement advised that services were buckling under the pressure of demand and asked for the support of local decision makers including;

- Looking at budgets and consider the prioritisation of frontline advice services
- Reviewing contingency funding allocations and making awards to advice charities
- Extending existing contracts without any service breaks or delays in payments
- Allow award recipients to spend this money more flexibly
- Advise agencies at the earliest possible time if additional information is needed to make payments or decisions about contingency funding, or about continuation of funding contracts
- Helping to find and fund more advisors
- Help to triage effectively, getting the right help efficiently to people most in need, by using the NCAN referral system
- Come to the partnership meeting on 9 November when all viable solutions will be explored

2.24 At the NCAN Partnership Cost of Living Emergency event on 9 November a number of pledges were asked of decision makers including;

- Continuing to pay benefits until it has been proven that the recipient's circumstances have changed positively rather than pausing payments and having those people fall into financial crisis.

3. Corporate Plan Objectives

3.1 Customer Focus – Many of the possible actions would deliver a more customer focused service to our residents and improve outcomes.

3.2 Quality of Life – food and energy poverty will have a detrimental effect on the quality of life of our residents. Initiatives which seek to reduce the impact of poverty will have a positive impact in the quality of life of our residents

4. Conclusion

4.1 The Cost of Living Summit was positively received by those attending. The Cost of Living Survey identified that a significant number of our residents are being negatively impacted by cost of living issues. The Council in the normal course of its work and through delivery of Government sponsored initiatives

(e.g. distribution of Energy Rebate and Household Support Fund) is supporting the most vulnerable residents in the district. The Council and its partner organisations however could do more to support residents with the impacts of cost of living and some of the identified actions could be implemented relatively quickly and easily without additional resource. Other actions will take longer or will require significant resource and these need to be given additional consideration to ensure that they are the right actions to focus any available resource on.

5. Medium Term Financial Strategy

The report does not make recommendation for the provision of any additional resource at this point.

6.0 Financial and Resource Implications

This report has no financial implications but will potentially lead to further work which may have financial implications.

7.0 Legal Implications

This report has no legal implications.

8.0 Risks

There are potentially reputational risks to the Council if it is not seen to be doing enough to support residents with the cost of living.

9.0 Sustainability

Sustainable communities need to thrive and support their most vulnerable. This report considers what more the Council can do to support its residents with cost of living issues.

10.0 Equality and Diversity

This report consider the impact of food and energy poverty on our residents. Inequalities means that the more vulnerable members of our communities are likely to feel the greatest impact.

11.0 Section 17 Crime and Disorder considerations

It is accepted that there is a link between poverty and crime and disorder.

Appendix 1

NCAN Statement of Emergency 13 October 2022

Please see below a statement from the NCAN Steering Group.

On behalf of NCAN advice providers we are writing to declare that we are watching a cost of living emergency unfold.

Advice charities have never seen this level of demand for our free legal and social welfare advice and humanitarian support services, *not even during the pandemic*.

- This year we saw a **405%** increase in the average value of secured loans debt (an average £5821 is owed per person, compared with last year's £1151).
- There has been a **1,300%** increase in those requesting help with debt assessments and a similar increase in demand for charitable support and foodbank parcels.
- **Three times** as many young people have been coming to us as homeless compared to last year.
- Direct referrals have increased **68%** compared to this time last year.

This is all *before* the impact of the next wave of cost-of-living increases and interest rate rises to be expected this Winter. The stories we hear every day about people's suffering – relating to food, fuel, mental health and basic living - are unbearable.

We are also buckling under the pressure of excess demand, with some charities unable to respond to everyone already. Without your immediate help many of our member organisations will need to stop seeing new clients, and this would have devastating consequences for local people facing an emergency such as domestic abuse, homelessness, secured debt, food and fuel poverty.

We need your support now, and you can help by doing the following:

- Look at all budgets to consider the prioritisation of frontline advice services.
- Review your contingency funding allocations and make awards to advice charities.
- Extend existing contracts without any service breaks or delays in payments.
- Allow award recipients to spend this money more flexibly.
- Tell us immediately if you need additional information to make payments or decisions about contingency funding, or about continuation of funding contracts.
- Help us to find *and* fund more advisors, being mindful that introducing new advisors requires training, which takes time *and* has additional cost implications.
- Help us to triage effectively, getting the right help efficiently to people most in need, by using the NCAN Referral System.
- Come to the NCAN Partnership Emergency Meeting on 9th November at (10am) when all viable solutions will be explored. Join via this teams [link](#) or email info@ncan.co.uk for a calendar invite. If you cannot attend, send along a representative.

The Partnership Emergency Meeting will bring together professionals from all sectors and agencies, to better understand what each person and organisation can do to help. We all have something to offer. This is a humanitarian emergency and we must all respond accordingly, with urgency and determination.

NCAN will provide you with any other information to guide your decisions on what you can do to help us to move forwards. Call 01603216481 or email emily@ncan.co.uk

Yours sincerely,
Vicky Aitken, CEO, Age UK Norfolk
Jane Basham, CEO, Norfolk Community Law Service

Lesley Burdett, Strategic Lead Norwich, Shelter
Mark Hitchcock, CEO, Norfolk Citizens Advice
Béatrice Humarau, Executive Coordinator, The Bridge Plus +
Dan Mobbs, CEO, MAP
Ben Reed, CEO, Equal Lives
Chris Sargisson, CEO, Diss and Thetford Citizens Advice
Dan Skipper, CEO, Age UK Norwich

What happened at



Partnership Meeting

on the Cost-of-Living Emergency

Wednesday 9th November

[Find the meeting recording here](#)

Many thanks to all who joined us at our second Partnership meeting on the Cost-of-Living crisis last Wednesday 9 November. We had unprecedented participation with 144 attendees from the VCSE sector, local authorities, the health sector as well as two of our nine local MPs.

50 different organisations were represented including:

- 5 different district councils
- Norfolk County Council
- NSFT
- NHS including primary and acute care teams
- The DWP
- 35 different charities including 5 foodbanks, good neighbour schemes, domestic abuse partnerships, homelessness charities and mental health support charities.

The meeting was very fruitful in raising awareness of local practical solutions available to help address some of the issues our communities are currently facing.

Graeme Tolley, from the Norfolk Community Foundation introduced the [Nourishing Norfolk](#) project which sponsors a network of affordable food hubs across Norfolk.

As always, [NCAN accredited advice agencies](#) are here to provide free, impartial and independent advice and support to people in need. The earlier you get in touch, the better.

Many more advice and support organisations also take referrals via the NCAN referral system so feel free to look at our [Directory](#) for more information about them.

As noted by food bank coordinator Hannah Hill: *“the NCAN referral system is a great tool for getting people to the right place - the agency calls / contacts the client which makes a massive difference with cost of calls / confidence etc”*. So, do not hesitate to contact us at info@ncan.co.uk if you'd like to be able to use the NCAN referral system to refer clients easily to other services from one same place.

OUTCOMES:

- In this document you will find a list of services and resources that were shared during the meeting by participants. This list is non-exhaustive and if you would like to share more with us, please do not hesitate to let us know what you can do to help by emailing info@ncan.co.uk and we will circulate. *We also have a shorter signposting list of local organisations that can help with either advice, food provision or mental health, so feel free to use and circulate as appropriate.*
- Best practices were shared by Broadland Housing Association about their successful attempt at a zero-eviction policy and we urge all local authorities and landlords to take inspiration from this initiative which is proving beneficial for both tenants and landlords.
- Finally, MP Clive Lewis and his team have suggested a lobby in Parliament meeting. If this goes ahead, it needs to involve people who can draw on either their own lived experience of hardship due to the cost-of-living crisis, and those who can bring along evidence and speak about client examples of hardship. If you could be interested in being part of that lobby meeting, please email emily@ncan.co.uk

NEXT STEPS

A media campaign will follow up on the outcomes of this meeting, and the pledges made/asked of decision makers.

The Steering Group of NCAN will continue to ask decision makers and policy makers for their pledges to:

- **freeze evictions** to avoid people falling further into crisis
- **align welfare benefits with the cost of living**
- **continue paying benefits until it has been proven that the recipient's circumstances have changed positively**, rather than pausing payments and having those people fall into financial crisis.

We have identified that these three pledges, if taken up, will have the biggest positive impact on the health and prospects of our residents. They would go some way to enabling residents to continue contributing to their economy, and will begin tackling the root causes of homelessness, poverty, debt and distress in our county.

At our next Partnership meeting we will give feedback on the status of all actions, including the lobby in Parliament. At each meeting we will review progress against pledges made.

Next NCAN Partnership meeting
Wednesday 25th January 2022
10 – 11.30 on Teams
[Click here to join the meeting](#)

*Please share this invite with colleagues and networks.
For a calendar invite please email info@ncan.co.uk*

Again, many thanks to you all!
The NCAN Team

This page is intentionally left blank

Community Engagement Strategy

Summary:

Customer Focus is one of the Council's six priorities in the Corporate Plan with stronger Community Engagement being identified in the Corporate Delivery Plan as being key to putting customers at the heart of all that the Council does and to improve access to services.

The Community Engagement Strategy sets out a high-level approach to meeting the statement above. It has been developed from what was considered best practice across a range of Community Engagement Strategies.

The intent of the Strategy is to provide an understanding of what is meant by engagement, a consistent, agreed corporate approach to how engagement is undertaken, and the outcomes used to inform policies, strategies, procedures, service delivery and working with partner organisations.

This report seeks Cabinet approval of the Community Engagement Strategy (appendix A).

Options considered:

1. To adopt the Strategy and action plan.
2. To not adopt the Strategy and continue undertaking community engagement on an as and when basis.

Recommendations:

That Cabinet approve the Community Engagement Strategy.

That Cabinet agree the content of the Action Plan.

Reasons for Recommendations:

To clearly support the Customer Focus element of the Corporate Plan and Corporate Delivery Plan and to set a high-level framework which ensures that engagement is undertaken in a consistent and effective manner; to ensure that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive.

The action plan identifies activities which support the transition of the Strategy into delivery of engagement.

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)

None	
Cabinet Member (s)	Ward(s) affected All
Contact Officer, telephone number and email: Steve Hems, Director for Communities 01263 516182 steve.hems@north-norfolk.gov.uk Karen Hill, Assistant Director People Services 01263 518183 karen.hill@north-norfolk.gov.uk	

1. Introduction

The Council recognises that key to putting residents and customers at the heart of all it does and to improve access to services is through stronger community engagement.

The Council wants to ensure that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive.

Community engagement is a powerful tool that can provide invaluable information and help to build confidence within communities but only conducted in a meaningful manner; engagement must always have a purpose and we must be able to demonstrate the impact the responses have had on our decision making.

2. Background

The Local Government and Public Involvement in Health Act 2007 introduced a duty on local authorities to involve, inform and consult representatives of local persons where it is appropriate and lawful to do so. The duty came into effect from April 2009.

The “Localism” agenda (The Localism Act 2011) set out in national government policy placed new and greater emphasis on the importance of effective community engagement and the role of local people in decision-making and neighbourhood planning.

This Strategy sets out the high-level approach to meeting the duty of the Council and how we go beyond the “statutory” minimum, building on the already good engagement work undertaken by the Council.

Community Engagement helps the Council to understand different views within our communities. Ensuring that the needs of groups or areas that are harder to reach, or who do not traditionally engage with us are not overlooked is really important; identifying and understanding the barriers that might be stopping certain voices being heard and ultimately increase the number and diversity of people who engage with the Council.

2.1 Development of the Strategy

The Strategy development had arisen from:

- The Council's Corporate Plan Objectives, which provide a 'framework' of priority areas.
- Analysis of Community Engagement Strategies from around the UK to identify examples of best practice.
- Consultation with a wide range of stakeholders.

The action plan is a living document which will continue to be added to during the life of the Strategy. The action plan has regard to guidance contained within the Local Government Association "New Conversations" guide to engagement.

2.2 Consultation on the Strategy

A range of stakeholders have been consulted on the draft Strategy. This includes:

- Members.
- Town and Parish Councils.
- Partners through the Health and Wellbeing Partnership.
- North Locality Board.
- Norfolk County Community Safety Partnership (NCCSP).

Consultation responses have been considered and the Strategy has been amended where appropriate and as necessary.

2.3 Options

Option 1 - To adopt the Community Engagement Strategy.

The Community Engagement Strategy sets out what we mean by engagement, why we are committed to engaging and provides a consistent, corporate and agreed approach as to how we engage and use the outcomes to inform our policies, strategies, procedures, service delivery and work with partner organisations. This Strategy clearly supports the Customer Focus priority in the Corporate Plan and the action plan sets out the activities through which the Strategy will be delivered.

Option 2 - Not to progress the Community Engagement Strategy.

The Council already undertakes a wide range of engagement activity and this 'business as usual' activity is usually done well. Failing to adopt the Strategy would not see any diminishment in engagement activity but it would not necessarily be done in a consistent manner, considering best practice and providing confidence to communities in the way that is set out in the Strategy.

To not adopt the Community Engagement Strategy would not support the stated Customer Focus priority in the Corporate Plan.

3. Corporate Plan Objectives

The Community Engagement Strategy supports the Customer Focus priority in the Corporate Plan.

The Customer Focus element of the Delivery Plan includes the following:

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.

The Community Engagement Strategy sets out the high-level approach to meeting this part of the Corporate Plan priority.

4. Medium Term Financial Strategy

There is no direct impact on the Medium-Term Financial Strategy.

5. Financial and resource implications

There are no direct financial and resource implications arising from the Strategy.

6. Legal implications

There are no direct legal implications arising from the Community Engagement Strategy.

7. Sustainability

There are no sustainability issues arising from this report.

8. Equality and Diversity

There are no equality and diversity issues arising directly from this report. Improving the consistency of approach to community engagement and including communities of interest as a defined area of community should ensure that issues of equality, diversity and inclusion are considered during the development of any community engagement activity.

The aim of the Strategy is to enable a greater engagement with equality groups who may be under represented. Where a negative equality impact is identified action will be taken to mitigate the impact or risk.

9. Section 17 Crime and Disorder considerations

There are no direct adverse Crime and Disorder impacts arising from this Strategy.

10. Recommendations

That Cabinet approve the Community Engagement Strategy.

That Cabinet agree the content of the Action Plan.

This page is intentionally left blank

North Norfolk District Council Community Engagement Strategy 2022- 2024

Table of Contents

Introduction	3
Background	3
The Purpose of the Community Engagement Strategy	3
Links to Other Strategies and Policies	3
Context of the Community Engagement Strategy	4
Developing the Community Engagement Strategy	5
The Corporate Plan	5
Consultation with Stakeholders	5
The Benefits of Community Engagement	6
What do we mean by Community.	7
Community of Place or Neighbourhood.....	7
Community of Interest.....	7
Community of Identity.....	Error! Bookmark not defined.
How we will undertake Community Engagement	8
The General Principles	8
Levels of Engagement	Error! Bookmark not defined.
Inform	10
Consult	10
Involve	11
Collaborate	11
Empower.....	11
Ensuring Transparency	Error! Bookmark not defined.
Measuring our Engagement.....	Error! Bookmark not defined.
Appendix 1 – Action Plan	14

Introduction

Background

The Council's Corporate Plan sets out the Council's priorities. Customer Focus is one of the Council's six priorities. The Council recognises that key to putting residents and customers at the heart of all it does and to improve access to services is through stronger community engagement.

The Council wants to ensure that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive.

Community engagement is a powerful tool that can provide invaluable information and help to build confidence within communities but only conducted in a meaningful manner; engagement must always have a purpose and we must be able to demonstrate the impact the responses have had on our decision making.

The Purpose of the Community Engagement Strategy

This Community Engagement Strategy sets out what we mean by engagement, why we are committed to engaging and provides a consistent, corporate and agreed approach to how we engage and use the outcomes to inform our policies, strategies, procedures, service delivery and work with partner organisations.

This strategy seeks to build on the good practices that already exist within the Council; we have provided examples of how we have started to go about this – look out for the boxes throughout the strategy.

Community Engagement helps the Council to understand different views within our communities. Ensuring that the needs of groups or areas that are harder to reach or do not traditionally engage with us are not overlooked is really important; identifying and understanding the barriers that might be stopping certain voices being heard and ultimately increase the number and diversity of people who engage with the Council.

We also need to use the most appropriate engagement technique/s so we get meaningful and appropriate responses. This will help the Council to make better decisions and meet the needs of our communities and is essential for the effective delivery of our corporate priorities.

Services will be expected to consider and apply this strategy when undertaking service-specific consultation and engagement exercises and apply the principles when they work with residents, communities and customers.

Links to Other Strategies and Policies

The Community Engagement Strategy has or will link to the majority of other Council strategies and policies; it will provide a consistent, corporate and agreed approach to how we engage and use the outcomes to inform our policy and strategy development and reviews.

Context of the Community Engagement Strategy

The Local Government and Public Involvement in Health Act 2007 introduced a duty on local authorities to involve, inform and consult representatives of local persons where it is appropriate and lawful to do so. The duty came into effect from April 2009.

The “Localism” agenda (The Localism Act 2011) set out in national government policy placed new and greater emphasis on the importance of effective community engagement and the role of local people in decision-making and neighbourhood planning.

The strategy does not replace any statutory or formal consultation processes that we currently undertake, for example in relation to planning, licensing or any appeals processes.

The council is also committed to working with partners where it benefits local communities because ‘joined up’ engagement can help both the public and the council to address local problems that cut across agencies.

Developing the Community Engagement Strategy

We have developed the Community Engagement Strategy from:

1. The Council's Corporate Plan Objectives, which provide a 'framework' of priority areas.
2. Analysis of Community Engagement Strategies from around the UK to identify examples of best practice.
3. Consultation with a wide range of stakeholders.

The Council already undertakes a wide range of engagement activity. This 'business as usual' activity and existing projects do not form part of the strategy. However we provide examples relevant to each level of engagement of this activity in this report to:

- Reassure stakeholders that Community Engagement is widely used within the Council
- Provide opportunity for those good examples to be sources of good practice for other Services who are undertaking new engagement activities.

The Corporate Plan

Community Engagement is clearly identified, as a priority for the Council, under the Customer Service theme within the Corporate Plan, however, other community engagement activities are identified under most of the Corporate Plan priorities.

The Corporate Plan provides the framework for the Community Engagement Strategy. The actions identified within the Delivery Plan, which relate to community engagement, are identified within the Community Engagement Action Plan.

Consultation with Stakeholders

Key elements of the Community Engagement Strategy is divided into four themes and these formed the basis of engagement with stakeholders:

- What we define as Community
- The five element model that we have chosen
- The approach to each of those five elements
- How we will ensure transparency on our engagement activities.

In March 2022 we shared these themes at a Town and Parish Forum followed by further engagement on the proposed strategy.

Overview and Scrutiny Committee pre- scrutiny

Consultation with Key stakeholders

The Benefits of Community Engagement

Local and national evidence demonstrate there are benefits to both the Council and the community when engagement activities are delivered well.

Community engagement helps the Council to:

- better understand and respond to the needs of our communities;
- hear the voices of as many communities as possible
- be more accountable to our communities;
- plan and deliver better services;
- make more efficient use of public resources;
- take transparent decisions based on strong evidence;
- build strong and positive relationships within and between local communities;
- test out ideas and explore emerging issues;
- measure the performance of the Council in delivering services;

The local community will:

- have a greater say and choice in the design and delivery of local services
- develop new skills and expertise
- become better informed about the Council's work

Engagement should occur in a systematic way that is integral to everyday working practices.

Improved engagement with our communities and with individuals has been shown to increase involvement with the local democratic process and is likely to result in a higher level of turnout in local elections.

What do we mean by Community?

Communities can mean different things to different people and there are many different groups that make up a living 'community'. Communities may define themselves and definitions do change, people can belong to more than one community and communities themselves are often very diverse. Understanding how the community is defined is key to planning and delivering effective engagement.

Community of place or neighbourhood: A community linked to a particular geographical location such as a ward, village, market town or a location within a town. This location will

The North Walsham Heritage Action Zone development has been supported by a local Board, which has included a wide range of stakeholders.

usually have physical boundaries although they are not always obvious to people who do not live there. These communities may have similar concerns about issues that affect their local area.

Community of interest: A group of people with a shared interest or experience. A community of interest includes service users (for example, car park users) as well as people interested in a particular issue (for example climate change). Each of these communities of interest may require a different way to engage or be engaged.

We run an Environment Forum to understand the views of those who with a particular interest in Climate Change issues and net carbon zero.

Community of identity: A community that is defined by how people identify themselves or how they are identified by society, usually by demographic characteristics (for example,

We are setting up a Youth Council so that the views of young people are fully heard when planning our services.

young people, older people, disabled people, faith groups, black and minority ethnic people, lesbian, gay, bisexual and transgender people).

Generally, people do not associate themselves to just one community, but to several different communities at any one time. This can relate to where they live, work and their interests. It is important to let people define for themselves which communities they wish to be identified with.

The Council recognises that each community will have different needs and wants that need to be balanced and prioritised in the delivery of services and initiatives.

How we will undertake Community Engagement

General Principles

When we undertake community engagement we will:

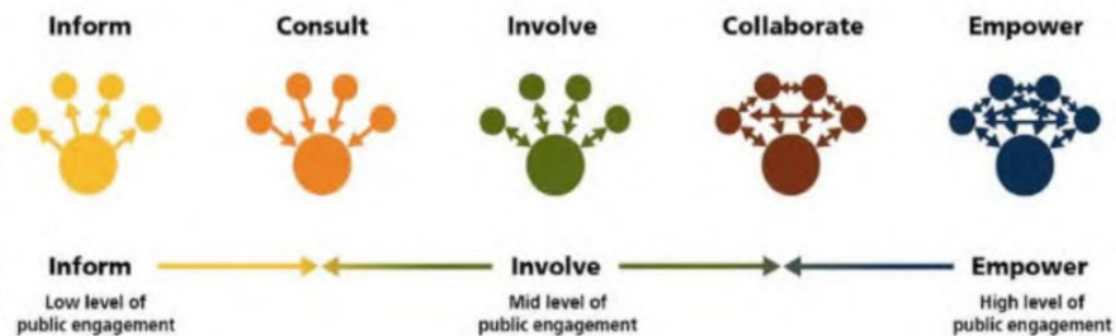
- consider the most appropriate type of engagement for each circumstance, the type and scale of engagement will be appropriate to the potential impacts of the proposal;
- ensure that the consultation captures the full range of stakeholders affected;
- take into account particular needs and work to overcome barriers to participation so that everyone that wants to can participate in the engagement activity;
- where possible we will use the technology to support and enable the engagement process to be as effective as possible;
- be open and transparent about the aims of community engagement activity and what stage of development the policy or proposal has reached;
- coordinate community engagement activities internally and with partners where required, to avoid duplication and consultation fatigue;
- ensure that community engagement activities are realistic and that expectations are not raised unnecessarily or unrealistically;

Levels of Engagement

Community engagement is about giving people the confidence that the services the Council provide are well thought through and balance the needs of local communities. It should provide the skills and power so they can get involved, shape and influence the planning, development and delivery of services.

Delivering engagement activities can take many different forms and the level of involvement can vary greatly. Every type of involvement is important in the community engagement process and different methods will be used depending on the activity and circumstances.

We have chosen to use a model for community engagement that has five elements as shown below.



Community Engagement is spectrum from communication and providing information to empowering communities to do things for themselves. Which level of engagement the Council chooses will be based on a range of factors and needs to be appropriate to the issue or activity, considers the needs of those being engaged and takes account of local circumstances.

We want communities to have confidence in the community engagement process so they can see their contribution is valuable.

Whilst we want to make sure we involve our communities as much as possible we need to make sure that we chose the right level for the particular circumstances or activity.

What does each element of our model mean in practice?

Inform



Where there is no ability to influence the decision then we will say so and make sure we fully inform our communities of this.

Goal	Approach
To provide balanced and objective information to assist understanding about something that is going to happen or has happened.	We will keep you informed about a decision or direction.

When we engage through the inform route we will:

- provide information in an easily understandable format, using plain language and clarifying the key issues;
- provided in a variety of ways that are easily accessible to everyone in the community;
- highlight where to find further information (e.g. websites, helpline numbers, leaflets) so you can decide what and how much information you wish to acquire;
- be honest where decisions are non-negotiable.

Our website (www.north-norfolk.gov.uk) is our primary source of outward facing information but we supplement this with a range of other information sources such as social media, information signs etc

Consult



Goal	Approach
Two way interactions to obtain feedback on ideas, alternatives or proposals to inform our decision making.	We will explore options and opportunities, and seek to understand your concerns or preferences.

When we consult we will:

- only use consultation processes when there is a real opportunity for people to influence and change decisions and services;
- ensure that the objectives of any consultation are clear e.g. to gather new ideas or test options;
- begin consultation early in policy development when the policy is still under consideration and views can genuinely be taken into account;
- make sure that timeframes for consultation are appropriate to the nature and impact of the proposal;
- be clear about what aspects of the policy or proposal being consulted on are open to change and what decisions have already been taken;

Text to be developed

- make sufficient information available to stakeholders to enable them to make informed comments.

Involve



Goal	Approach
Participatory process to ensure people’s concerns and aspirations are consistently understood and considered.	We will involve you in the process so your ideas, concerns and aspirations are directly reflected in the alternatives or final decisions.

When we involve you we will:

- give genuine influence over decision-making and service delivery;
- say how the results will be used, so that everyone understands how their involvement will influence the final decision.

Text to be developed

Collaborate



Goal	Approach
Working together to develop a shared understanding of all issues and to work out alternatives and a preferred solution for joint decision making.	We will collaborate with you so your advice, innovation and recommendations are included in the final decision that we make together.

When we collaborate we will:

- encourage direct participation in decision-making;
- work with you to co-design or commission services.

Text to be developed

Empower



Goal	Approach
Working together to identify and agree solutions which the community is able to deliver for themselves.	We will empower you to develop solutions for your communities and deliver these for yourselves.

When we empower we will:

- encourage aspects of services to be delivered directly by the users of those services;
- work with you to identify clearly what can be delivered by the community themselves;
- identify the support needed to enable the successful delivery of the solutions.

Flood Warden Teams – there are 17 local flood warden teams serving the communities at risk of flooding along our coastline and around the rivers and broads. These teams are empowered to develop warning and informing plans for their own area.

Ensuring transparency

During community engagement activity we will:

- ensure that information obtained from community engagement activities is honestly interpreted, and enable participants to be part of the analysis process if relevant and they wish to;
- have clear processes to feedback on community engagement activity and outcomes and give reasons if unable to deliver on expectations in a timely and appropriate manner;
- publish consultation responses, including number of responses, and how they have been used within 12 weeks of the end of the consultation. If this is not possible, we will explain why;
- use the information from our engagement activities, alongside other evidence, to inform the design and delivery of effective and efficient services, within our current financial constraints.

Measuring our Engagement

It is important to understand how we are doing when it comes to evaluating the success of this strategy. We will use a variety of methods to measure this including:

- perceptions of residents who feel that the Council involves local residents in its decision making;
- use data to assess whether engagement with the Council has increased ie website
- publishing a summary of feedback received and our response to it
- show evidence of how the results have been used to influence final decisions
- report performance on consultation and engagement activities regularly to members

Appendix 1 - Action Plan

See attached

This page is intentionally left blank

Community Engagement Strategy Action Plan

1. Inform					
Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
1.1 Publication of key Corporate Documents/ Strategies and Policies which detail the Council's priorities and key actions to be taken over the short to medium term with clear review dates and processes to remove documents that are no longer relevant and latest date of review/version control	to keep residents and communities informed and up to date on the priorities and work of the Council	Council Leadership Team, Management Team and Service Managers, Web Team	officer time	review website content by Jan 2023 update and review on a monthly basis - ongoing	increased engagement and feedback and increased satisfaction with the Council, fewer complaints and participation in local democracy
1.2 Publication of key information in accessible formats relating to the delivery of the Council's services including opening times, access out of office hours, complaints processes	to keep residents and communities informed on the work of the Council and its services	Council Leadership Team, Management Team and Service Managers, Web Team	officer time	review website content by Jan 2023 update and review on a monthly basis - ongoing	increased engagement and feedback and increased satisfaction with the Council, fewer complaints

and service standards with clear review dates and processes to remove documents that are no longer relevant and latest date of review/version control					
Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
1.3 Development of a range of ways of providing relevant updates/news to residents including the Council's website, social media channels and written format to those who do not have access to the internet or prefer news to be in more traditional format	to keep residents and communities informed on the work of the Council and its services	Council Leadership Team, Management Team and Service Managers, Web Team	officer time	Outlook editions Jun 2022 and Nov 2022 review website content by Jan 2023 update and review on a monthly basis - ongoing	increased engagement and feedback and increased satisfaction with the Council, fewer complaints, increased following on social media platforms, reduced distribution of written format material but targeted at those that want it
1.4 Use targeted and engaging campaigns to inform and influence residents and communities to	to keep residents and communities informed on the work of the Council and its services and to influence	Service Managers, Web Team	officer time	ongoing and part of annual review of	increased engagement and feedback, evaluation of the effectiveness of campaigns

<p>support and help to deliver against the priorities of the Council including behaviour change, building of community resilience and developing social capital</p>	<p>actions and behaviours of residents and communities</p>			<p>engagement activity</p>	
<p>Action</p>	<p>Reasoning</p>	<p>Responsibility</p>	<p>Resources</p>	<p>Timescale</p>	<p>Outcomes/measures</p>
<p>1.5 Develop positive relationships with key external media and community influencers to increase the flow of balanced and positive messages to residents and communities</p>	<p>to keep residents and communities informed on the work of the Council and its services and to influence actions and behaviours of residents and communities</p>	<p>Council Leadership Team, Management Team, Communications Team</p>	<p>officer time</p>	<p>ongoing and part of annual review of engagement activity</p>	<p>improved relationship with key external media, evidence of balanced and positive media coverage</p>
<p>1.6 Develop real time updates on outcomes of Council meetings and key decisions to increase engagement in the democratic process</p>	<p>to keep residents and communities informed and up to date on the priorities and work of the Council</p>	<p>Council Leadership Team, Communications Team</p>	<p>officer time</p>	<p>review opportunities to promote messages after key Council meetings – ongoing</p>	<p>increased engagement and feedback and increased satisfaction with the Council, fewer complaints and participation in local democracy</p>

2. Consult					
Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
<p>2.1 Development of consistent customer satisfaction/feedback surveys across all customer contact channels</p>	<p>Improving the customer experience in line with the Customer Service Strategy, tailored to the service area and customer contact/transaction type.</p> <p>C3 will enable the capture of data which can be used to shape our services</p>	Customer Services	supported by Service Managers and supported by C3 (customer relationship management system)	software development commences Sep 22 and due to be completed by Oct 2022	Measurement of levels of customer satisfaction pre and post service developments and in relation to other factors including increase in demand/cost of living/recession to track changes in levels of satisfaction and enable changes to positively improve levels of satisfaction
<p>2.2 Undertake a residents survey based on the six key themes contained in the Local Government Association approach to resident satisfaction 'are you being served?'</p>	to help drive service delivery improvements and compare performance against other Councils against these measures	Management Team, Communications Team, IT and Web Team, Peoples Services to engage with harder to reach residents and communities	officer time, Outlook content, supported by online consultation/feedback portal	survey Nov/Dec 2022 collation of results Jan 2023	<p>Measurement of</p> <ul style="list-style-type: none"> • Satisfaction with the local area • Satisfaction with the way the Council runs things • Trust in the Council • Responsiveness of the Council • How informed residents feel • Perception of the value of money the Council provides <p>Ability to compare performance against other Councils and provide a benchmark for future surveys</p>

Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
2.3 Undertake a Quality of Life Survey	to understand the issues people face and to identify ways in which the Council and its partners can help those in all communities to access the things that they need to inform the future development of the Quality of Life Strategy and Action Plan	Management Team, Communications Team, IT and Web Team, Peoples Services to engage with harder to reach residents and communities	officer time, Outlook content, supported by online consultation/feedback portal	survey Nov/Dec 2022 collation of results Jan 2023	Measurement of quality of life indicators Ability to compare performance against other Councils and provide a benchmark for future surveys
2.4 Continue to support the Town and Parish Council Forum	to strengthen relationships between the tiers of councils to support local democracy, share information and community views and perspectives on local issues and inform policy development	Democratic Services	officer time and supported by Council Leadership Team, Management Team, and Service Managers	May 2021 - ongoing	number of forum meetings held per year, level of attendance from Town and Parish Councils, the breadth of the issues discussed and the feedback from all parties on the value of the meetings as evidence of the strengthened relationship
3. Involve					
Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
3.1 To establish a district Youth Council	To facilitate collaboration between young residents of the District and the Council, enabling them to share their views on key issues and feed into the Council's decision	Democratic Services	The Youth Council will be supported by the Democratic Services team with input and guidance from the British Youth Council (BYC)	approval from Cabinet to establish a Youth Council in Mar 2022	Number of reports and updates by the Youth Council to NNDC committees

	making processes – as well as working in collaboration with other Community Forums and local partnerships with support from the Council			steering group to be established September 2022 and the main Youth Council commencing November 2022 - ongoing	Decisions taken by NNDC members to in response to recommendations from the YC Attendance by YC members at YC meetings and NNDC meetings
Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
3.2 To engage with residents and communities to build an audience for the content shared on the Council's social media platforms	to keep residents and communities informed on the work of the Council and its services, to encourage dialogue and exchange of ideas and to influence actions and behaviours of residents and communities	Communications Team	officer time	ongoing	increase in hits to content on the Council's shared media platforms and evidence that this is positively influencing our residents and communities
3.3 To engage with the residents and communities of North Norfolk at a grass roots level through the Community Connector Service	to support residents to engage in positive activities to improve their health and wellbeing, build individual and community resilience and develop social capital	Community Connector Service	officer time, partnership resources (including Covid Recovery Grant and COMF), Supporting Communities Fund	Jun 2022 – whilst funding is in place for the service (currently Mar 2023)	mapping of services and identification in gaps, increase in engagement activity, feedback from residents and communities, feedback from partners and VCSE, increase in volunteering

3.4 Continued support to community Flood Wardens	To enable communities to provide an immediate and on the ground response to severe weather incidents and flooding and mitigate the impact of such events protecting life and property	Civil Contingencies and Community Resilience	officer time	ongoing	liaison with Town and Parish Councils to ensure that Flood Wardens are in place and that replacement Flood Wardens can be recruited as necessary, involvement of Flood Wardens in training to respond to severe weather incidents, establishment of effective communication networks in vulnerable communities
Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
3.5 To continue to deliver the successful annual Greenbuild event	Increase awareness of residents and communities of ways to adopt sustainable living practices Greenbuild has developed a reputation as a landmark event in the Council's engagement calendar	Climate and Environmental Policy Team	officer time and Greenbuild budget, sponsorship	Sep 2022	engagement linked to the event, including attendance at Greenbuild and the linked programme of events hosted via the Council's social media platforms, feedback from participants
3.6 To continue to work with local community groups to deliver against the Council's pledge to plant 110,000 trees	increased engagement with local community groups, schools and town and parish councils to increase awareness of the Climate Emergency and supporting local action to mitigate the impact of Carbon emissions	Climate and Environmental Policy Team	officer time, partner resources, community effort, sponsorship	tree planting season 2022/23	number of trees planted against the Council target, number of residents/community groups involved in supporting the project, value of carbon offsetting and contribution to net zero target

<p>3.7 To continue to deliver the North Walsham Heritage Action Zone project</p>	<p>Supporting residents and businesses in North Walsham to celebrate the cultural and historic significance of the town with the aim of enhancing its economic and cultural vitality, including town centre public realm improvement works and restoration of a listed building for community use.</p> <p>North Walsham Visioning Report to support the town to capitalise on the regeneration activity being delivered within the town.</p>	<p>Economic Growth</p>	<p>officer time, North Walsham Cultural Consortium partnership resources including schools and colleges and funding, Building Improvement Grants from Historic England</p>	<p>ongoing to Mar 2024 Visioning Report Jan 2023</p>	<p>evaluation of the impact of the project on community engagement and involvement in the town and an estimate of the added social capital</p> <p>delivery of events celebrating local pride in the town</p>
<p>4. Collaboration</p>					
<p>Action</p>	<p>Reasoning</p>	<p>Responsibility</p>	<p>Resources</p>	<p>Timescale</p>	<p>Outcomes/measures</p>
<p>4.1 Continue to support and develop the North Norfolk Domestic Abuse Forum</p>	<p>to provide support to survivor victims of domestic abuse (DA) and an engagement opportunity for victims to influence service provision to bring together partner agencies to improve service provision</p>	<p>Domestic Abuse Member Champion</p>	<p>officer support from Democratic Services and People Services</p>	<p>ongoing</p>	<p>development of the forum, feedback from members, recognition that services for those at risk of DA and victim survivors is improving and tolerance of DA and violence against women and girls is reducing</p>

Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
4.2 Develop co-production approaches to the development of services for vulnerable and harder to reach groups	to develop personalised approaches to service delivery to resolve complex issues to improve outcomes for service users	Housing Options	officer support, partnership resources linked to the No Homelessness in Norfolk partnership strategy, training for officers, partners and participating service users	Jul 2022 ongoing	training undertaken, evidence of collaboration engagement activity, evidence of changes made to how services are delivered, feedback from service users
4.3 Deliver the Coastal Transition Accelerator Programme (CTAP)	work with affected communities to develop adaptive responses to coastal change and resilience, develop and deliver Coastal Transition Plans and associated projects and embed into wider individual, community and partnership activities and operations	Coast Team	officer support, Norfolk Coastal Forum, National Regional Flood and Coast Committees, Environment Agency Flood and Coast Resilient Innovation Programme, community effort, support from DEFRA, funding from the Coastal Transition Accelerator Programme, East Riding of Yorkshire Council	Jul 2022 to Mar 2027	stakeholder mapping undertaken, engagement strategy developed, outline business case submitted to DEFRA for second phase funding, stakeholder collaboration activity undertaken and evaluated, evidence of embedded community engagement and empowerment approaches which can be held up as good practice nationally, development of resources which can be reused and shared
5. Empower					
Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
5.1 Support communities to	to increase resilience of communities and preparation for emergencies,	Civil Contingencies and Community Resilience	officer time, community effort, shared learning	ongoing	support offered to communities, Community Emergency Plans developed, evaluation of the

develop Community Emergency Plans	to increase ownership of outcomes and to take responsibility for mitigating the impact of incidents				plans as appropriate after incidents
Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
5.2 Support to communities to develop Neighbourhood Plans	to support residents to influence the physical development of their community, to support sustainable development and growth, maintain and enhance the built environment and related wellbeing	Planning	officer time, community effort	ongoing	support offered to communities, the development of Neighbourhood Plans, measure impact through Quality of Life indicators
5.3 Support to communities to set up and develop Community Led Housing Organisations	to support residents to deliver housing with a particular emphasis on delivering local housing for local need and the development of affordable housing	Housing Strategy Team	officer time, grant funding to support the formation of groups and for affordable housing, partnership resources including support and expertise of Registered (Housing) Providers	ongoing to Mar 2025	evidence of support being offered to residents and community groups and town and parish councils, new groups bring formed and groups maturing, affordable housing be actively promoted and planned
5.4 Support communities to develop solutions to deliver against Council priorities e.g. development of	supporting residents to take ownership of issues and to develop solutions for the benefit of residents within their communities	Management Team and Service Managers	officer time, service budget, Sustainable Communities Fund, signposting to funding opportunities	ongoing	evidence of communities taking the initiative to develop solutions to issues within their communities, measure impact through Quality of Life indicators

community fridges to support local people who might experience food poverty whilst reducing food waste					
6. General					
Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
6.1 Further development of a culture of customer and resident engagement alongside evidence of appropriate use of stakeholder management principles	To determine who we should be engaging with, when, how and what we want to achieve	Council Leadership Team, Management Team and Service Managers	Officer time, investment in training and development, small budgets to enable the most appropriate form of engagement and to incentivise customer and resident involvement	Jan 2023 – ongoing	Evidence of different forms of engagement taking place with incremental development of engagement methods moving over time towards greater collaboration and empowerment. Evidence of where feedback from customers, residents and communities has resulted in changes in practice and decisions.
6.2 Increased promotion of engagement opportunities on the Council's website	To demonstrate a strong culture of customer and resident engagement and to increase transparency	Council Leadership Team , Management Team and Service Managers, Communications and Web Team	Officer time	Jan 2023 – ongoing	Evidence of engagement opportunities being promoted on the Council's website and more up to date content. Increased hits to the websites and increased involvement of customers and residents

6.3 Develop online consultation/feedback portals for key Corporate projects/workstreams	to improve management of consultation and feedback and to make the provision of feedback for those who have access to the internet easier and more accessible	IT service/Web Team	supported by those responsible for the engagement activity, officer time	Dec 2021 – ongoing	evidence of increased engagement and useful feedback in the development of strategic direction/policy initiatives/community investment decisions and service development
Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
6.4 Forward plan engagement activity for the year ahead	Use project planning principles for the development of key strategies and policies and the management of major service changes to ensure that adequate time is given to undertake meaningful consultation with stakeholders including customers, residents and communities and/or representative groups	Corporate Delivery Unit, Service Managers	supported by those responsible for the engagement activity, officer time	Jan 2023 and annually thereafter	an annual forward plan of engagement activity
6.5 Development of an engagement register	to enable engagement activity to be co-ordinated between Council services and partner organisations who are actively engaging with residents to reduce	developed and owned by the Corporate Delivery Unit	officer time	Jan 2023 - ongoing	Evidence of engagement activity being undertaken and co-ordinated. Reduction in duplication and increased engagement in future activity

	duplication and engagement/consultation fatigue				
6.6 Develop positive relationships with statutory partners and community organisations and provide mutual support in the dissemination of information to residents and communities including signposting and referral arrangements and warm handoffs	to work more effectively in supporting our communities and to reduce duplication of effort	Council Leadership Team, Management Team and Service Managers	officer time, partnership resources	ongoing	evidence of collaboration with partners, identification of efficiency gains and improved outcomes
7. Partnership led engagement activity					
Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
7.1 Norfolk Warm Homes Targeted promotion (direct to residents, through landlords and	To support residents in reducing energy costs and reducing carbon footprint utilising Government sponsored assistance.	Energy Officer – Housing Strategy	Energy Officer, Norfolk Warm Homes	Commenced July 2021 – ongoing whilst resources available	number and value of energy efficiency measures installed, number of households supported to reduce their energy costs,

landlords associations and via town and parish councils, of energy efficiency measures and the availability of financial assistance for eligible households					utilisation of Warm Homes funding
Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
<p>7.2 North Norfolk Health and Wellbeing Partnership</p> <p>Community Engagement</p>	To involve residents and communities in influencing the provision and methods of delivery of health and care services under the newly introduced Integrated Care System. To focus on population health management addressing health inequalities and prevention of ill health	North Norfolk Health and Wellbeing Partnership	resources of partner organisations, Integrated Care System and Community Connector Service (currently up to 31 March 2023)	Jan 2023 – ongoing	A programme of community engagement activity as detailed in the North Norfolk Health and Wellbeing Partnership Strategy and action plan. Evaluation of the effectiveness of the engagement activity.
<p>7.3 Norfolk County Community Safety Partnership</p> <p>Community Engagement</p>	To involve residents and communities in influencing the priorities of the partnership with regard to community safety and to promote community	Norfolk County Community Safety Partnership	resources of partner organisations, officer involvement and a small financial contribution from the district council to support the work of the partnership	ongoing	Co-ordinated and proportionate community engagement activity. Evaluation of the effectiveness of the engagement activity. Monitoring of indicators relating to community cohesion and fear of crime.

	cohesion and to reduce the fear of crime				
7.4 Develop an annual programme of engagement activity with local employers, Department for Work and Pensions, schools and colleges	Positively promote the work of the Council and the Council as an employer of choice through supporting Job Fairs and Careers Events at schools and colleges, work experience and volunteering to support recruitment and retention	Human Resources, Service Managers	officer time, small budget for refreshments and promotional material, resources of partners	August 2022	number of events supported, engagement from partners and employers, attendance and engagement at events, number of applications resulting from attendance/promotion activity, number of people supported through work experience and volunteering

This page is intentionally left blank

NORTH WALSHAM MARKET PLACE IMPROVEMENT SCHEME

Summary: The North Walsham High Street Heritage Action Zone (NWHSHAZ) includes measures to enhance the public realm and improve accessibility within North Walsham town centre. This scheme was based on concepts developed in 2018/19 and budget estimates submitted for funding to two separate external funds in 2020. This report seeks additional finance to complete the implementation of the scheme to the standard anticipated.

The scheme is part of a programme of measures that will make very significant improvements to the attractiveness and accessibility of North Walsham town centre and its historic assets, thereby improving town centre vitality and the viability of local businesses. Phase one, the creation of a new amenity garden at the gateway to St Nicholas's Church, is virtually complete and the Market Place/King's Arms St. improvement works are continuing apace, with the programme projecting completion in March 2023. In addition, a new bus interchange has been developed at New Road, which enabled through traffic in the Market Place to be reduced and for congestion and pollution caused by idling busses to be resolved.

The fixed budget for the project (with substantial external funding), in the face of inflationary pressures since the scheme was conceived in 2020, has meant that the scheme has had to be tailored to fit. Further funding is therefore required in order to complete the improvements to the satisfaction of the Council and local stakeholders – in effect achieving more than the current budget allows.

Options considered: Alternative options would be:

- to complete a reduced scheme within the existing budget – this would not capitalise fully on the opportunity that exists to transform the town centre;
- to implement the project within the existing budget and to bid for further external funds (at a later date) to implement additional works - as above but also, the likely delay and uncertainty would inevitably incur additional costs of remobilising and further inflation.

Conclusions: The jointly funded (Government and Local Authority) place-making scheme will be enormously beneficial and the opportunity exists to capitalise on the effort but that

will require additional budget. Due to cost increases, the scope of the scheme has been amended but with additional budget, greater outcomes can be achieved. It is therefore proposed that additional financial resources are made available from the Business Rates Retention Reserve (which currently holds circa £600,000 within the overall balance. This was the share of the distributed surplus from the pooling arrangement in 2019/20 and which was agreed should be set aside for regeneration projects such as this) in order to complete the proposed Market Place scheme and to undertake improvements to ancillary areas.

Recommendations:

Recommendations:

To recommend to Full Council that £400,000 be allocated from the Business Rates Retention Reserve for the completion of the NWSHAZ place-making scheme.

Reasons for

Recommendations:

This recommendation is made in order to deliver the additional town centre improvements as part of the HSHAZ place-making scheme.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

--

Cabinet Member(s) Cllr Richard Kershaw Cllr Eric Seward	Ward(s) affected All North Walsham wards
Contact Officer, telephone number and email: Robert Young; 01263 516162; robert.young@north-norfolk.gov.uk	

1. Introduction

- 1.1 A central element of the North Walsham High Street Heritage Action Zone (NWSHAZ) is the ‘place-making’ scheme. This includes improvements to key areas of public realm and to the accessibility and circulation within the town centre.
- 1.2 Council, at its meeting in September 2020, gave the go-ahead for the scheme to proceed following confirmation of the funding package. Cabinet, at its meeting on 1st November 2021, delegated “the determination of the final place making designs to the Assistant Director for Sustainable Growth in consultation with the Portfolio Holder for Sustainable Growth.”
- 1.3 The programme of interventions under the HSHAZ has followed the Council’s project management and governance procedures and has most recently been

overseen by the Council's HSHAZ Board, with periodic reports to the Cabinet Major Projects Working Party.

- 1.4 The second phase of the place-making scheme involves the improvement to the appearance, accessibility and amenity of the Market Place area of North Walsham. The Traffic Regulation Order (TRO) for the scheme was approved on 18th August 2022 and consequently the works commenced in September 2022. The improvements to the Market Place are expected to take 23 weeks to complete. Council officers have been working with the appointed design and funding advisors, together with Norfolk County Council and the contractor, to ensure that the scheme can be implemented in a way that makes most effective use of the available funding, optimises the achievement of the HSHAZ objectives and minimises temporary disturbance and short-term adverse impact on town centre interests, including businesses, customers, market traders and other town centre users.
- 1.5 This report sets out the scope of the place making scheme, and identifies the budgetary challenges it faces, identifying the additional funds sought in order for the scheme to achieve its potential and meet the North Walsham High Street Heritage Action Zone Objectives.

2. The scope and impacts of the scheme

- 2.1 The scheme is part of a programme of measures that will make very significant improvements to the attractiveness and accessibility of North Walsham town centre and its historic assets, thereby improving town centre vitality and the viability of local businesses. This includes significant townscape improvements within the Market Place and traffic management changes, aimed at alleviating the impacts on pedestrians and businesses of through-traffic, which included buses and heavy goods vehicles passing through the main shopping street. The aim is also to create spaces where customers and visitors can dwell in the town centre and where markets and events can take place year-round.

Church Approach

- 2.2 The first phase of the town centre public realm improvement programme (place-making), was the creation of an attractive landscaped amenity area at the eastern end of Market Street (Church Approach) enhancing the setting of St Nicholas Church with public seating and spaces used by neighbouring businesses. This phase is expected to be completed shortly, once the improvements to the wall to the building flanking the space to the north are finished and the remaining 'snagging' issues have been rectified. This element of the scheme commenced early on in order to meet the requirements of external funding constraints and to demonstrate the opportunities that the HSHAZ scheme will bring to the town. This element has been fully funded, although some of the costs are shared with the second phase of the place-making scheme (for example set up costs and the site compound etc.). The scheme did take longer than initially anticipated due to delays encountered in the implementation of the works (namely, ground conditions, underground services and availability of materials). As a result, the cost of phase one was higher than anticipated due to the programme extending and the rapidly rising costs of construction.

Transport Hub

- 2.3 A complementary (but separately funded) part of the programme was the establishment of a transport hub on the site of New Road Car Park, where the creation of three new bus bays and ancillary facilities (seating, shelters etc.) has enabled the removal of buses from the main Market Place and from nearby roads, where congestion and pollution detracted from the environmental quality and safety of town centre streets. This has improved accessibility to the town centre by public transport and has improved passenger comfort. In doing so, it has enabled a redesign of the Market Place to materialise. This scheme was jointly funded by Norfolk County Council, North Norfolk District Council (through land, lost income and staff resources) and North Walsham Town Council (contributing to the bus shelters). It was not funded from the HSHAZ budget, although there were economies of scale achieved through its delivery alongside the place making works. The site has been fully operational for some three months.

Market Place

- 2.4 The most significant part of the scheme is the redesign of Market Place. This will make it a more accessible and attractive area for shoppers and visitors to enjoy by the widening of pavements, the removal of through traffic, the introduction of landscape and amenity features, and infrastructure to better facilitate markets and events. This phase commenced in early September and good progress is being made, with the scheme generally proceeding in accordance with the programme and due for completion in March 2023. This phase of the scheme has been 'de-scoped' to fit within the available budget, however, an additional budget is necessary in order to ensure the scheme is able to incorporate the overall streetscape, amenities, street furniture etc. that were originally intended.

The Lokes

- 2.5 The enhancement of the routes into the Market Place from the town centre car park at Bank Loke is a highly desirable supplementary element of the place making project. Currently, this car park is connected to the main commercial centre via two paths (Bank Loke and Black Swan Loke), which, for many people arriving by car will be the gateway to the town, but neither are attractive or well-lit at night. Bank Loke Car Park accommodates ten of the one-hour free parking spaces that replace those removed from Market Place and it is within minutes by foot from the centre. Proposals to improve the Lokes are outlined as follows.

Black Swan Loke

- 2.6 Early on in the HSHAZ scheme's gestation, the Council acquired an area of unused and derelict land (considered an unsightly 'gap site') adjacent to the Black Swan pub and to the rear of the grade II* Listed no. 7 Market Place. The funding for this came from the HSHAZ budget, supplemented by a further grant from Historic England (approximately fifty percent of the purchase price). This site will enable a direct link to be made between the car park and Black Swan Loke, and Planning Permission has been obtained to facilitate this through the partial demolition of the boundary wall and the creation of a ramped access. The balance of the site is proposed to be transformed into a town centre amenity space or community garden. The owners of No 7. Market Street have cooperated with the Council in improving its rear façade by relocating unsightly paraphernalia and painting the rear wall, leaving a south facing and potentially attractive walled site. The design work has been undertaken, and a revised method of implementation has been agreed for this project, however there is insufficient budget for its implementation. Further

funds would enable the access between Bank Loke car park and Black Swan Loke to be created, and improvements to the overall amenity and appearance of the site to be made; additional funds will be sought, perhaps in collaboration with local organisations, to establish a community/wellbeing garden within the site, if that is the chosen option.

Bank Loke

- 2.7 Bank Loke is the principal route joining Bank Loke Car Park with Market Place. The Council has been working with the owners of properties that adjoin the route to remove clutter (bins, parking etc.) and improve accessibility. It would however be desirable for the streetscape and lighting to be improved and a draft scheme had been designed to achieve this. In the light of budgetary constraints, it has been suggested that these works be further revised and it is anticipated that, in addition to the 'de-cluttering,' significant improvements to the appearance and accessibility of the Loke could be achieved with lighting and signage.

3 Budget

- 3.2 The original bid for funding to deliver the HSHAZ programme was submitted to Historic England in 2019 and the final approval was announced in June 2020. Subsequently, additional Government funds were successfully gained in late 2020 to develop and deliver the place making scheme.
- 3.3 The North Walsham High Street Heritage Action Zone place making total budget is set at £2,224,008. This includes a grant given at the tail end of the last financial year, when Historic England offered additional funds (from underspends from other HSHAZ schemes) over and above the original grant, but the available window for spending it was extremely short – a matter of weeks. The only realistic way of spending this additional money was by purchasing materials up-front for the impending Market Place works, not only enabling the Council to secure the funds but also to avoid further materials cost increases which were expected. The Council was consequently awarded an additional grant of £257,920.44, which helped to further subsidise the scheme and to avoid inevitable inflation cost increases.
- 3.4 The breakdown of the place-making budget is currently as follows.
Historic England: £669,008
Getting Building Fund: £1,170,000
NNDC: £385,000
- 3.5 As the budget for the scheme was fixed prior to the detailed design work being undertaken and before the work was tendered, the scheme has had to be tailored to fit within the budget. The additional plot of land at Black Swan Loke (not included in the original bid) was acquired with funds allocated to the place making scheme after the programme had been developed, which increased the scope of the scheme and further reduced the available funding. There was a need to spend a significant proportion of the funding by the end of the last financial year, and so phase one of the work (Church Approach) commenced before the cost of the main scheme (Market Place) or the ancillary works (the Lokes) was known.
- 3.6 Due to the inflation experienced in the construction industry, the cost of the place-making scheme is significantly above what had originally been anticipated. Now that the target cost for the Market Place is known and the

cost of the works on the Lokes can be reasonably estimated, it is possible to accurately anticipate the total cost of the scheme. As stated above, there are currently insufficient funds to implement the level of improvements at Market Place that were originally planned, and no budget is in place to fund the anticipated improvements to the Lokes.

- 3.7 An additional budget of £400,000 is needed to complete the place-making scheme satisfactorily. It is recommended that this sum be taken from the Business Rates Retention Reserve, which currently holds circa £600,000 within the overall balance. This was the share of the distributed surplus from the pooling arrangement in 2019/20 and which was agreed should be set aside for regeneration projects such as this place-making scheme.

4 Programme

- 4.2 The implementation of the place making work is being managed on behalf of the Council by Norfolk County Council's Highway Design team and undertaken by Tarmac under the County's framework contract. The work is programmed to be completed by the end of March - the date by which the external funds have to be defrayed - and it is hoped that any additional work to the lokes can be incorporated within that programme timeframe. Progress on the implementation of the scheme will be reported to the HSHAZ Board and periodic updates will continue to be provided to the Overview and Scrutiny Committee.

5 Corporate Plan Objectives

- 5.2 The matters addressed in this report relate to the following Corporate Plan objectives and delivery themes:

Boosting business sustainability and growth: "facilitating the transition of our town centres to be places which are attractive and accessible for living, working and for leisure"

Quality of life: "delivery of the North Walsham Heritage Action Zone programme"

Financial sustainability and growth: "investing in environmental and economic initiatives which deliver positive outcomes and a financial return for the authority."

6 Medium Term Financial Strategy

There are not considered to be any material impacts upon the MTFS as a result of the recommendations in this report as the recommended capital sum would come from the Business Rates Retention Reserve. This would leave circa £200,000 funding available for other regeneration schemes in the future.

7 Financial and Resource Implications

Additional funds of £400,000 are recommended to be allocated from the Business Rates Retention Reserve in order to meet the costs outlined in this report. After this there would still be £200,000 available to fund other such schemes.

8 Legal Implications

There are no legal implications thought to arise from matters outlined in this report or recommended course of action.

9 Risks

As with all construction projects at this point in time, inflation has been a major risk factor. The additional budget recommended in this report is considered to be an accurate reflection of the anticipated costs based on the advice of the appointed external consultant quantity surveyor, following his review of the contractor's progress and the contract sums.

10 Sustainability

There are not considered to be any impacts upon sustainability as a result of the recommendations in this report.

11 Climate / Carbon impact

The matters referred to in this report relate to reinforcing the vitality and viability of North Walsham town centre. If the town remains as a thriving service centre, it should reduce the number and length of car journeys made by residents of the town and its catchment. The impact on carbon emissions cannot realistically be calculated but it is hoped that the proposals will help to facilitate no net increase.

12 Equality and Diversity

There are not considered to be any impacts upon equality and diversity as a result of the recommendations in this report.

13 Section 17 Crime and Disorder considerations

There are not considered to be any impacts upon crime and disorder as a result of the recommendations in this report.

14 Conclusion and Recommendations

The jointly funded (Government and Local Authority) place-making scheme will be enormously beneficial and the opportunity exists to capitalise on the effort but that will require additional budget. Due to cost increases, the scope of the scheme has been amended but with additional budget, greater outcomes can be achieved. It is therefore proposed that additional financial resources (£400,000) are made available from the Business Rates Retention Reserve (which was intended for investment in regeneration activities such as this) in order to deliver the additional town centre improvements as part of the HSHAZ place making scheme.

This page is intentionally left blank

Go-Go Discover mammoth sculpture (Lumi) location

Summary: Following the successful conclusion of the Go-Go Discover Sculpture Trail, as lead sponsor for the countywide trail, NNDC retains ownership of two sculptures: ‘Margaret’s Mammoth’ at West Runton Deep History (DHC) discovery point; and ‘Lumi’, which was temporarily placed at the DHC discovery point at Cart Gap. Margaret’s Mammoth will be retained permanently at West Runton. This paper provides options and a recommendation for the final location of the climate change-themed Mammoth sculpture, Lumi.

Options considered: A number of options have been considered, from donating the sculpture back to Break for auction, leaving the sculpture in its trail location at Cart Gap and relocating to a new site which meets the practical and logistical requirements of the sculpture and takes account of financial considerations.

Conclusions: After considering practical, financial and logistical matters (size, weight, maintenance and health and safety etc.) – including the benefit it will bring to North Norfolk – the preferred option is donation to Sheringham Museum.

Recommendations: **It is recommended that:**

- 1. Lumi be donated to Sheringham Museum to display as part of its climate change and Deep History Coast collection;**
- 2. Delegation to finalise the arrangements is given to the Assistant Director for Sustainable Growth in consultation with the portfolio holder for Leisure, Wellbeing and Culture.**

Reasons for Recommendations: The sculpture would be a welcome and relevant addition to the Museum’s collection, strengthening local links to the Deep History Coast. The museum is also able to offer a safe and secure location to display the sculpture and ensure its long-term maintenance.

Cabinet Member(s) Cllr Virginia Gay	Ward(s) affected Sheringham North
Contact Officer, telephone number and email: Robert Young - 01263 516162, Robert.Young@north-norfolk.gov.uk	

1. Introduction

- 1.1 In 2019, NNDC agreed to sponsor Break's Go-Go Discover Trail, working with Break to create a mammoth as the countywide sculpture to link with the Council's Deep History Coast (DHC) initiative. NNDC committed £20,000 to be a lead supporting partner of the 2022 county trail (postponed from 2020 due to Covid). As well as the promotional opportunity for the DHC, the Council was able to choose the design of and retain two sculptures. One, named 'Margaret's Mammoth', is permanently situated at West Runton DHC Discovery point, and the other, 'Lumi' - with a climate change design - was temporarily situated at Cart Gap.
- 1.2 Break's Go-Go Discover trail ended on 10th Sept 2022. As that coincided with the planned date of GreenBuild, it had been planned that the Lumi sculpture would feature as part of the event in Fakenham, although that was subsequently cancelled due to the death of Her Majesty Queen Elizabeth II. Due to Break's de-installation timetable, and transport costs that would be incurred, the sculpture's concrete plinth was returned to Break and the sculpture is temporarily on loan to Sheringham Museum.

2. Considerations

Several logistical matters needed to be weighed up in considering permanent options for the sculpture, including:

- Maintenance and safety - the sculptures in general, on their original plinths, were designed to be safe, discourage climbing and be durable for outside locations. However, in an isolated or unsupervised location, especially exposed to coastal environmental conditions, Lumi could be vulnerable to wear and tear (the design for Margaret's Mammoth was chosen for its suitability to its location).
- Installation – in outdoor locations the sculptures were fixed on 1 tonne concrete plinths. This makes transport difficult and costly, therefore Break were asked to remove the concrete plinth for Lumi at the end of the trail as part of the standard, free of charge, de-installation procedure and have instead provided a wooden plinth which can more easily be transported but is only suitable for a sheltered location.

Sheringham Museum has expressed an interest in hosting Lumi permanently, as her design links well with its developing climate change agenda and programming. The Museum is a strong champion for the DHC and would accept the sculpture on a loan or gift basis, allowing the Council to 'borrow' Lumi for events such as Greenbuild if needed in the future. Local artist Colin Seal and Sheringham Town Council are about to commence a community art project repainting the murals along Sheringham promenade, which will include DHC/mammoth-related artwork. The sculpture is current on display at the Museum's entrance, pending a decision on its final location. Were a permanent loan to be agreed, suitable locations would be found that would make for an interesting feature.

The most relevant alternative location considered is at the forecourt outside Cromer Museum. This area is owned by NNDC but is in a Conservation area and in the Setting of the Grade I Listed Church of St. Peter and St Paul. At this location NNDC would retain ownership of the mammoth and responsibility

for maintenance etc. The wooden plinth would not be suitable for longer term outdoor use so an appropriate new concrete base would need to be constructed or the sculpture anchored directly to the paving. The Cromer location would have both immediate and long-term cost implications for the Council.

4. Conclusion and recommendations

While both locations would be suitable for the mammoth, it is recommended that Sheringham Museum should house it for a number of practical reasons. The Cromer location would be more challenging and costly. While both museums have been keen supporters of the DHC, if the mammoth were to be donated to the Sheringham museum it would be displayed in a safe and secure environment where it would be maintained long-term and integrated in the museum's wider DHC and climate change programming and interpretation.

It is therefore recommended that Lumi be donated to Sheringham Museum, alongside the original interpretation panels and certificate of authenticity. The details of how this is achieved should be delegated to the Assistant Director for Sustainable Growth in consultation with the portfolio holder for Leisure, Wellbeing and Culture.

5. Implications and Risks

As the mammoth is already situated at Sheringham Museum, there are no cost implications other than the donation of a NNDC-owned asset.

6. Sustainability

The sculpture has a climate change-themed design, chosen to support the Council's climate change agenda. Its siting at Sheringham Museum will help to reinforce the Museum's own climate change programme and help promote wider awareness of the issue. The suggested approach will cause no further carbon emissions or give rise to sustainability concerns.

7. Equality and Diversity

There are no direct equality and diversity considerations to note in relation to the content of the report.

8. Section 17 Crime and Disorder considerations

There are no direct equality and diversity considerations to note in relation to the recommended cause of action.

This page is intentionally left blank

SUPPORT FOR UK100 and ADEPT Environmental Initiatives

Summary: The NZSAP board recommends that the council joins the UK100 network to share knowledge and collaborate on environmental issues. This requires a change to the wording of the environmental charter to reinforce our commitment to the wider district to assist decarbonisation.

: In addition, the board recommends supporting the ADEPT Blueprint to accelerate climate action and green recovery at the local level by the portfolio holder for Environmental Services, Climate Change and Environment signing an online petition.

The change in wording to the environmental charter requires Cabinet approval and a formal record of support for these initiatives by Cabinet is sought.

Recommendations:

For cabinet to support:

- **Making the suggested changes to the Environmental Charter**
- **Joining the UK100 network**
- **The portfolio holder for Environmental Services, Climate Change and Environment in signing the online form showing support for ADEPT a Blueprint for accelerating climate action and a green recovery at the local level.**

Reasons for

Recommendations:

To access assistance from and show support for initiatives to help the Council meet its Net Zero targets.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

--

Cabinet Member(s) Cllr Nigel Lloyd	Ward(s) affected All
Contact Officer: Kate Rawlings kate.rawlings@north-norfolk.gov.uk	

1. Introduction

- 1.1 Following the Council's declaration of a climate emergency, the net Zero Strategy and Action Plan (NZSAP) board and officers in the Climate and Environment Team continue to explore and research methods of best practice to inform projects and workstreams to meet the targets set in the NZSAP Strategy.
- 1.2 By supporting the two initiatives detailed below officer will have access to an increased range of resources to aid projects delivered through the district as well as influencing wider work by joining with others with similar goals.

2. Joining UK 100

- 2.1 UK100 is a network of highly ambitious local government organisations, which seeks to devise and implement plans for the transition to clean energy that are ambitious, cost effective and take the public and business with them. It supports decision-makers in UK towns, cities and counties in their transition to Net Zero. It is the only network for UK local leaders focused solely on climate, clean energy and clean air policy. To accelerate the transition to this Net Zero society, UK100 brings together local authorities across the country to share knowledge, collaborate, and petition the UK government with their collective power. They are working together to create flourishing communities - seizing the opportunities of technology to create jobs and establishing a nationwide project of renewal, focussed on local needs and ambitions. UK100 is a private company, limited by guarantee, without share capital.
- 2.2 The portfolio holder for Environmental Services, Climate Change and Environment and officers would like to join the UK 100 organisation to have access to knowledge and expertise from like-minded councils and industry experts. Our declaration of a climate emergency and Net Zero Strategy and Action Plan mean that we already meet most of the criteria for membership.
- 2.3 The final point is a commitment to the wider community to help reduce the district's carbon footprint, which can be achieved by the change in wording proposed to the environmental charter below.

CHAPTER TWO of the climate change emergency across the District
NORTH NORFOLK DISTRICT COUNCIL | Environmental Charter |
(proposed changes in red text)

To meet the challenges of a climate change emergency we are going to need to be outward-looking. Beyond the actions that we take to achieve net-zero carbon emissions across our own estate and operations we will **do our part to** work alongside residents, businesses, schools and community groups to influence positive change and to help reduce **the districts carbon footprints to net zero by 2045.**

3. Support for ADEPT a Blueprint for accelerating climate action and a green recovery at local level

- 3.1 ADEPT is part of a coalition of local government, environmental, and research organisations that published a [Blueprint for accelerating climate action and a green recovery at the local level](#) in January 2021. This set out the national leadership, policies, powers and funding needed to empower local authorities to deliver at scale, working together with

communities and businesses. In developing the blueprint, they have drawn extensively on the direct experience of many local authorities that have declared a climate emergency and developed local strategies. They sent the report to the Government and senior officials and started a campaign to build support. An [updated summary document](#) was published in July 2022.

3.2 Cllr Lloyd proposes to show support for this initiative to secure more powers and resources for councils to take action on climate change and nature restoration, and to build back better from Covid-19. This will take the form of signing an online form to show support for the following five priority recommendations to government in his position as portfolio holder for Environmental Services, Climate Change and Environment.

- Invest in low-carbon and climate-resilient infrastructure including public transport, renewable energy and electric vehicle charging
- Support reskilling, retraining and research to accelerate the move to a net-zero economy
- Upgrade our homes to ensure they are fit for the future
- Make it easy for people to walk, cycle, and work remotely
- Accelerate tree planting, peatland restoration, green spaces and other green infrastructure

4. Conclusion

5. The portfolio holder for Environmental Services, Climate Change and Environment and officers would like to join the UK 100 organisation to have access to knowledge and expertise from like-minded councils and industry experts.

The portfolio holder for Environmental Services, Climate Change and Environment and officers would like to support the ADEPT blueprint to enhance the collective voice of like-minded organisations in gaining sufficient resources from central government to achieve these wider net zero ambitions.

6. Implications and Risks

The Environmental Charter already commits us to a community leader role in helping the district to decarbonise. In addition, the County Council has already joined the UK100 and so have pledged to assist the county to decarbonise.

The pledges are not legally binding.

7. Financial Implications and Risks

There is no direct additional cost to the Council in supporting either of these initiatives. Each NZSAP project has its own budget.

8. Impact on Climate Change

This proposal will open the Council to new resources to help tackle climate change

9. Sustainability

There is no ongoing cost to supporting these initiatives.

10. Equality and Diversity

There are no equality or diversity issues to be considered in this report.

11. Section 17 Crime and Disorder considerations

There are no equality or diversity issues to be considered in this report.

FORMER SHANNOCKS HOTEL SITE, SHERINGHAM

Summary: This report informs Cabinet that following demolition of the former Shannoeks Hotel in Spring 2021, works on the site have stalled and not progressed further as proposed within the agreement made between the Council and the site owner, Huddies Limited.

Given the prominence of the site on Sheringham Seafront and public interest in the site's re-development it is recommended that the District Council now seeks to implement the Compulsory Purchase Order as previously agreed in respect of the development site so as to bring about its future redevelopment.

Options considered:

1. Pursue the CPO process by serving a General Vesting Document to take ownership of the site as the owner has failed to commence works to provide a new building on the site before 23 November 2022.

2. Demur from enforcing the terms of the CPO on commencement trigger (23 November 2022), deferring action until a subsequently agreed deadline, leaving the owner to continue with its own development plans to complete on agreed deadline. The risk being that without pressure from the Council, these works will not be progressed at all. This may result in the site remaining empty and blighting the Sheringham Conservation Area.

3. Demur from enforcing the terms of the CPO in its totality, leaving the owner to continue with its own development plans at its own pace, with the risk that without pressure from the Council, these will not be progressed at all. This may result in the site remaining empty and blighting the Sheringham Conservation Area and reputational harm to the Council in not following through with any action.

Conclusions: The owner has completed phase 1 of the agreed works by demolishing the former Shannoeks Hotel building by June 2021. Beyond this, notwithstanding consistent pressure on the owner by the Council for a number of months, redevelopment of the Shannoeks site remains stalled. The owners have stated that they are making their best efforts to start re-development of the site. However, progress has historically been either at a

slow pace or non-existent. The owner has repeatedly asked to extend the agreed project start dates, whilst providing no practical evidence of being ready to commence redevelopment.

The Compulsory Purchase Order obtained by the Council is in place and supported by a completed agreement with the owners, which sets out a timetable for their re-development of the site to proceed. Having completed demolition of the long-term vacant building by June 2021 the next key date by which redevelopment works should have commenced was the 23rd November 2022, with the agreement stating that the project should be completed by June 2023.

The November 2022 date has now passed with no works to commence re-development of the site being started. Officers remain concerned that the owner will not develop the Shannocks site in accordance with the timetable outlined in the agreement, and are mindful of public concern over the continual delays in the progression of this high profile scheme at the centre of Sheringham seafront.

The actions of the Council in seeking a Compulsory Purchase Order for the Shannocks Hotel were agreed by Cabinet as a means of committing the owner to projected deadlines. A line was drawn by the Cabinet decision in 2019 when supporting the CPO. The Council engaged in this formal process to ensure development of the site would be completed to a known deadline. Although the former hotel building has been demolished, no further works to redevelop the site has commenced over the past 18 months such that it is felt that the Council now needs to implement the CPO process to acquire the site to secure its redevelopment.

Recommendations:

Cabinet is recommended:-

- 1. to confirm support for the serving of the General Vesting Document to take ownership of the site as soon as possible**
- 2. Recommend to Full Council that it approves the addition of a capital budget of the valuation cost as set out at section 6 of the confidential appended report, and an additional £10,000 to cover the costs associated with the purchase of the property to be financed by the use of capital receipts, use of reserves and borrowing if required.**

Reasons for
Recommendations:

To secure timely redevelopment of the site, in accordance with the previously agreed Compulsory Purchase Order process, and the decision of the public inquiry to confirm the Order.

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)

Valuation report October 2022

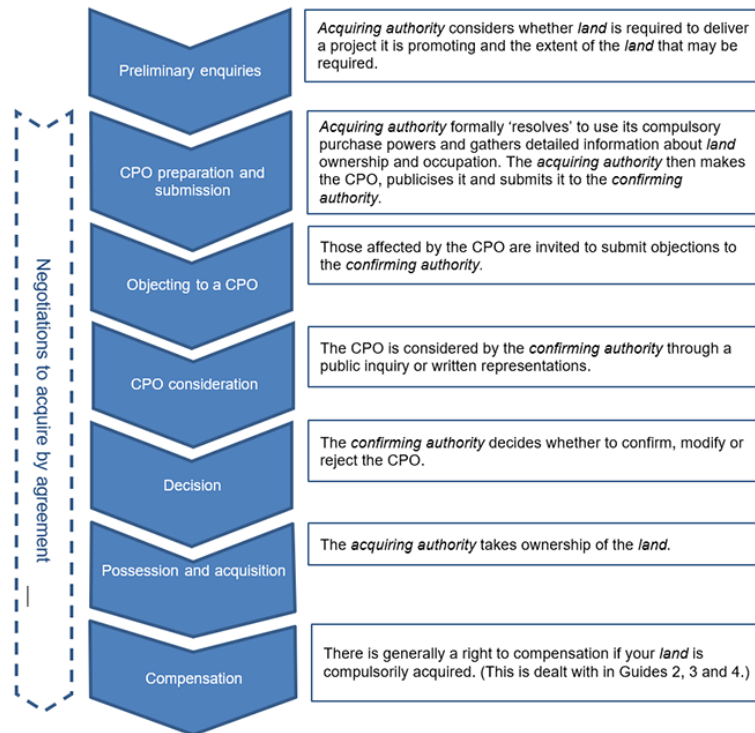
Cabinet Member(s)	Ward(s) affected
-------------------	------------------

Ward(s) affected
Sheringham North

Contact Officer, telephone number and email: Phillip Rowson, 01263 516135
--

1. Background:-

- 1.1 The former Shannocks Hotel building was a prominent building on Sheringham Seafront and has been in its current ownership since 2010. Since that time several measures have been taken to engage the owner to make improvements and secure new uses for the building befitting of its prominent location on the seafront.
- 1.2 Following years of vacancy and deteriorating condition the District Council pursued enforcement action and subsequently resolved to obtain a Compulsory Purchase Order at a meeting of the Cabinet on 4th November 2019 to allow it to acquire the property for clearance and redevelopment, if similar action was not taken within an agreed period of time by the property's owners..
- 1.3 Compulsory purchase is a legal mechanism by which certain bodies (known as 'acquiring authorities') can acquire land without the consent of the owner. The Council is the acquiring authority in this matter. Law and procedures relating to compulsory purchase are complex. The Council must follow procedures, principally set out in the Acquisition of Land Act 1981 and related legislation, to exercise its powers. This can proceed over a protracted time period. Within those procedures there is included the right to object and challenge. The following image sets out the general process:



1.4 The Council was granted approval to pursue a Compulsory Purchase Order to acquire the land on 13 April 2021, when the order was confirmed by the Planning Inspectorate, as the Council had previously agreed a reasonable timeframe for the owner time to progress its own development. In 2019 and 2022 further variations of the owner's planning consents were granted. The owners completed demolition of the former hotel building in June 2021 in accordance with the agreed timeline, but have since not commenced any further redevelopment of the site as required – meaning that the site has now been vacant for a period of 18 months.

1.5 The Compulsory Purchase Order process was supported by an agreement between the owners and the Council. This agreement is binding and required:-

- demolition of the former hotel building and site clearance to be complete by June 2021
- commencement of redevelopment by 23 November 2022
- and completion by June 2023

All of these deadlines were agreed with the owner and formed part of the binding agreement. Failure to meet these deadlines will result in the owner being liable to cede ownership of the site to the Council under the Order granted by the Public Inquiry.

1.6 The agreement envisaged a redevelopment process that took into account the complexity of demolition, construction methods and a desirability to not unreasonably disrupt the main tourism season in Sheringham. The expectation was to demolish by June 2021, commence re-development by June 2022 (now November 2022), and complete by June 2023. These dates are clear and have been subject to the owner's support.

2. Current position:-

- 2.1 As stated above, beyond the demolition of the building, completed in June 2021, no further work has been commenced to take forward the development of the approved new building. Work should have started by June 2022, with an extended date of 23rd November 2022. This date has also now passed and, with increasing public concern about the lack of progress made, it is appropriate for the District Council to consider again whether it should exercise the Compulsory Purchase Order by serving the General Vesting Document on the site owner as soon as possible.,
- 2.2 In serving the General Vesting Document the Council will be required to meet the costs of obtaining a reasonable valuation of the site and all relevant costs associated with taking ownership under the CPO. Details of these costs are provided for Members information in an Exempt Appendix on the grounds of commercial sensitivity.
- 2.3 However, for the Council to acquire the property under the General Vesting Document it is necessary to approve a Capital Budget of £50,000 plus the purchase price as detailed in the confidential valuation report. . This capital budget would be financed by the use of capital receipts, reserves and borrowing, if required.
- 2.4 Alternatively, it may be resolved that the owner should be permitted further time to commence its development, in which case no further action is required to be taken by the Council at this time, but this would not change the deadline of June 2023 for the completion of the development, The Council could then review the provisions under the CPO once again.
- 2.5 Finally, a view may be taken that the Council should stand down further action under the CPO process allowing the owner to progress the development at their own pace, allowing the CPO to lapse in April 2024. This would be contrary to the provisions of the CPO and would be likely to result in significant reputational damage to the Council.

3. Medium Term Financial Strategy

- 3.1 The proposals outlined in this report would contribute to the Council's MTFS i.e. in purchasing the property and its consequent redevelopment it will either generate revenue income streams or a capital receipt for the authority, if sold, which would then be available to fund future capital schemes. All options will be considered for its redevelopment and future use so that the future benefit to the Council can be maximised in order that it makes a positive contribution to the Council's MTFS.

4. Financial and Resource Implications

- 4.1 The Council has already incurred costs for the CPO process and supporting the agreement with the site owners. Those costs have already been incurred, so no further risk is associated to the CPO as it stands.
- 4.2 Market Value and reasonable costs will need to be paid for The Shannocks Hotel site if it is to be taken into the Council's ownership. The valuation report as attached at the Exempt Appendix is recently drafted and is considered to accurately reflect current values. The report is drafted by senior experts in CPO valuation from a respected professional surveying company.

- 4.3 Previously, the Council had established a Capital Budget to acquire the Shannoeks Hotel property through a CPO, but this budget was released at the time the owner of the property proceeded with demolition and an expectation that redevelopment would proceed as per the joint agreement. Now, however, as re-development has not commenced, it is necessary for the authority to consider its position further, with officers recommending that Cabinet seek approval from Full Council for this capital project budget to be re-instated.
- 4.4 Once acquired under the General Vesting Document of the Compulsory Purchase Order it would be necessary for the Council to consider its options for the future re-development or onward sale of the site. If the authority was to look to develop the site out itself, this would require a further capital budget to be identified. It would be expected that the funding for the purchase and subsequent redevelopment would ultimately be recovered if the development was then to be leased or sold.

5. Legal Implications

- 5.1 There would not appear to be any legal impediments relating to the recommendations of this report, the recommendation follows previous Cabinet minutes and the CPO secured at a Public Inquiry. Professional advice will continue to be obtained in completion of the CPO process to secure a robust outcome.
- 5.2 The Council is duty bound to obtain Best Financial Consideration under section 123 Local Government Act 1972.

6. Risks

- 6.1 Given the public concern expressed about this long-term empty commercial property and support secured for redevelopment of the site through the CPO process it is believed that momentum must be maintained in progressing the redevelopment of the site, otherwise the reputation of the Council in looking to take enforcement action against long-term empty and prominent sites and premises will be undermined.
- 6.2 Future decisions will need to be taken as to the Council developing out the site, possibly using “back to back” development partnerships, considering whether to use the fallback position by implementing the current live planning permission, or review best use / development of the site.

7. Sustainability

- 7.1 There are positive sustainability implications arising from this report, as development has been stalled for many years. Bringing a prominent brownfield site back into active use in a key resort and service centre will ensure local services and facilities are supported.

8. Climate / Carbon impact

- 8.1 Demolition is completed, so there are no adverse impacts arising from this report.

9. Equality and Diversity

9.1 There are no equality and diversity implications arising from this report.

10. Section 17 Crime and Disorder considerations

10.1 Dilapidated buildings and vacant sites are often associated with crime and disorder. Active engagement to deliver re-use will reduce potential for crime and disorder.

11. Conclusion and Recommendations

11.1 Notwithstanding consistent pressure on the owner by the Council for several years, the former Shannocks Hotel site remains undeveloped. Despite the owner providing assurances on numerous occasions that the re-development will commence, there has been no obvious progress made. Rather it appears that development is at a standstill.

11.2 As the owner has failed to meet its commitments, the Council can take ownership of the site through the serving of a General Vesting Document as part of the CPO process. So far, the Council has refrained from taking this action, primarily to give the owner every opportunity to develop the Shannocks site itself. There have been numerous extensions to accommodate the owner, with the most recent projected start date given to the Council for re-development being 23 November 2022 – a date which has also passed.

11.3 Officers therefore recommend that Cabinet:-

1. Confirm support for the serving of the General Vesting Document to take ownership of the site as soon as possible

2. Recommend to Full Council that it approves the addition of a capital budget of the valuation cost as set out at section 6 of the confidential appended report, and an additional £10,000 to cover the costs associated with the purchase of the property to be financed by the use of capital receipts, use of reserves and borrowing if required.

This page is intentionally left blank



Compulsory Purchase Order Decision

Site visit made on 23 March 2021

by Joanna Gilbert MA(Hons) MTP MRTPI

an Inspector appointed by the Secretary of State for Housing, Communities and Local Government

Decision date: 13 April 2021

Case Ref: APP/PCU/CPOP/Y2620/3245535

No 1, 1 High Street, Sheringham NR26 8JP

- The Compulsory Purchase Order was made under Section 226(1)(a) of the Town and Country Planning Act 1990 and the Acquisition of Land Act 1981 by North Norfolk District Council on 15 January 2020.
 - The purpose of the Order is to secure the long-term regeneration of the Order Land and to ensure its contribution to the economic, social and environmental well-being of the immediate area and the town of Sheringham.
 - The main grounds of objection were redevelopment of the adjacent public car park and consequent effects on access to the seafront and beach, car parking for nearby residents and visitors, the historic and cultural environment, retail and tourism; the proposed housing not being affordable for local residents; and proximity of the proposed housing to public houses playing live music.
 - There are no remaining objections and two non-qualifying additional objections. One objection was withdrawn.
-

Procedural matters and statutory formalities

1. The North Norfolk District Council (No 1, 1 High Street, Sheringham NR26 8JP) Compulsory Purchase Order 2020 (the Order) relates to land and premises on the High Street in the centre of Sheringham (the Order Land).
2. On 5 March 2020, the Secretary of State confirmed that, pursuant to Section 14D of the Acquisition of Land Act 1981 and applying the criteria in paragraph 27 of the Guidance on Compulsory purchase process and The Crichel Down Rules 2019 (the Guidance), the decision in this case had been delegated to an appointed Inspector.
3. The remaining qualifying objector and landowner, Huddies Ltd, formally withdrew their objection on 5 March 2021. Having allowed the Acquiring Authority (the Council) to provide an updated statement of case and the two non-qualifying additional objectors to provide further written responses, I confirmed that the case would proceed by means of written representations.

Decision

4. For the reasons given below and having regard to all matters raised, I confirm the Compulsory Purchase Order.

Reasons

The Order Land and Surroundings

5. Situated at the corner of High Street and East Cliff within the Sheringham Conservation Area, the Order Land consists of a three-storey late Victorian or early Edwardian building known formerly as the Shannocks Hotel and a small

length of footpath which provides pedestrian access between the rear of the building and Gun Street and High Street. The Order Land occupies a prominent position on Sheringham's seafront facing the Promenade and the beach. The Chequers public car park is located directly east of and outside the Order Land.

6. The building consists of a former bar and dance floor at ground floor with residential accommodation at first and second floors. It has been extensively altered over time. The building has been unoccupied for over ten years and is in a poor state of repair with significant damp. At the time of my site visit, demolition works had commenced only insofar as the removal of a small Council-owned building adjacent to the Order Land to assist in the development of the Order land itself.

Background to the Order

7. The landowner, Huddies Ltd, took ownership of the Order Land in September 2010. Correspondence between the Council and the landowner regarding the condition of the building commenced in 2011. In April 2013, a Section 215¹ notice was issued. However, due to issues serving that notice, a further Section 215 notice was served in March 2014 requiring significant works to repair the building's exterior. The Section 215 Notice was only partially complied with. Subsequently, in July 2015, the Council successfully pursued prosecution of the landowner with regard to non-compliance with the Section 215 notice. Further works were undertaken, but the notice was not complied with in full.
8. In October 2014, the Council undertook a building survey, which established that the building was not structurally unsound or dangerous enough to warrant action under the Building Act 1984. In keeping with advice set out in the Guidance, the Council pursued voluntary sale of the site from at least 2014 onwards, but no agreement was reached due to differences in valuations.
9. Correspondence between the landowner and Council continued in 2015. In October 2015, the Council resolved to continue to seek voluntary sale and pursue a Compulsory Purchase Order as a last resort. The landowner indicated their intention to judicially review the Council's resolution, though this did not proceed further. The landowner also confirmed that they intended to redevelop the site themselves.
10. Interaction between the landowner and the Council continued during 2016, including pre-application discussions and a refused application by the landowner to demolish the building. The Council also resolved to appoint consultants to develop a planning application for the Order Land.
11. In January 2017, the landowner submitted a planning application (Ref: PF/17/0192) for the demolition of the existing building and the erection of a four-storey mixed use building to include restaurant/shops and residential uses. Planning permission was granted on 25 October 2017. No work took place to carry out the planning permission between October 2017 and August 2018, when a further application (Ref: PF/18/1603) was submitted for the variation of Conditions 2 and 3 to allow a change of use of one of the units from restaurant/shop to restaurant/hot food and takeaway and for the demolition of the existing building prior to submission of details of the

¹ Town and Country Planning Act 1990 (as amended)

construction contract. Application PF/18/1603 was granted on 18 October 2018. This remains extant.

12. In late 2018, the landowner undertook tender processes for contractors and appointed party wall surveyors. A further application was submitted by the landowner to vary the approved first floor restaurant to residential accommodation. This was not validated as the Council considered that a full planning application was necessary. No further full planning applications were submitted by the landowner.
13. The landowner provided a revised delivery programme in 2018, which indicated that works would start on site in January 2019 for one year. Subsequently, the landowner confirmed their intention to demolish the building and undertake ground investigations from October 2019 onwards. The landowner's contractor submitted a Section 80² notice for demolition in November 2019. On 16 December 2019, the Council issued a Section 81³ Demolition Notice. A number of applications for discharge of conditions for planning permission PF/18/1603 were submitted on behalf of the landowner in January 2020. Four of these conditions were discharged in May 2020.
14. In addition, the Council also gained planning permission (Ref: PF/17/0468) for the site and the adjacent 34 space public car park for a mixed use development comprising four commercial units and ten apartments over three floors on 6 February 2018. This permission was subject to a condition requiring implementation within three years and has now expired.

Planning policy and guidance

15. It is necessary to consider whether the purpose for which the land is being acquired is consistent with the adopted Local Plan for the area. In this instance, the statutory Development Plan consists of the North Norfolk Local Development Framework Core Strategy incorporating Development Control Policies adopted September 2008 (CS) and the Site Allocations Development Plan Document adopted in February 2011.
16. CS Policy SS12 sets out Sheringham's development strategy. Identifying the town as a secondary settlement in the settlement hierarchy, amongst other things, it envisages the delivery of housing, retail provision appropriate to the town's small-shop nature, employment development, and defines Public Realm.
17. CS Policy SS5 deals with the economy, supports the provision and retention of a range of shopping, commercial, cultural and other uses, and maintains the tourist industry by encouraging new accommodation and attractions which will help diversify the offer and extend the season. It also defines town centres. Sheringham is categorised as a small town centre. The Order Land falls within the town centre as defined on the Proposals Map.
18. CS Policy EN5 addresses areas designated as Public Realm. While the Order Land itself does not fall within the designated Public Realm, it is situated directly south and west of designated Public Realm covering the Promenade and the Chequers car park. In such areas, it is expected that proposals will enhance an area's appearance and usability.

² Building Act 1984

³ Building Act 1984

19. As the Order Land lies within the Sheringham Conservation Area, CS Policy EN8 is relevant. In seeking to protect and enhance the historic environment, the policy confirms that development proposals, including alterations and extensions, should preserve or enhance the character and appearance of designated assets. Where a proposal involves the demolition of a non-listed building within a conservation area, assessment will need to be made of the contribution that the building makes to the architectural or historic interest of the area. Buildings which make a positive contribution to the character or appearance of an area should be retained. Where a building makes little contribution to the area, consent for demolition will be given if there are acceptable and detailed plans for redevelopment or after-use. The policy also encourages high quality design, townscape creation, and landscaping.
20. Though never formally adopted by the Council, the Sheringham Conservation Area Appraisal (Draft Summer 2013) characterises the building on the Order Land as “a plain and indifferently modernised building, marking the beginning of a visual “low point” along the seafront.”
21. Notwithstanding this, for any buildings or any other land in conservation areas, Section 72 of the Planning (Listed Buildings and Conservation Areas) Act 1990 requires special attention to be paid to the desirability of preserving or enhancing the character or appearance of that area.
22. The Council’s approach is in line with local policy and with the National Planning Policy Framework (the Framework). In addition to seeking to ensure the vitality of town centres and achieving well-designed places, paragraph 119 of the Framework provides that local authorities should identify and help to bring forward land that may be suitable for meeting development needs, using the full range of powers available to them. This should include identifying opportunities to facilitate land assembly, supported where necessary by compulsory purchase powers, where this can help to bring more land forward for meeting development needs and/or secure better development outcomes.
23. The Order is soundly based on local and national policy, and there is no suggestion that it should not be confirmed for any reason related to policy.

The promotion or improvement of the economic, social, or environmental well-being of the area

24. The building is undoubtedly prominent within the conservation area and can be seen in views of the town from the beach and the Promenade. The side and rear of the building is also highly visible in views from the Chequers public car park, from properties on Gun Street, and from the nearby frontage of The Crown Inn public house. It is located close to a number of buildings on High Street which are in residential or retail use, with The Two Lifeboats public house situated opposite.
25. It lies in a key location for tourism, upon which Sheringham is highly reliant. Close to the beach, it is within an area which experiences high tourist footfall at busy times. Indeed, the landowner’s heritage statement in support of its planning permission PF/17/0192 confirmed that the Order Land is an important and notable site, which offers a great opportunity for a new building to fully exploit its potential.

26. The building is dilapidated. Although I did not inspect the interior of the building during my site visit, it has not been suggested that the Council's assessment of the building's condition is factually inaccurate or that the landowner has carried out any improvement works internally since the Council last entered the building.
27. To my mind, the Order Land makes no positive contribution to the Sheringham Conservation Area in its current run-down, altered, and unkempt condition. It is reasonable to assume that the Order would assist in the delivery of a scheme which would enhance the local environment, including the conservation area and the adjacent areas of designated Public Realm. Furthermore, both the improved condition of the Order Land and the introduction of commercial uses would be likely to enhance the town's economy and tourism offer. I therefore find that there is justification for the acquisition as it would contribute to the achievement of the promotion and improvement of the economic and environmental well-being of the area.

Whether the purpose could be achieved by any other means and whether the scheme for which the land is being acquired is financially viable

28. Although there is no suggestion that the Order Land should remain as it is, some objectors have raised concerns about the possibility of developing the public car park adjacent to the Order Land as part of the scheme. However, the extant planning permission PF/18/1603 only relates to the Order Land itself, not the car park. Over and above the extant planning permission PF/18/1603 and the now expired planning permission PF/17/0468, no alternative, comprehensive approach to dealing with the Order Land has been put forward.
29. If the Order is confirmed, it is clear that the Council intends to bring forward development on the site. The Council has confirmed that it considers that there is nothing preventing the extant planning permission PF/18/1603 from being delivered by them within a realistic timescale. There is no suggestion that funding would not be available to bring forward development on the Order Land swiftly or that the viability of the planning permission PF/18/1603 is in doubt. Additionally, the Council has already committed considerable time and expense on seeking to enhance the Order Land through various processes.
30. The Council also stated that if the Order was confirmed, it would be possible to implement the planning permission PF/18/1603 or seek a further grant of planning permission. In the event that a further planning application for redevelopment was submitted, there has been no change in the planning policy context which would indicate that permission would be withheld. As such, there are no impediments to the implementation of development.
31. Both the planning permission PF/18/1603 and the implementation of any further planning application would allow the Council to comprehensively regenerate the Order Land. The only other mechanisms, aside from the Order, to secure the improvement of the Order Land would be for the sale of the site on the open market or for the landowner to demolish the existing building and redevelop the Order Land. If the site were to be sold, this would not necessarily mean that the Order Land would be redeveloped. Its sale would not be guaranteed. Despite repeated assurances from the landowner that they intended to redevelop the site, the use of the Council's statutory powers, and the fact that some progress has been made in terms of the landowner obtaining planning permission, this matter has been ongoing for a number of

years without any positive change on site. During that time, the Order Land has continued to deteriorate, causing harm to the local environment.

32. Furthermore, the Financial Statement for Huddies Ltd dated June 2019 indicated at that time that the company's liabilities exceeded its assets. This and the ongoing enforcement issues relating to other properties owned by individuals associated with the Order Land suggest that the landowner may not have the financial capacity to progress the planning permission PF/18/1603 or other proposals to regenerate the Order Land.
33. In this context of ongoing delay and lack of evidence of necessary funding on the part of the landowner, I am not confident that works to improve the Order Land and bring about its redevelopment would take place without the Order being confirmed. If the Order were confirmed, I consider that there would be a reasonable prospect that either the scheme approved via planning permission PF/18/1603 or another planning application would proceed.

Objections

34. While an objection was initially made to the Order by the landowner, this was withdrawn. The provisions of Article 1 of the First Protocol to the European Convention on Human Rights (ECHR), as incorporated by the Human Rights Act 1998, is engaged. However, in this instance, the interference is justified by a legitimate aim, namely the public interest, and the action is necessary and proportionate. Articles 6 and 8 of the First Protocol to the ECHR are not relevant in this instance as the landowner has withdrawn their objection and has chosen not to participate in a public hearing, and the Order Land is not occupied and no residents are affected.
35. With regard to other non-qualifying objections, a number of concerns were raised by Mr Wall and Ms Pearce, residents of nearby Gun Street. These concerns centred on the loss of the public car park adjacent to the Order Land and the provision of additional shops. Given its location close to the seafront and beach, I acknowledge that the car park has been an open space for many years and is well-used at busy times during holiday season and when events take place. It is particularly useful for families and older and disabled visitors to Sheringham as it allows for easy access to the beach and the seafront. It also allows for access to local shops and display of local artwork and provides scope for views of the sea for both long-term and short-term residents of adjacent historic cottages on Gun Street. Furthermore, given the limited number of parking spaces on Gun Street itself, the car park offers residents of Gun Street the ability to use it on an annual permit basis.
36. The extant planning permission PF/18/1603 does not include the public car park. If it were the case that the Council considered it appropriate to bring forward an alternative planning permission which involved redevelopment of the car park, local residents would be able to object at relevant stages in the Council's processes for property and planning decisions.
37. Reference has been made to a recent sinkhole in Sheringham. Any damage caused during construction processes is not a matter for the Order process. While I note concerns about the affordability of any new residential units on the Order Land and adjacent car park, and the scope for noise from live music at nearby public houses, these issues do not alter my findings.

Conclusion

38. The Order is soundly based on local and national planning policy. Furthermore, the Order Land is in poor condition, compromising the economic and environmental well-being of the area. There is limited evidence that the landowner is likely to improve the condition of the Order Land in the foreseeable future. I have little reason to question the viability of the planning permission PF/18/1603 or to doubt its likely completion with the benefit of the Order. There are no material impediments to the implementation of development. I have also had due regard to my obligations in relation to the ECHR.
39. Confirmation of the Order would meet the tests of Section 226(1)(a) of the Act, and would comply with requirements set out in the Guidance. Compulsory purchase should only be used as a last resort but, in this case, I consider that the action is fully justified and that there is a compelling case in the public interest.
40. For the reasons given above and having regard to all matters raised, I therefore confirm the North Norfolk District Council (No 1, 1 High Street, Sheringham NR26 8JP) Compulsory Purchase Order 2020 without modification.

Joanna Gilbert

INSPECTOR

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank