

Overview & Scrutiny Committee



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Tuesday, 7 June 2022

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 15 June 2022** at **9.30 am**.

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

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

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

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

Emma Denny
Democratic Services Manager

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

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



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

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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. SUBSTITUTES

3. PUBLIC QUESTIONS & STATEMENTS

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

4. MINUTES

1 - 14

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 11th May 2022.

5. ITEMS OF URGENT BUSINESS

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

6. DECLARATIONS OF INTEREST

15 - 20

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

7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public.

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

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

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

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

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

21 - 108

Summary:

The Managing Performance Report attached, as Appendix A, will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview of progress towards achieving the

objectives in the Corporate Plan, assesses the impact that Covid-19 has had on both these aspects of Council performance during 2021/22, and the actions being taken to address these issues and proposes any further action needed.

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

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

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

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

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

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Tel:- 01263 516232

11. NNDC PERFORMANCE BENCHMARKING

109 - 204

Summary: To put in place an arrangement for the Overview & Scrutiny to receive benchmarking information so that they are in a position to make recommendations to Cabinet for action based on evidence to improve performance.

Options considered:

1. Members to individually interrogate LGINform benchmarking data and make proposals to the Overview & Scrutiny Committee in areas of concern.
2. Look at all measures in the LGINform headline report and make recommendations to Cabinet as

necessary.

3. Choose a set of measures to review on a regular basis from which to make recommendations to Cabinet when necessary. Assess those measures every six months for relevance.

Conclusions: The recommendations from the briefing should be adopted and should a further workshop be needed the committee specify what they would want from that workshop.

Recommendations: Receive benchmarking information as follows;

- 1. Use the CIPFA nearest neighbours comparator group,**
- 2. Report on a quarterly basis at the same time as the performance reporting.**
- 3. Seven key benchmarking areas to be included in the initial report as laid out in appendix 1.**
- 4. Performance areas are reviewed on a six-monthly basis.**

Reasons for Recommendations: Reviewing benchmarking data in this way will ensure the Council maintains acceptable levels of performance across the services delivered by the Council.

Cabinet Member(s) Ward(s) affected:
Cllr T Adams All

Contact Officer, telephone number and email:
Helen Thomas, Policy & Performance Management Officer
Tel: 01263 516214 Helen.Thomas@north-norfolk.gov.uk

12. ENFORCEMENT UPDATE - JUNE 2022

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5 -
21
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Summary: This report provides the update for Members on a range of enforcement related issues arising from the work of the Enforcement Board and Combined Enforcement Team (CET).

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

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

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

Reasons for Recommendations: To ensure appropriate governance of the Board's activities

To show the progress of Combined Enforcement Team cases and contribution to the work of the Enforcement Board

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

Ward(s) affected
All Wards

Contact Officer, telephone number and email:
Martyn Fulcher, Director for Place and Climate
Change 01263 441263
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13. OVERVIEW & SCRUTINY ANNUAL REPORT 2021-22

211 - 218

Summary: This report aims to provide the Council with an outline of the role of the Overview & Scrutiny Committee, and a summary of the work undertaken throughout the 2021-22 municipal years.

Options considered: N/a.

Conclusions: Throughout 2021-22, the Committee fulfilled its obligation to provide oversight of Council business and hold Cabinet to account. Whilst Covid-19 had a significant impact on the Committee's working practices, the Committee have adapted to remote and hybrid working and continued to deliver effective scrutiny.

Recommendations: **1. It is recommended that Council notes the report, affirms the work of the Overview & Scrutiny Committee, and considers the following concerns raised within the report:**

- **Additional Committee substitutes required to adequately address the number of apologies given.**
- **Late submission of reports continues to cause volatility in the Work Programme.**
- **Too many ‘last minute’ requests to include items under Urgent Business which degrades both the quality of scrutiny and the opportunity to add maximum value to the process**

Reasons for Recommendations: To inform Council of the work of the Overview & Scrutiny Committee in 2021-22 and address concerns raised.

Cabinet Member(s): N/a
Ward(s) affected: All

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WORK PROGRAMMES

14. **THE CABINET WORK PROGRAMME** 219 - 220

To note the upcoming Cabinet Work Programme.

15. **OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE** 221 - 228

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

16. **EXCLUSION OF THE PRESS AND PUBLIC**

To pass the following resolution, if necessary:

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

OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 11 May 2022 in the Council Chamber - Council Offices at 9.30 am

Committee Members Present:	Mr N Dixon (Chairman)	Mr S Penfold (Vice-Chairman)
	Ms L Withington	Mr H Blathwayt
	Mr P Heinrich	Dr V Holliday
	Mr C Cushing	Mr A Brown
	Mr P Fisher	
Members also attending:	Mr R Kershaw (Observer)	Mr N Lloyd (Observer)
	Mr J Rest (Observer)	Mr E Seward (Observer)
	Mr J Toye (Observer)	Ms V Gay (Observer)
Officers in Attendance:	Democratic Services and Governance Officer - Scrutiny (DSGOS), Chief Executive (CE), Director for Resources/Section 151 Officer (DFR), Estates and Asset Strategy Manager (EASM), Director for Communities (DFC) and Assistant Director for Finance, Assets, Legal & Monitoring Officer (MO)	
Also in attendance:	Anglian Water: Director of Quality and Environment (DQE) and Regional Engagement Manager (REM)	
	Parklands Residents Association: Mr T MacKeown and Mr T Amos	

191 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr N Housden, Cllr A Varley and Cllr E Spagnola.

192 SUBSTITUTES

None.

193 PUBLIC QUESTIONS & STATEMENTS

A public statement had been received from Mr Tom MacKeown of Parklands Residents' association, which would be heard during the relevant agenda item.

194 MINUTES

Minutes of the meeting held on 6th April 2022 were approved as a correct record and signed by the Chairman.

195 ITEMS OF URGENT BUSINESS

An item of urgent business on proposals for the Levelling-Up Fund had been received, though it was agreed that the item could be taken after the Engagement Strategy report as a courtesy to public speakers and officers attending the meeting.

196 DECLARATIONS OF INTEREST

None declared.

197 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

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

None received.

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

The DSGOS informed Members that at the meeting held on 3rd May, Cabinet accepted the Scrutiny Panel for Environment & Quality of Life's recommendation in relation to the Quality of Life Strategy.

200 ANGLIAN WATER SEWAGE OUTFLOWS BRIEFING

The Chairman introduced the item and informed Members that the briefing had been arranged as a result of a recommendation from Full Council to request that the Overview & Scrutiny Committee monitor the efforts made by Anglian Water (AW) to mitigate sewage outflow events in North Norfolk. It was noted that the Director of Quality and Environment (DQE) and the Regional Engagement Manager (REM) were in attendance for the briefing.

Questions and Discussion

- i. The DQE began with responses to questions submitted in advance and noted that these fell into two categories relating to planning, or sewage overflows and storm discharges. The REM stated that with regards to planning, AW were not statutory consultees for planning applications, though they did play a role as developers had a 'right to connect' to the existing water and drainage infrastructure. He added that AW sought to work with local planning authorities and developers to ensure that any development proposed would be sustainable and not cause detriment to the environment. It was noted that the first question asked whether the existing networks in the region were combined foul drainage and surface water sewers or separate, to which it was confirmed that the region was mixed, though coastal areas often had more mixed networks, as a result of historical installations. The REM stated that inland drainage systems were more likely to be separated into distinct surface water and foul sewerage networks. He added that AW were responsible for foul sewage and some combined systems, whilst the majority of surface water drainage systems were managed by the lead local flood authority - NCC. It was suggested that going forward, all new developments would have separate systems wherever possible.
- ii. The second question related to network capacity, and the extent to which AW were consulted on any planning decisions that may impact the network. The REM stated that AW did seek out and request planning authorities to apply conditions where these were considered necessary. It was noted that developers could not be charged for fixing any existing issues, which necessitated efforts to ensure that any new development would not cause detriment to the network. The REM reported that the Strategic Flood Alliance

had made excellent progress in bringing together key stakeholders to address areas with persistent surface water flooding issues.

- iii. The third question related to the frequency and issues caused by heavy rainfall events, and the REM noted that AW were one of the most effected water companies in the UK for issues related to climate change, including periods of excess water flow and water scarcity. He added that generally speaking foul flows were entirely manageable within the constraints of AW's existing assets, and where growth was expected investment was concentrated to mitigate potential issues. It was noted that surface water issues remained the responsibility of NCC, though AW did encourage and advise on the best solutions to avoid overwhelming the foul drainage network. The REM stated that where all other options were exhausted, some surface water drainage would occasionally be connected to the existing foul network, in which case efforts would be made to ensure this would not cause future issues.
- iv. The Chairman stated that in terms of focus, the Council had requested the Committee to review sewage discharge events, and to report progress on any investment in mitigation measures. He added that communications were a key issue, and asked what relationship AW had with the Environmental Health Team to communicate these issues quickly and effectively to ensure public safety. The DQE stated that communication of sewage outflow events and event duration monitoring (EDM) data was published on the AW website, and also passed to the Rivers Trust, Surfers Against Sewage, and the AW Beach Alert system. He accepted that this was not agile enough, and the new Environment Bill would require water companies to move to near real-time publication of information on these issues. It was noted that the Beach Alert system was in place to alert users to possible contamination events, and it was expected that the same system would be replicated for rivers by year end with a postcode check system.
- v. On combined sewage overflows (CSOs), the DQE noted that combined systems had been historically installed to prevent sewer flooding with pressure release valves that would discharge high pressure into the environment. The now questionable theory at time of installation, was that during a high rainfall event, sewage would be very dilute with rivers in full flow to further dilute effluent. The DQE stated that this theory was unacceptable by modern standards, and AW were therefore implementing a strategy to address issues with old systems still in place. This would include installation of EDM monitors on all 53 CSOs within North Norfolk, with the network coverage currently at 71%, with 100% coverage expected by 2023 in advance of the original March 2025 target. The DQE stated that spills did not automatically equate to environmental damage or harm, as sewage outflows only equated to approximately 1% of environmental harm, though all efforts were taken to ensure that good ecological status was maintained. He added that monitoring would form part of a risk assessment process to better understand where high spillage events were most likely, to target investment as necessary. It was noted that EDM monitors in Cromer has suggested 1219 hours of spills on 154 occasions, but this was unquestionably the result of a broken monitoring system and the fault would be addressed as soon as possible.
- vi. The DQE stated that AW had already removed 300 highest risk CSOs from their network and planned to invest £200m into resolving further issues by

2025. He added that whilst some of this would include the installation of EDM monitors, a large part would be used to improve the capacity of the network itself. It was noted that many CSOs operated as a result of blockages in the network that were caused by incorrect materials being placed into drains, such as plastic containing wet wipes, and AW welcomed the opportunity to work with partners to avoid these issues. The DQE suggested that he would also welcome the opportunity to invite Councillors to visit a water treatment facility in the District to see these issues first hand. He added that the other reason CSOs operated was water ingress, and additional capacity would be created to help mitigate this. It was noted that additional storm storage tanks were not a final solution, and efforts must continue to create more upstream solutions such as working with developers, lobbying against the automatic right to connect, and developing sustainable urban drainage schemes within all new developments.

- vii. The DQE stated that in addition to increased demand from new developments, there was also a legacy issue that had to be addressed with thousands of older surface water drainage systems potentially connected to the foul network. He added that following an investigation of 10k properties in the town of March – Cambridgeshire, approximately 2k homes had their rain water catchment directly connected to the foul water system, in addition to 425 highways gullies. It was noted that there were also 425 hectares of impermeable surfaces, which contributed to surface water entering the foul network. The DQE reiterated the efforts AW were making to address these issues, and stated that it was crucial to improve partnership working to create upstream solutions.
- viii. The Chairman referenced communication and noted that the public had to visit a website to determine whether it was safe to go swimming, and asked whether this information could be better placed in the public domain. The DQE replied that when CSOs operated the Beach Aware system would send out an automated alert to the relevant local authority, the Environment Agency and Surfers Against Sewage (SAS). He added that SAS had a Safer Seas and Rivers app, which the public could download for real time information on swimming safety. The Chairman referred to communication with local authorities, and asked who received these notifications. The REM confirmed that the notification were sent to Members of the Environmental Health Team, though it was suggested that links could be improved and a written response would be provided on the specific individuals that received notifications. The DQE added that efforts to improve river bathing were also underway as one of five pledges made by AW for residents to be no more than one hour away from a designated bathing area either coastal or inland. It was noted that engagement with local residents would be undertaken, and it was possible that environmentally friendly UV disinfection or other methods such as PerFormic Acid could be utilised.
- ix. Cllr L Withington referred to the removal of 300 CSOs and asked whether a progress update was available. She added that she was pleased to hear that the target had been brought forward to 2023, and suggested that Parish and Town Councils could help promote any water safety messages, alongside efforts to improve awareness of the Safer Seas and Rivers app in coastal areas. The DQE replied that AW could provide regular annual or six-monthly updates on investment schemes. The Chairman suggested that at present the Council received snapshot information, but it would be helpful to receive a more continual flow of information to identify patterns and help to resolve

issues.

- x. Cllr A Brown referred to storm overflows and noted that when dealing with AW, he had found the service provided to be efficient, though there was a slight communication problem with no dedicated helpline for the issue. He added that communicating these messages had been a long process, with little cooperation from NCC on the need to clear their assets. Cllr A Brown asked whether it would help to make unauthorised connections to the foul network a criminal offence. The REM replied that this would help, and AW were continuing to lobby Government on this issue, and that with regard to communications, it was important to ensure that all issues were reported through customer contact centre to ensure they were included in the corporate recording process. It was suggested that the REM could also be a regional point of contact for Councillors to report issues. Cllr A Brown asked a subsequent question on whether AW were engaging pro-actively on resolving nutrient neutrality issues. The DQE replied that AW had been taken by surprise on the nutrient neutrality issue, though data was being provided at a regional level to carefully monitor phosphate levels, with many sites already over-treating to achieve required phosphate standards and nitrogen levels. He added that AW were also working with the Norfolk Rivers Trust to undertake a scoping study on the development of wetlands alongside other nature-based solutions that would seek to promote biodiversity net-gain and carbon sequestration. It was noted that AW had also been asked to contribute ideas to the Environment Agency on how developers could better contribute to help speed up the development of AW assets that would protect against environmental harm.
- xi. Cllr N Lloyd referred to a location in which AW surface water drains ended on land of indeterminate ownership, and noted that he had tried to engage on this issue to highlight a responsibility to maintain the area and pipeline. The DQE suggested that discussion could take place after the meeting to resolve the issue.
- xii. Cllr S Penfold stated that it was helpful to have more data going forward, and asked whether sewage outflow events were declining or getting worse. The DQE replied that data suggested the number of events and duration were declining, which suggested improvement from 38 CSO events in 2018, to 25 in 2021. Cllr S Penfold asked whether it was AW's intention to achieve zero CSO events, to which the DQE replied that spills did not necessarily equate to environmental harm, and the efforts required to achieve zero CSOs could be more harmful than the events themselves.
- xiii. Cllr A Fitch-Tillett noted that the region had one of the most dynamic coasts in Europe that was particularly susceptible to coastal erosion related to surface water issues, and asked how AW would address issues in future, to which it was noted that a written reply would be provided.
- xiv. The Chairman noted in summary that there were issues to address in regards to communicating with the public, a requirement for improved data sharing arrangements, and a need for improved partnership working. He added that many issues could be helped by the involvement of Parish and Town Councils. It was noted that the Chairman was also surprised to learn of the scale of unknown connection into the foul network, given that residents often paid for this service. The Chairman noted that he was also surprised to hear that AW had been caught off guard by nutrient neutrality legislation, and

assumed it was likely the timescale that was the issue, given that AW would have monitored nutrient levels in rivers for many years.

RESOLVED

- 1. To receive and note the briefing.**

ACTIONS

Anglian Water to consider the following actions relating to combined sewer overflows (CSOs):

- 1. To implement improved means of communication with residents and tourists in North Norfolk to notify of emergency discharge of raw sewage in coastal, river and broads locations to allow members of the public to make informed decisions about swimming or other waterborne activities and the related health risks in these areas.**
- 2. To develop partnership working with NNDC Environmental Health and other partners on data sharing of emergency sewage discharges and other pollution events harmful to human health and the environment, to identify trends and improve performance monitoring.**
- 3. To work with NNDC and communities most effected by emergency sewage discharges to ensure that the causes of current problems are understood, and that all possible mitigation measures are taken to relieve issues and ensure that discharge events are less frequent and shorter in duration.**
- 4. To facilitate an NNDC visit to a Water Recycling Facility, so that Members develop a better understanding of the practical challenges in managing CSOs.**

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

The EASM introduced the report and informed Members that it sought to outline the process that had been undertaken to ensure due diligence in relation to the disposal of the Parklands residential site near Fakenham, which was a 38 pitch mobile home site owned and operated by the Council.

A public statement was made by Mr Tom MacKeown – Chairman of the Parklands Residents Association.

Questions and Discussion

- Cllr E Seward informed Members that the report outlined the process of the commercial sale of the Parklands site, and the Committee were invited to scrutinise the robustness of this process, to ensure that they were satisfied the sale would meet the necessary requirements. He added that he was not aware who the highest bidder would be, but was assured that all due diligence had been adhered to during the bidding process. It was noted that he was aware of similar sites in other parts of the District, and Members were reminded that all residents had a right to security and peace.
- Cllr V Holliday asked whether the due diligence included consideration of

each bidders prospective plans for the site. The EASM replied that this question had been part of the interview process for each bidder, with the interview Panel comprised of officers, the selling agent, and two members of the Parkland Residents Association.

- iii. Cllr H Blathwayt asked who would make judgement on the fit and proper person, to which it was confirmed that this was established via Licensing as a relatively new requirement.
- iv. It was confirmed following a question from Cllr A Brown, that there were bidders from outside of North Norfolk.
- v. Cllr P Heinrich suggested that any successful bidder could potentially sell the site in the future, and asked whether there were any guarantees that could be provided on the long-term commitment to the site and residents. It was noted that all bidders had suggested a long-term commitment to the site, but protections would also be provided by the Mobile Homes Act.
- vi. Cllr L Withington asked whether there were any constraints on the sale of homes, to which the EASM replied that the Mobile Homes Act did protect owners from being forced to sell or otherwise harassed by park owners.
- vii. Cllr J Rest referred to the existing homes on the site and asked whether there was any age limit on mobile homes and any requirement to continue this. The EASM replied that she was not aware of an age limit, though the mobile homes were expected to be kept in reasonable condition by owners.
- viii. Cllr C Cushing asked for clarification on the timescale of shortlisting and selection of bids, to which the EASM replied that initial bids had been received in October and officers had been reviewing them since to ensure due diligence, and were now at the point of assessment to be determined by Cabinet on June 6th.
- ix. Cllr S Penfold asked if representatives of the Residents Association were satisfied with the process. Mr MacKeown replied that there were differing views and opinions amongst residents, but most would prefer that the successful bidder was someone known locally to the Council and residents.
- x. Mr T Amos of Parklands Residents Association stated that they had undertaken their own due diligence, during which some bidders had not come across positively, and asked the Council to ensure that it was certain of all information prior to making a decision.
- xi. The recommendations were proposed by Cllr H Blathwayt and seconded Cllr P Heinrich.

RESOLVED

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

202 PRE-SCRUTINY: ENGAGEMENT STRATEGY

The DFC introduced the report and informed Members that engagement was an aspect of the customer focus theme of the Corporate Plan, and a framework had been developed to deliver a high level and consistent approach across all service areas. He added that it had been developed alongside the Quality of Life Strategy, as this also placed an emphasis on engagement with residents. It was noted that the Council already undertook a substantial amount of public engagement, though feedback suggested that this was done in varying ways and was not consistent. The DFC noted that five questions had been posed to Members on the Strategy document, which would also be shared with other consultees.

Questions and Discussion

- i. The Chairman noted that there had not been a Member workshop during the developmental stages of the Strategy, and suggested that he felt this would have engaged more thoroughly with Members. The DFC replied that the document had only been prepared in draft form, and he would be happy to seek wider comments from Members if required. The Chairman suggested that it would be beneficial to host a workshop to ensure that input could be gained from a wider selection of Members, rather than just those present at the meeting.
- ii. Cllr A Brown stated that engagement had been demonstrated recently on two conservation area appraisals, which had been undertaken differently with one more successful than the other. He added that one had been criticised and he would therefore reiterate comments that some improved consistency would be beneficial.
- iii. Cllr V Holliday stated that the proposed steps for measuring engagement did not appear to have any SMART objectives, and asked whether this could be improved. The DFC replied that metrics could be developed as part of the action plan, but this would require engagement to determine what should be included. Cllr V Holliday suggested that the delivery capacity of Parish Council was limited, and comments on p11 were a concern. The DFC replied that many Parish Councils already undertook autonomous activities, such as establishing flood warning teams that NNDC had empowered to operate without the need for control. He added that empowerment of local groups and Parish Councils would not always be pursued, but it was a positive opportunity in some cases to give communities ownership of their services.
- iv. Cllr V Gay stated that she recommended the Strategy and reiterated the importance of its connections with the Quality of Life Strategy, as research had shown that giving residents a voice within their communities improved their sense of self. She added that it also had an effect on democratic engagement, which was important to show residents that their input mattered. It was noted that there were also many different kinds of communities, and recognising different groups and their interests would lead to better engagement.
- v. Cllr L Withington referred to comments on p31 that suggested outcomes would be used to inform Policy, strategies, and the delivery of services. She added that this important statement did not appear to be consistent throughout the Strategy document, and asked whether this could be strengthened to ensure that engagement remained outcome focused. It was

suggested that better links to the Communications Team and linking the Engagement Strategy to the Communications Strategy could also be helpful. Cllr L Withington suggested that community engagement could also be considered on all reports that came to Council.

- vi. Cllr S Penfold referred to comments on p7 that referred to community of identity, and suggested that the Council should be careful as this was a delicate topic, and asked whether advice had been sought on this issue. The DFC replied that this point had been advised from a range of other documents, and would allow groups to self-identify, though further advice could be sought if necessary. Cllr S Penfold asked whether there was a specific officer responsible for diversity, to which the DFC replied that whilst there was not a specific officer, diversity fell within the responsibility of People Services, where there was a range of specialist knowledge available.
- vii. The DFC noted that questions proposed in the document had not been answered, and whilst it was possible these could be addressed as part of a workshop, it would delay the process of approval.
- viii. The Chairman summarised comments and suggested that there appeared to be a proposal to hold a workshop on further development of the Strategy, and also to consider the inclusion of more measurable outcomes or metrics that could be discussed in greater detail at a workshop. The recommendation was proposed by Cllr S Penfold and seconded by Cllr A Brown.

RESOLVED

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

203 ITEM OF URGENT BUSINESS - LEVELLING-UP FUND ROUND 2

The CE introduced the report and informed Members that the programme deadlines meant that the item had to be brought to Committee as an item of urgent business. He added that the Government's prospectus for round 2 of the Levelling-Up Fund had been released in March, with North Norfolk increasing from a priority two to priority one area, which provided increased capacity funding to help develop proposals. It was noted that in this context, it was expected that the Council would submit proposals, and Cabinet had therefore given consideration to potential projects. The CE stated that there had been challenge and scrutiny of the District's limitations, which primarily related to utility provision and the viability of development, that were beyond the control of the Council. He added that projects that were successful would be given a two year timeframe for completion, expected by March 2025, or March 2026 under exceptional circumstances. It was reported that officers and Cabinet had reviewed potential projects and had developed initial proposals for improved community sports provision in Fakenham, which would include a 25m swimming pool and potentially a 2G hockey pitch, to address the existing lack of provision in the area. Upon further consideration the second proposal included investment into the sunken gardens and North Lodge Park in Cromer, which had not seen investment for a considerable period of time. The CE informed Members that engagement with key local stakeholders had begun with Fakenham Town Council, Sport England and Everyone Active for the Fakenham proposal, alongside Cromer Town Council and the Friends of North Lodge Park for the Cromer Proposal, with

bids to be submitted by July 6th.

Questions and Discussion

- i. The Chairman raised a concern regarding process priorities and distribution, and stated that whilst he made no comment on the two proposals, areas east of North Walsham did not appear to feature in any major projects. He added that it was likely that Members and residents from this area would feel some discontent as a result, and suggested that there ought to be a list of project proposals that could be considered in the area. It was suggested that consultation could take place with local stakeholders during fallow periods, to have potential proposals ready in outline for consideration.
- ii. Cllr H Blathwayt asked whether the eastern area of the District could be prioritised for the next tranche of funding, as he felt the area had been ignored. He added that he would like to see a proposal put in motion that the east is given priority. The Chairman suggested that waiting until the next round of funding would be too late, and proposals were needed now so that they would be ready for implementation on a call-off list.
- iii. Cllr C Cushing stated that he strongly supported the Fakenham application as it was twelve years since the Town's last swimming pool had closed, with the next closest being in Dereham or Wells. He added that he also supported the provision of the 2G pitch, which tied in with the vision for the Fakenham extension, as improved facilities would be required. Cllr C Cushing suggested that he would also be interested to understand how bids would be put together, and more details on how stakeholders would be engaged throughout the process.
- iv. Cllr R Kershaw stated that he did not dispute that there was a need for projects in the eastern parts of the District, and it was clear that efforts were required to determine the needs of the area, so that projects could be in place ready for funding opportunities announced at short notice. He added that the Shared Prosperity Fund was expected which would provide £1.26m over three years, and whilst there was a tight schedule, he suggested that a Members briefing to review options and explain the limitations of the fund could be helpful.
- v. Cllr A Brown referred to the Shared Prosperity Fund and noted that a recent study by the Rural Services Network had shown that historically there had been consistent underfunding of rural areas, which received 38% less than urban areas. He added that the Levelling-Up Fund appeared to have been launched with indecent haste, and asked to what extent proposals in the east had been given equal consideration. The CE replied that the Levelling-Up agenda and associated data had deemed wards in the east of the District low in terms of need relative to the programmes objectives, and as a result, it was possible that projects would not be supported in the area. He added that competition amongst bids would be strong, and the Council therefore had to submit bids with the strongest chance of success. It was noted that this did not mean that there wasn't a need for support or proposals in the eastern parts of the District, but work would be required to properly identify these needs relative to the unique features of the area. The CE noted that previous proposals had considered improving employment land in areas such as Catfield, though the level of investment required did not appear to be matched by the level of demand.

- vi. The Chairman accepted that time limitations had restricted the available proposals considered, and suggested in future that a wide variety of pre-prepared proposals should be made available to ensure that all areas could be given equal consideration.
- vii. Cllr V Holliday suggested that she did not feel comfortable supporting proposals for Cromer, as she was not convinced that it would result in levelling-up for the wider District.
- viii. Cllr S Penfold suggested that Members raise awareness of the Council's own Sustainable Communities Fund, as whilst not at the same level, this could provide support for multiple projects in the east of the District. He added that very few applications were received from this region, with only one application east of Worstead in 2021 from Stalham.
- ix. Cllr V Gay stated that she had experienced the same issues when receiving notification of funding opportunities with short timescales, which allowed for very little project exploration. She added that developing projects could take months or years, so there was a case for developing proposals in advance. Cllr V Gay stated that she did support the Fakenham proposal as it would provide real opportunities to all residents, and similarly so would the woodlands and gardens of Cromer.
- x. Cllr R Kershaw stated that the Government aims of the project were very specific, and projects had been chosen for their adherence to the supplied guidance, as it was important to achieve funding success, rather than submit bids that were unlikely to succeed. He added that there was deprivation in Cromer that justified the need for funding support.
- xi. The CE noted that bids for both the Levelling-Up fund and the Shared Prosperity Fund were expected within a relatively short timescale, therefore it was important that opportunities to share proposals with Members in advance of any bids being submitted were taken.
- xii. The Chairman suggested that whilst the Committee was not required to make a recommendation on the funding proposals, it might be helpful to share the comments and concerns raised for future funding opportunities.

RESOLVED

- 1. To note the report.**

ACTIONS

- 1. Briefing to be arranged on potential future project proposals and the Shared Prosperity Fund.**

COMMITTEE OBSERVATIONS/COMMENTS

- 1. The process by which proposals are promoted and prepared for short notice funding schemes needs to be transparent, objectively scored against agreed priorities and fairly distributed across the District.**
- 2. Opportunities needed for Town & Parish Councils to submit possible**

project proposals well ahead of funding scheme announcements, so that they are defined in outline and added to an approved investment list to be matched to scheme criteria, strategic priorities and equitably distributed, to enable more detailed proposal submission work to be efficiently targeted.

3. Both proposals had obvious merits; Fakenham facility appeared to be strongly supported for the BCA with clear infrastructure and regeneration benefits. Cromer proposal had to be seen in context of a wider range of possibilities across the NNCA. Given that there were no other outline project proposals for comparison or judgement, and the short funding scheme deadline, there was pragmatic agreement to support both proposals.

204 OFFICER DELEGATED DECISIONS - FEBRUARY TO APRIL 2022

- i. The Chairman noted that he had commented previously at Cabinet on increased mileage rates and asked whether any neighbouring Councils had been contacted or consulted on the increase. The CE replied that the decision had been made under delegated powers in consultation with Cabinet and the Director for Resources to reflect recent increases in travel costs. He added that the change had been made to address a short-term requirement and would be kept under review going forward. It was noted that NNDC had consulted with Unison, but was not required to consult with other authorities on the matter. The CE noted that the LGA were in the process of undertaking a pay review for the eastern region that would allow benchmarking, and it was expected that NNDC would be amongst the lower paying authorities in the region, though this was under review to ensure that the organisation remained competitive.
- ii. Cllr J Toye noted that increases to the fuel allowance would only generate a relatively small increase in costs, but would help staff.

RESOLVED

1. To receive and note the report and the register of officer decisions taken under delegated powers.

205 OVERVIEW & SCRUTINY WORK PROGRAMME SETTING 2022/23

The DSGOS informed Members that a draft work programme was included for consideration with regulatory items and others requested for consideration by the Committee. He added that some items had been listed as Cabinet recommendations, which had been done with the aim of streamlining the work of the Committee. It was noted that there were four additional items proposed for consideration, and the Committee were required to indicate whether they were supportive of adding these to the work programme. These included coastal defences, mental health support, the economic development strategy, and the cost of living crisis.

Questions and Discussion

Members indicated that they were supportive of the work programme and the additional provisional items, with approval proposed by Cllr P Fisher and seconded by Cllr A Brown.

RESOLVED

- 1. To agree the draft Overview & Scrutiny Work Programme for the 2022-23 municipal year, with the inclusion of additional items proposed by Members.**

206 THE CABINET WORK PROGRAMME

The DSGOS informed Members that a number of items discussed at the meeting as pre-scrutiny were due for consideration by Cabinet in June, such as the Parklands property disposal. As a result, there was little further substantial business expected in the coming months that the Committee had not already considered.

RESOLVED

To note the Cabinet Work Programme.

207 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

- i. The DSGOS noted that there was an annual review of appointments to outside bodies, with the Committee required to make a recommendation on appointments to the NHOSC. He added that given that there had not been any alternate proposals, he assumed that the Committee were happy to continue with Cllr E Spagnola as representative and Cllr V Holliday as substitute.
- ii. Cllr J Toye noted that due to issues with GDPR, officers were not able to undertake the Planning Customer Experience Survey as planned. He added that a Customer Experience Strategy would still be brought before the Committee for consideration in September. Members agreed that they were supportive to continue as planned, despite setbacks.

RESOLVED

To note the update.

208 EXCLUSION OF THE PRESS AND PUBLIC

The meeting ended at 12.35 pm.

Chairman

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Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

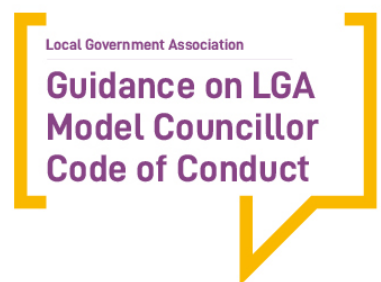
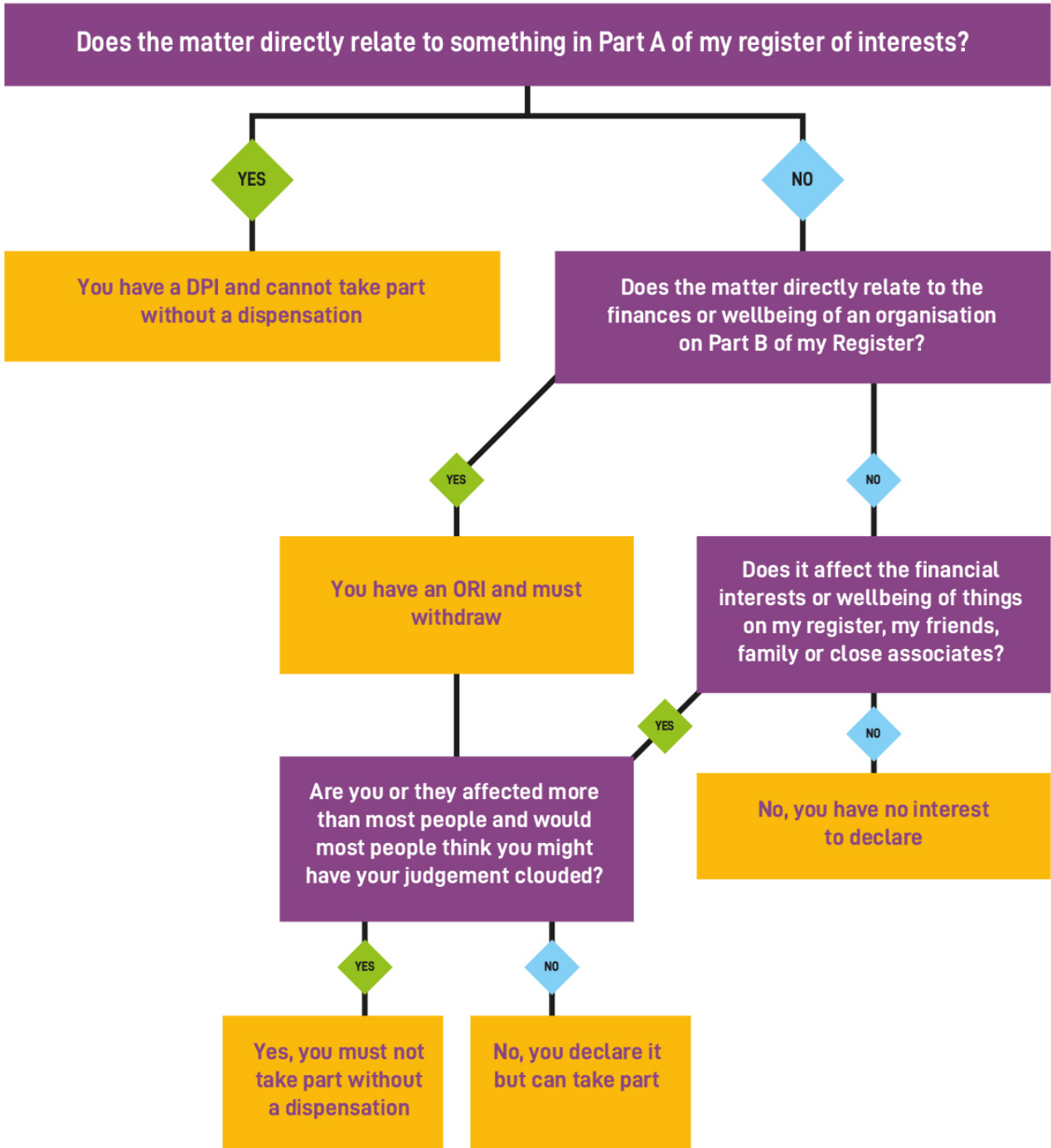
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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* 'director' includes a member of the committee of management of an industrial and provident society.

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

Table 2: Other Registrable Interests

<p>You have a personal interest in any business of your authority where it relates to or is likely to affect:</p> <ul style="list-style-type: none"> a) any body of which you are in general control or management and to which you are nominated or appointed by your authority b) any body <ul style="list-style-type: none"> (i) exercising functions of a public nature (ii) any body directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)
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Managing Performance Quarter 4 and cumulatively for 2021/2022

Summary: The Managing Performance Report attached, as Appendix A, will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview of progress towards achieving the objectives in the Corporate Plan, assesses the impact that Covid-19 has had on both these aspects of Council performance during 2021/22, and the actions being taken to address these issues and proposes any further action needed.

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

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

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

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s)	Ward(s) affected
Cllr Tim Adams	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 This report covers the fourth quarter of the 2021/22 reporting year – i.e. the period covering January, February and March 2022 and provides some commentary of cumulative achievements / performance across the whole of the 2021/22 year.
- 2.2 Continued progress has been made over Quarter 4 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report, despite corporate focus again having to be directed to COVID response activity with rapidly rising rates of infection in the District particularly during December 2021 and early weeks of 2022 associated with the spread of the Omicron variant.
- 2.3 The uncertainty caused by the spread of the Omicron variant had particular impact on many hospitality businesses at a critical time of the year and saw the Government announce further grant support for the sector which resulted in an increase of calls to the Customer Services, Environmental Health, Economic Growth and Revenues Teams.

3.0 Quarter 4 - 2021/22 - Managing Performance Report

- 3.1 The Quarter 4 2021/22 Managing Performance Report is attached as an Appendix to this Cabinet report. It covers the period 1 January to 31 March 2022 and is a summary report with more detailed information and context available through the In-Phase system.
- 3.2 The report takes the following format:-

Chief Executive's Overview	Overview of the Chief Executive outlining the progress in achieving the Corporate Plan and managing services
Key	Key to Delivery Plan action symbols and performance measure symbols
Delivery Plan Overview	Dashboard showing the RAG status (Red, Amber, Green) of all Delivery Plan actions
Key Priorities	Current actions for the priority objectives agreed by Cabinet in November 2021 upon which focus is being maintained alongside the Council's ongoing response to the COVID situation. This report details the Cabinet's priorities given the current situation.
Local Homes for Local Need	Delivery Plan actions progress reports under the theme Key Performance Indicators

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

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

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

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

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

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

4.0 Forthcoming changes to the managing performance report

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

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

5.1 Local Homes for Local Need

5.1.1 At its meeting of the 5th July 2021, Cabinet agreed and adopted a new Housing Strategy which detailed the Council’s ambitions to facilitate the delivery of more affordable homes (both rent and shared ownership); investment in the better provision of temporary accommodation so as to manage rising incidences of homeless presentations; increased provision of purpose-built accommodation for older people through development of Housing with Extra Care models; increasing independent living through the further improvements to the Disabled Facilities Grant scheme and reduced fuel poverty through the appointment of an Energy Efficiency Officer.

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

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

5.2 Boosting Business Growth and Sustainability

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

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

5.2.2 Good progress has been made during the quarter on the detailed plans for the North Walsham Heritage Action Zone programme with works commencing on the Church Approach area and at The Cedars building with proposals for the wider Market Place improvements being finalised.

5.2.3 Work has continued on developing a new Economic Growth Strategy for the District which will now be presented to Cabinet in July 2022 following pre-scrutiny consultation.

5.3 Customer Focus

5.3.1 Following adoption of the new Customer Service Strategy work has been taken forward on developing a new set of performance indicators for customer service quality and a programme of Customer Service developed. These measures will be based on measuring outcomes relating to: ease of access, level of service delivered first time, levels of satisfaction with the service received and staff delivering the service, whether complementary services were offered.

5.3.2 Work has also been undertaken to improve the Council's Complaints processes moving from a three-stage process to a two-stage process with clear timescales being proposed for each of the stages such that issues of concern are resolved in a timelier manner. This new system was launched during this quarter and is currently being embedded across the Council.

5.3.3 Planning performance has continued to improve during Quarter 4 from a low base seen in Quarters 1 and 2 of 2021/22 due to the implementation of the new back office system, with performance now being at a level comparable to neighbouring and similar authorities, as evidenced in the tables at Appendix B.

5.4 Climate, Coast and the Environment

5.4.1 The Council's Net Zero 2030 Strategy and Action Plan was presented to Cabinet and adopted at its meeting of the 31st January 2022 and the actions / objectives of the action Plan will be incorporated into the future performance management framework, adopting the same approach as agreed for the Housing Strategy.

5.4.2 Over 50,000 trees have been planted during the 2021/22 planting season delivering against the Council's Tree Planting Programme – meaning that over 70,000 trees planted to date, towards the Council's target of 110,000 trees being planted by end of 2023. This includes three Miyawaki Forests at Fakenham, North Walsham and Sheringham.

5.4.3 On 24th March the District Council hosted a visit to Happisburgh by Rebecca Pow, Environment Minister who announced that North Norfolk District Council and the East Riding of Yorkshire Council would pilot approaches to managing coastal adaptation through a new Coastal Transition Accelerator Programme. This programme, which will operate over the next five years, is expected to see a minimum of £10million additional funding come to North Norfolk to support local communities at risk of cliff loss adapt to the challenges of climate change.

5.5 Quality of Life

5.5.1 Following the opening of the new £12.7million The Reef Leisure Centre on 30th November 2021, rates of membership and participation have exceeded expectations and demonstrate how much the Council's investment in good quality leisure and fitness centres is valued.

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

5.6 Financial Sustainability and Growth

5.6.1 Adoption of the 2022/23 budget by Full Council at its meeting of 23rd February 2022 informed by the successful completion of the Zero-Based Budgeting process and subsequent issuing of Council Tax bills to over 55,000 accounts.

5.6.2 Continued focus by the Revenues Team on the payment of Omicron business grants where once again the authority was in the top ten nationally in terms of numbers and value of grants paid during this period.

5.6.3 Following the Chancellors Spring Statement on 23rd March, which included local authorities making £150 Energy Rebate payments to some Council Tax account holders initial discussions took place with county partners and software providers about how such payments would be administered by the Council.

6.0 Conclusion

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

7.0 Implications and Risks

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

8.0 Financial Implications and Risks

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

9.0 Sustainability

9.1 There are no negative sustainability implications of this report.

10.0 Equality and Diversity

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

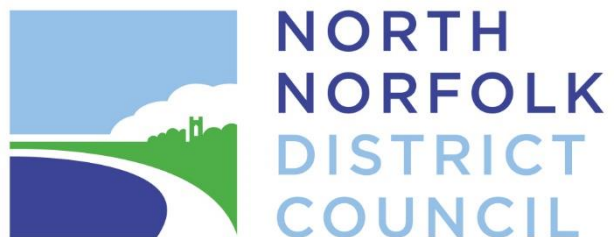
11.0 Section 17 Crime and Disorder considerations

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

Managing Performance

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Managing Performance

Overview

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

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

Local Homes for Local Need

- At its meeting of the 5 July 2021, Cabinet agreed and adopted a new Housing Strategy which detailed the Council's ambitions to facilitate the delivery of more affordable homes (both rent and shared ownership); investment in the better provision of temporary accommodation so as to manage rising incidences of homeless presentations; increased provision of purpose-built accommodation for older people through development of Housing with Extra Care models; increasing independent living through the further improvements to the Disabled Facilities Grant scheme and reduced fuel poverty through the appointment of an Energy Efficiency Officer.
- During the fourth quarter 80 households on the Council's Housing List have been housed which is slightly lower than the average for the previous three quarters (87 households). 163 new affordable homes have been completed during the 2021/22 reporting year, against an anticipated number of 100 new homes over the year. This represents a significant achievement.
- The Council appointed an Energy Efficiency Officer who commenced their employment with the authority on 7 March 2022 and has an ambitious programme of work related to increasing domestic fuel costs, compounding an already significant issue for many North Norfolk households.

Boosting Business Growth and Sustainability

- As the country and District look to move on from the COVID pandemic with work from home restrictions being lifted at the end of January the work of the Economic Growth Team has focussed on supporting future business growth – reinstating contacts with key businesses and handling a small number of potentially significant business enquiries through the provision of advice, discussion with partners etc – including the recent positive announcement by the Academy of Robotics to establish their operations in the development of autonomous vehicles at the former RAF Neatishead site, which has been vacant for over 15 years.
- Good progress has been made during the quarter on the detailed plans for the North Walsham Heritage Action Zone programme with works commencing on the Church Approach area and at The Cedars building with proposals for the wider Market Place improvements being finalised.
- Work has continued on developing a new Economic Growth Strategy for the District which will now be presented to Cabinet in July 2022 following pre-scrutiny

consultation.

Customer Focus

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

Managing Performance

Quarterly Report Chief Executive's Overview - continued

Quality of Life

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

Financial Sustainability and Growth






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

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 corporate focus again having to be directed to COVID response activity with rapidly rising rates of infection in the District in December 2021 and the early weeks of 2022 associated with the spread of the Omicron variant.

Actions and Performance Measure Keys

Actions - key to symbols

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

Measures - key to symbols

Key

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

Delivery Plan 2019-2023

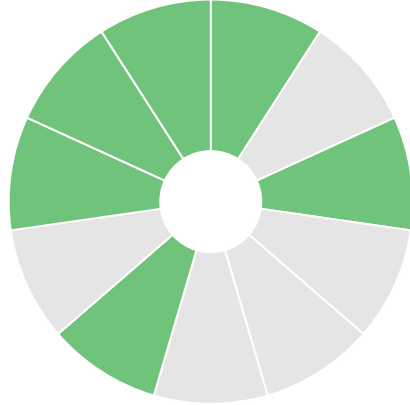


Overview

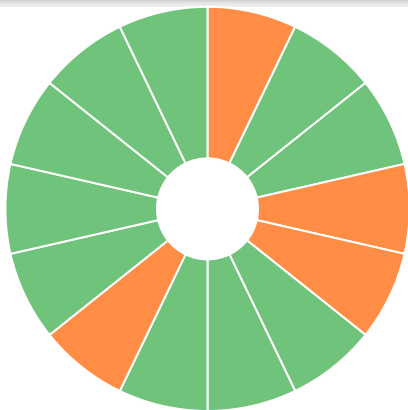
Local Homes for Local Need



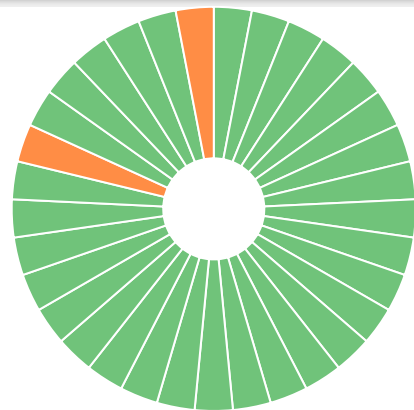
Boosting Business Sustainability and Growth



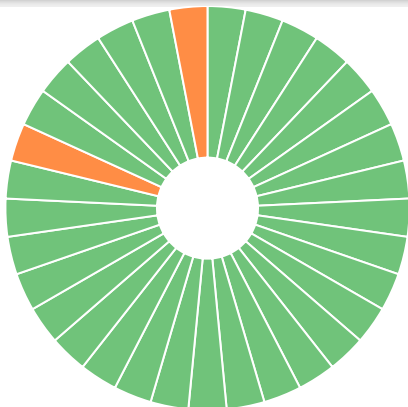
Customer Focus



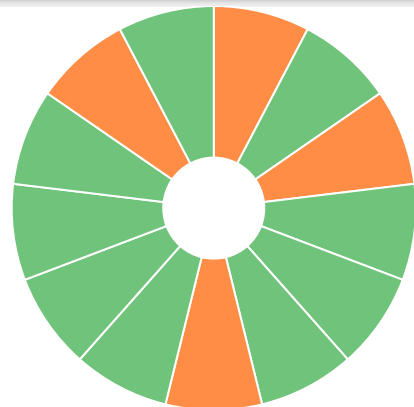
Climate, Coast and the Environment



Financial Sustainability and Growth



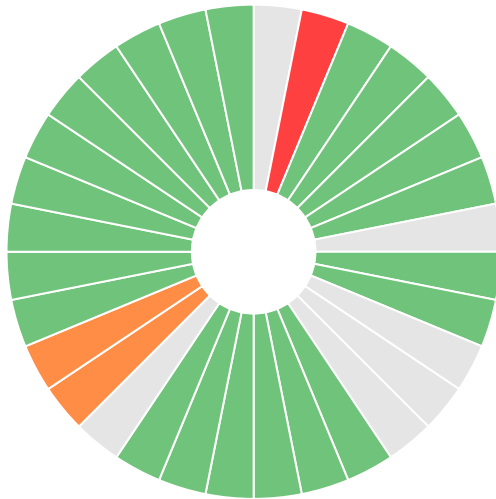
Quality of Life



Key Priorities

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

Latest Update




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

31/03/2022

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

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

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

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

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

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

31/03/2022

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

Local Homes for Local Need

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

 Latest Update

Local Homes for Local Need Key Performance Indicator Update

		Mar 2022
CE 002 Number of long term empty homes (6 months or more as at October each year)	Performance (YTD)	↓
	Comments	This is the yearly indicator reported in October each year to Government as part of the CTB1 Government Return and the figures have decreased from 564 in October 2020 to 477 in October 2021. The reasons for this are likely to be due, in part at least, to the market but also the financial impact of the council tax levy, amongst other things. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Combined Enforcement Team Leader and the Revenues Manager monitors these properties. Given current capacity within the teams legal interventions are constrained not least given the time and complexity of tackling this issue. The new Housing strategy includes this issue but any resources will need to be targeted given local housing needs and recognise that there are rarely instant solutions in bringing long-term empties back into use via the corporate Enforcement board.
	Actual (Period) (YTD)	477
	Target (YTD)	
	Direction of change (YTD)	↓ ✓
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Comments	The service has seen a steady rise of customers approaching the service due to their current housing no longer meeting their needs, this can be due to a number of reasons for example, an increase in homelessness presentations due to private landlords issuing no fault Section 21 notices, overcrowded, medical need. These are the reasons that a higher level of housing need would be awarded.
	Actual (Period) (YTD)	416
	Target (YTD)	
	Direction of change (YTD)	↑ ✗
HS 001 Number of affordable homes built	Performance (YTD)	★
	Comments	The number of new affordable homes delivered in 2021/22 is 160, which is significantly above the target of 100. There is a long lead-in time for new homes (3+ years) so annually delivery can go up or down.
	Actual (Period) (YTD)	163
	Target (YTD)	100
	Direction of change (YTD)	↓ ✓






Local Homes for Local Need Delivery Plan actions update

		31/03/2022
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	Regulation 19 consultation completed. Independent examination likely by autumn 2022 subject to resolution of current issues relating to water pollution (nutrient neutrality). It includes a range of policies designed to support all aspects of housing growth including quantity, type and location to ensure that all needs including those for affordable homes are addressed. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/04/2023
	Estimated end date/Completion date	01/04/2023
<input checked="" type="checkbox"/> 1.2.1.1 Clarify aims of a Housing Company	Performance	★
	Comments	n/r
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/10/2021
	Due Date	31/10/2021
	Estimated end date/Completion date	20/10/2021
<input checked="" type="checkbox"/> 1.2.1.2 Produce an updated business case	Performance	★
	Comments	n/r
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/12/2021
	Due Date	31/12/2021
	Estimated end date/Completion date	22/12/2021
<input checked="" type="checkbox"/> 1.2.2a.1 Investigate option of allocating sites for affordable housing	Performance	
	Comments	n/r
	Owner	Mark Ashwell
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	30/12/2022
<input checked="" type="checkbox"/> 1.2.2a.2 Make the planning process easier for affordable housing providers	Performance	▲
	Comments	Report with recommendation to be brought to CLT late March but not achieved.
	Owner	Geoff Lyon
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022

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

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

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

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

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

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

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

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

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

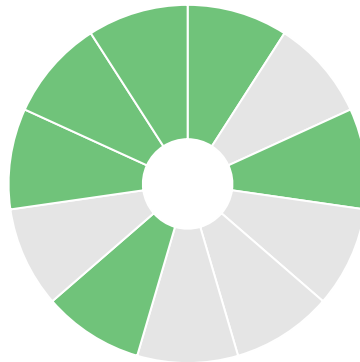
Boosting Business Sustainability and Growth

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

Latest Update


Boosting Business Sustainability and Growth Key Performance Indicator update

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



31/03/2022

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

<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	Performance	
	Comments	n/r
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	25/04/2022
	Due Date	30/07/2022
	Estimated end date/Completion date	30/07/2022
<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance	
	Comments	n/r
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	25/04/2022
	Due Date	30/07/2022
	Estimated end date/Completion date	30/07/2022
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance	
	Comments	<p>The Council has continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>Recognising the importance of this sector and the impact of pandemic at varying times, the Council recently created the Visit North Norfolk Membership Scheme (funded through the Additional Restrictions Grant-now closed) which provided businesses with a 12 month subscription to help promote their business, to facilitate bookings and to provide relevant Covid information. 172 businesses were supported through this scheme, which has more than doubled VNN's Membership.</p> <p>Visit North Norfolk's present campaign - 'Experience North Norfolk' - highlights experiences in north Norfolk themed by culture, fun, nature, history, food and drink and freedom (outdoor activities). Many visitors look for experiences that can be enjoyed on their holiday and this influences their choice of destination. This video showcases the wide variety of activities that can be carried out in north Norfolk. The film and blog will be promoted via ads on Facebook, Instagram and Google Remarketing as well as e-comms to a database of around 30,000 consumers.</p>
	Owner	Stuart Quick
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/12/2021
	Estimated end date/Completion date	31/03/2022

31/03/2022

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

Customer Focus

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

Latest Update

Customer Focus Key Performance Indicator update


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



Customer Focus Delivery Plan actions update

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

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

<input checked="" type="checkbox"/> 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere	Performance	
	Comments	<p>LG Inform headline reports have been made available on the Council website to compare the Council with other similar councils across England.</p> <p>A briefing was held with Overview and Scrutiny Members to choose measures the Committee would like to review. An initial set of measures was chosen and is due to be considered by the Committee. Overview and Scrutiny Committee have requested a workshop be organised to explore how they wish to use benchmarking information. This is in the planning stages at present.</p>
	Owner	Helen Thomas
	Stage	In Progress
	Start Date	29/05/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	30/03/2022
	<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance
Comments		The draft Engagement Strategy is currently subject to consultation with wider stakeholders. There was some delay as priority was given to the Quality of Life Strategy. The Draft strategy will be subject to pre scrutiny at a future O&S meeting.
Owner		Steve Hems
Stage		In Progress
Start Date		02/12/2019
Due Date		31/03/2022
Estimated end date/ Completion date		31/03/2022
<input checked="" type="checkbox"/> 3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions		Performance
	Comments	Cabinet approved the establishment of a Youth Council at their meeting on 28th March 2022. The British Youth Council will provide support and training during the early stages to ensure that the Youth Council becomes well established.
	Owner	Emma Denny
	Stage	Completed
	Start Date	01/03/2021
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/03/2022
	<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance
Comments		n/r
Owner		Rob Holmes
Stage		Completed
Start Date		01/10/2019
Due Date		31/01/2022
Estimated end date/ Completion date		31/12/2021
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy		Performance
	Comments	n/r
	Owner	Joe Ferrari
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021

Climate, Coast and the Environment

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

Latest Update

Climate, Coast and the Environment Key Performance Indicator update

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



		31/03/2022
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	★
	Comments	Environment Forums were set up originally to inform policy and the steps the Council should take to address the climate emergency. Through Environment Forum events, and Greenbuild, this feedback has been garnered and has resulted in the developed and adoption of the Environmental Charter and Net Zero Strategy and Action Plan. As these documents are now adopted it seems appropriate to cease the Environment Forum as the original intentions have been fulfilled
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/06/2020
	Due Date	30/11/2021
	Estimated end date/ Completion date	06/05/2022
<input checked="" type="checkbox"/> 4.1.3 Promote energy efficiency and behavioural change towards greater sustainability	Performance	★
	Comments	Delivery of Climate Change animation in August 2021 - From August 2021 Weekly Green message on social media channels - From August 2021 Proposals for Virtual Greenbuild programme in November 2021 - Promotion from September 2021; delivery of Virtual Greenbuild programme in November 2021
	Owner	Annie Sommazzi
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/ Completion date	13/05/2022
<input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	Performance	★
	Comments	Greenbuild 2022 will continue to raise awareness of environmental issues and the work the council is doing to address these
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.1.5 Monitor and review the implementation of the Environmental Charter and Action Plan	Performance	★
	Comments	This is an ongoing piece of work - the NZSAP Board will focus on many areas contained within the Environmental Charter.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	20/06/2021
	Due Date	10/05/2023
	Estimated end date/ Completion date	10/05/2023

<input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future	Performance	★
	Comments	Regulation 19 consultation completed. Independent examination likely by autumn 2022. It includes a range of policies designed to support all aspects of delivering a low-carbon future including new building efficiency standards, reducing the need to travel and support for all types of renewable energy. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/04/2023
	Estimated end date/ Completion date	01/04/2023
	<input checked="" type="checkbox"/> 4.2.2 Protect and enhance the natural and built environment	Performance
Comments		n/r
Owner		Phillip Rowson
Stage		Completed
Start Date		04/02/2020
Due Date		31/12/2021
Estimated end date/ Completion date		31/12/2021
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	★
	Comments	
	Owner	Robert Young
	Stage	Completed
	Start Date	04/02/2020
	Due Date	14/12/2023
	Estimated end date/ Completion date	14/12/2023
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	Revised report template prepared and approved by CLT. This will be rolled out in autumn 2022.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2022
	Estimated end date/ Completion date	30/09/2022
<input checked="" type="checkbox"/> 4.3.3 Measure, monitor and report on the change in the Council's emissions and review action plan	Performance	★
	Comments	This will be covered by the Council's Net Zero Strategy and Action Plan which sets the course to achieve Net-Zero 2030. The implementation will be monitored through the quarterly 'managing performance' reports to Cabinet .
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/09/2022
	Estimated end date/ Completion date	14/12/2023

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

<input checked="" type="checkbox"/> 4.4.4 Develop innovative coastal management approaches	<p>Performance</p> <p>Comments</p>	<p style="text-align: center;">★</p> <p>North Norfolk District Council was selected as one of two coastal authorities nationally by DEFRA for the Coastal Transition Accelerator Programme (CTAP). Year one is funded by DEFRA to complete an Outline Business Case which if approved will secure significant funds to trial and deliver practical actions to support communities and business at risk due to coastal erosion. Details are yet to be finalised but key actions will be the development of a Transition Plan, long term sustainability, practical activities to assist people and learning to help shape future government policy and assist other local authorities.</p> <p>To take part in CTAP the North Norfolk element of the previously reported Norfolk and Suffolk Coastal Transition programme has had to be removed.</p> <p>This new initiative will significant assist in supporting NNDC and coastal communities an businesses.</p> <p>Continued input into Local Government Association Coastal Adaptation Working Party and National Coastal Group action plans to contribute towards coastal management approaches.</p>
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.4.5 Continue to implement local actions to manage the coast	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p> <p>Estimated end date/ Completion date</p>	<p style="text-align: center;">★</p> <p>Tamzen Pope</p> <p>In Progress</p> <p>04/02/2020</p> <p>not set</p> <p>not set</p>
<input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy regarding coastal management	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p> <p>Estimated end date/ Completion date</p>	<p style="text-align: center;">★</p> <p>Continued engagement with Local Government Association Coastal Special Interest Group including input and leading on national topic themes such as adaptation. Continued support and input into the East Anglian Coastal Group including appointment to two vice chairs from Coastal Partnership East team. Input into DEFRA Historic Erosion Rates project. Progression of investigations in relation to the coast and climate change through UEA secondment. Progression of Coastal Loss Innovative Funding and Finance Project which seek to provide evidence and information to influence national approach of solutions or at risk residential properties - reports expected to be completed in early summer.</p> <p>Rob Goodliffe</p> <p>In Progress</p> <p>04/02/2020</p> <p>31/05/2023</p> <p>31/03/2023</p>

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

		31/03/2022
<input checked="" type="checkbox"/> 4.6.2 Assess demand/ growth in the use of electric vehicles and roll-out of further charging points	Performance	★
	Comments	
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.6.3 Include policies on EV and EV infrastructure in the Local Plan and in asset management plans	Performance	★
	Comments	
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	28/02/2020
	Due Date	01/04/2023
	Estimated end date/ Completion date	01/04/2023
<input checked="" type="checkbox"/> 4.6.4 Review staff/member travel policies and future options that will reduce emissions	Performance	★
	Comments	Work is progressing on a key initiative, now that a GDPR issue has been resolved.
	Owner	James Claxton
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/09/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	Performance	●
	Comments	
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023
<input checked="" type="checkbox"/> 4.7.1 Implement the waste contract	Performance	✔
	Comments	n/r
	Owner	Scott Martin
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021
<input checked="" type="checkbox"/> 4.7.2 Waste & cleansing contract - investigate going beyond the minimum necessary	Performance	★
	Comments	
	Owner	Scott Martin
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	31/05/2023

		31/03/2022
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance	★
	Comments	<p>The COVID-19 pandemic has significantly altered waste composition and collection patterns and hence two further waste composition analyses were undertaken during 2021/22. The results of this process will be used to undertake more targeted interventions to improve waste reduction and recycling performance improvements in 2022/23.</p> <p>Due date amended to March 2023 as this is an ongoing action.</p>
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023
<input checked="" type="checkbox"/> 4.7.4 Establish waste data collection systems analyses	Performance	✔
	Comments	
	Owner	Scott Martin
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance	✔
	Comments	
	Owner	Scott Martin
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Performance	●
	Comments	
	Owner	Steve Hems
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	not set
Estimated end date/ Completion date	not set	

Quality of Life

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

 Latest Update

Quality of Life Key Performance Indicator update





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



Quality of Life Delivery Plan actions update

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

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

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

<input checked="" type="checkbox"/> 5.9.1 Deliver the first Mammoth Marathon	Performance	★
	Comments	On target to be delivered as planned on Sunday May 15th.
	Owner	Colin Brown
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	15/05/2022
	Estimated end date/ Completion date	15/05/2022
<input checked="" type="checkbox"/> 5.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	Performance	●
	Comments	<p>Pending the completion of the quality of life survey I have continued to research funding general opportunities, sharing information with partners and local community groups as appropriate. Most recently working with Cromer Art Space who are opening a new art hub at the Art Deco building on Cromer Prom, working with the National Gallery to create a new project Pictures Around Cromer, The National Gallery Collection and exploring an application to become an NPO, via the Levelling up Fund. I have continued to work on and develop the DHC, and plan a Heritage lottery application soon to support this as well as helping to delivery with linked projects such as the Mammoth Marathon. The GogoDiscover Art Trail will feature 7 mammoth in our district with 3 mammoth locations along the DHC trail including Cromer Pier as well as 4 inland at sites such as Holt Country Park. We have also made progress with the North Walsham Cultural Programme, building additional capacity and supporting community projects such as the Big Bash to increase further community engagement and awareness of the scheme.</p>
	Owner	Laura Blackwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2022
	Estimated end date/ Completion date	31/05/2022

Financial Sustainability and Growth

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

Latest Update

Financial Sustainability and Growth Key Performance Indicator update

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



Financial Sustainability and Growth Delivery Plan actions update

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

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

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

Performance Focus

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



Latest Update

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

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

This report does not contain any data

All other management performance measures












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

 Latest Update

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

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

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

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

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

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

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

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

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

All completed Delivery Plan Actions

All actions in the delivery plan that have been completed.

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

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

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

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


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

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

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

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

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

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

NNDC PERFORMANCE BENCHMARKING

Summary: To put in place an arrangement for the Overview & Scrutiny to receive benchmarking information so that they are in a position to make recommendations to Cabinet for action based on evidence to improve performance.

Options considered:

1. Members to individually interrogate LGInform benchmarking data and make proposals to the Overview & Scrutiny Committee in areas of concern.
2. Look at all measures in the LGInform headline report and make recommendations to Cabinet as necessary.
3. Choose a set of measures to review on a regular basis from which to make recommendations to Cabinet when necessary. Assess those measures every six months for relevance.

Conclusions: The recommendations from the briefing should be adopted and should a further workshop be needed the committee specify what they would want from that workshop.

Recommendations: **Receive benchmarking information as follows;**

1. **Use the CIPFA nearest neighbours comparator group,**
2. **Report on a quarterly basis at the same time as the performance reporting.**
3. **Seven key benchmarking areas to be included in the initial report as laid out in appendix 1.**
4. **Performance areas are reviewed on a six-monthly basis.**

Reasons for Recommendations: Reviewing benchmarking data in this way will ensure the Council maintains acceptable levels of performance across the services delivered by the Council.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s) Ward(s) affected:
Cllr T Adams All

Contact Officer, telephone number and email:
Helen Thomas, Policy & Performance Management Officer
Tel: 01263 516214 Helen.Thomas@north-norfolk.gov.uk

1. Introduction

- 1.1 On 8 February the Overview & Scrutiny Committee members attended a briefing on the benchmarking information available to the Council. At the briefing the benchmarking information available from LGInform was demonstrated to Members and the reports, specific to north Norfolk, and already made available on our website demonstrated.

2. Issues discussed at the briefing

- 2.1 Members were shown and discussed the options when comparing North Norfolk to other councils including;
 - 2.1.1 the range of information available
 - 2.1.2 its frequency,
 - 2.1.3 groups of councils we could use as comparators
 - 2.1.4 measures that could be reviewed on a regular basis

3. Recommendations from the briefing

- 3.1 Use the CIPFA nearest neighbours comparator group, but to also include East of England district councils initially to compare which data is more useful (Appendix 1 and Appendix 2 respectively).
- 3.2 Reporting on a quarterly basis at the same time as the performance reporting.
- 3.3 Performance areas are reviewed on a six-monthly basis.
- 3.4 Seven key benchmarking areas were chosen (see Appendix 1 and Appendix 2), but also a request for % of carbon emissions reduction when available.

4. Conclusion

The recommendations from the briefing should be adopted and should a further workshop be needed the committee specify what they would want from that workshop.

5. Implications and Risks

Benchmarking assessment is a part of risk mitigation for the Council and should help to reduce the risk of performance levels in delivering services falling below acceptable levels.

6. Financial Implications and Risks

None.

7. Sustainability

No detrimental impact. There could be positive impact if measures relating to environmental issues are chosen for review.

8. Equality and Diversity

No detrimental impact. There could be positive impact if measures relating to equality and diversity issues are chosen for review.

9. Section 17 Crime and Disorder considerations

No detrimental impact. There could be positive impact if measures relating to crime and disorder issues are chosen for review.

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Council tax not collected as a percentage of council tax due in North Norfolk

Council tax not collected as a percentage of council tax due - This is the amount of council tax that was not collected during the year, expressed as a percentage of the amount of council tax due.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Council tax collection rates

Polarity: Low is good

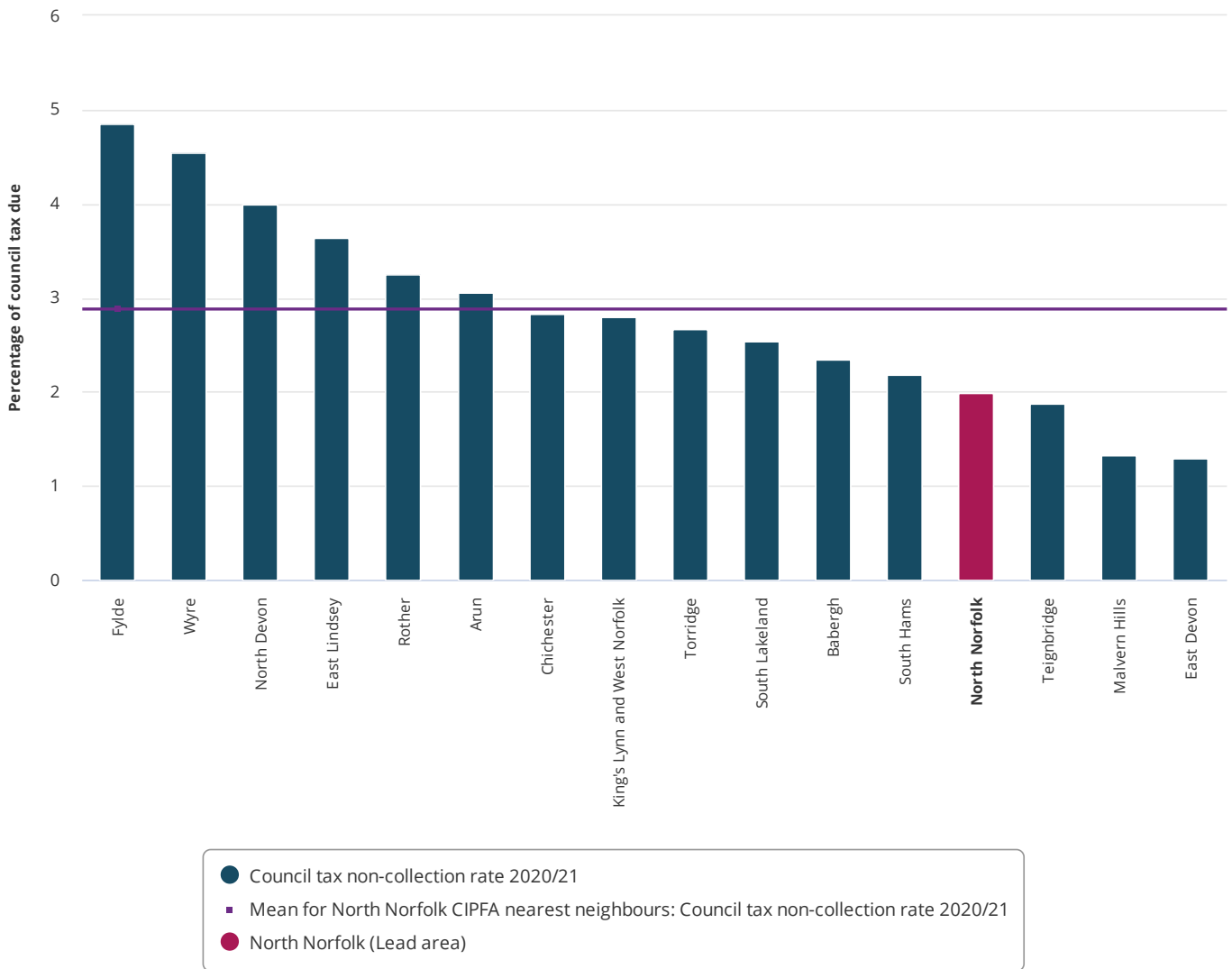
Data last updated: 02/04/2022

Council tax not collected as a percentage of council tax due (from 2015/16 to 2020/21) for North Norfolk

Period	Council tax non-collection rate			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2015/16	1.44	1.06	1.96	3.61
2016/17	1.30	0.99	1.94	3.83
2017/18	1.26	1.02	2.02	3.16
2018/19	1.28	1.02	2.07	3.20
2019/20	1.49	1.13	2.22	3.23
2020/21	1.99	1.30	2.88	4.85

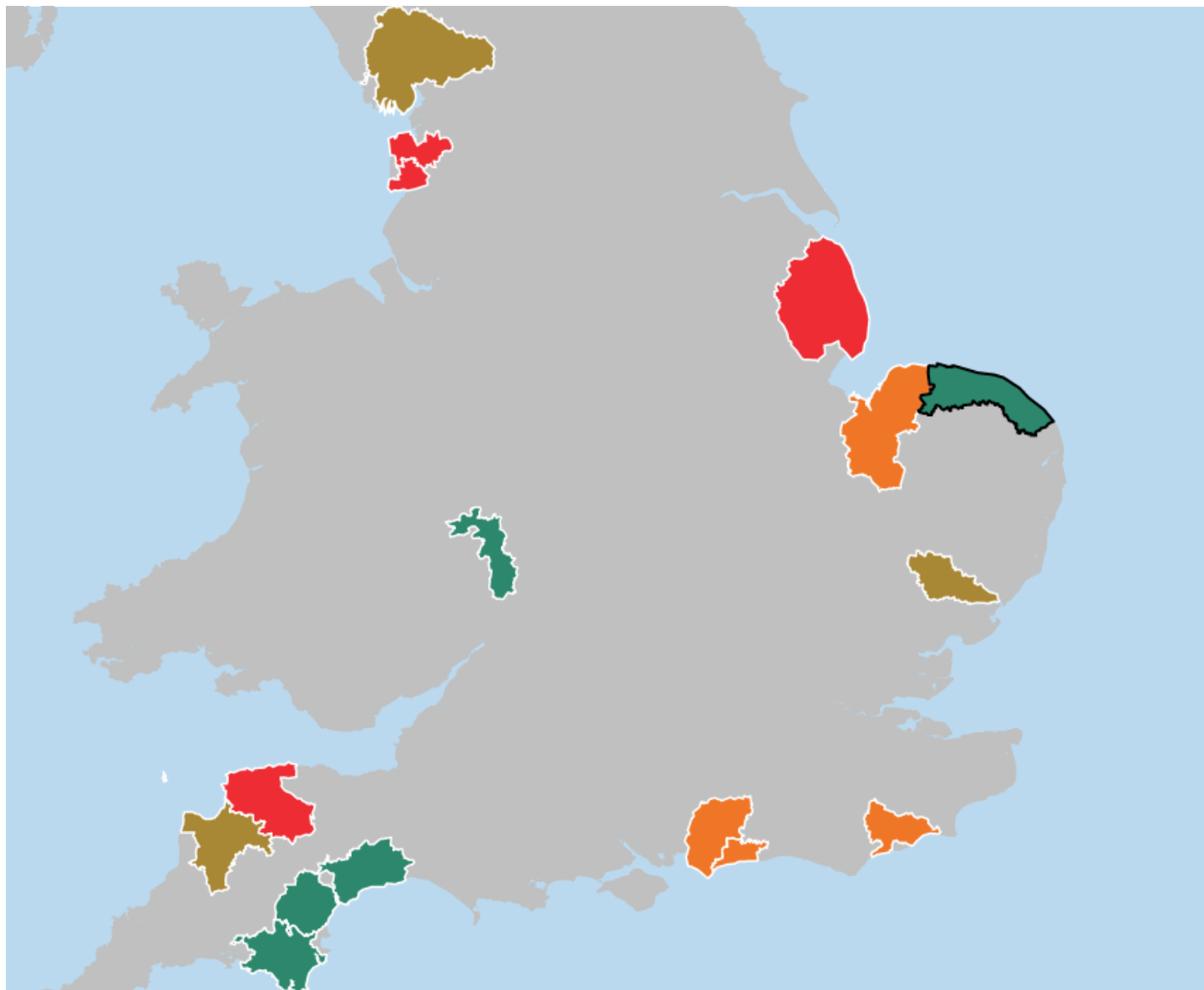
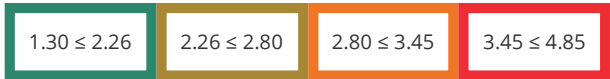
Source:
Department for Levelling Up, Housing & Communities

Council tax not collected as a percentage of council tax due (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



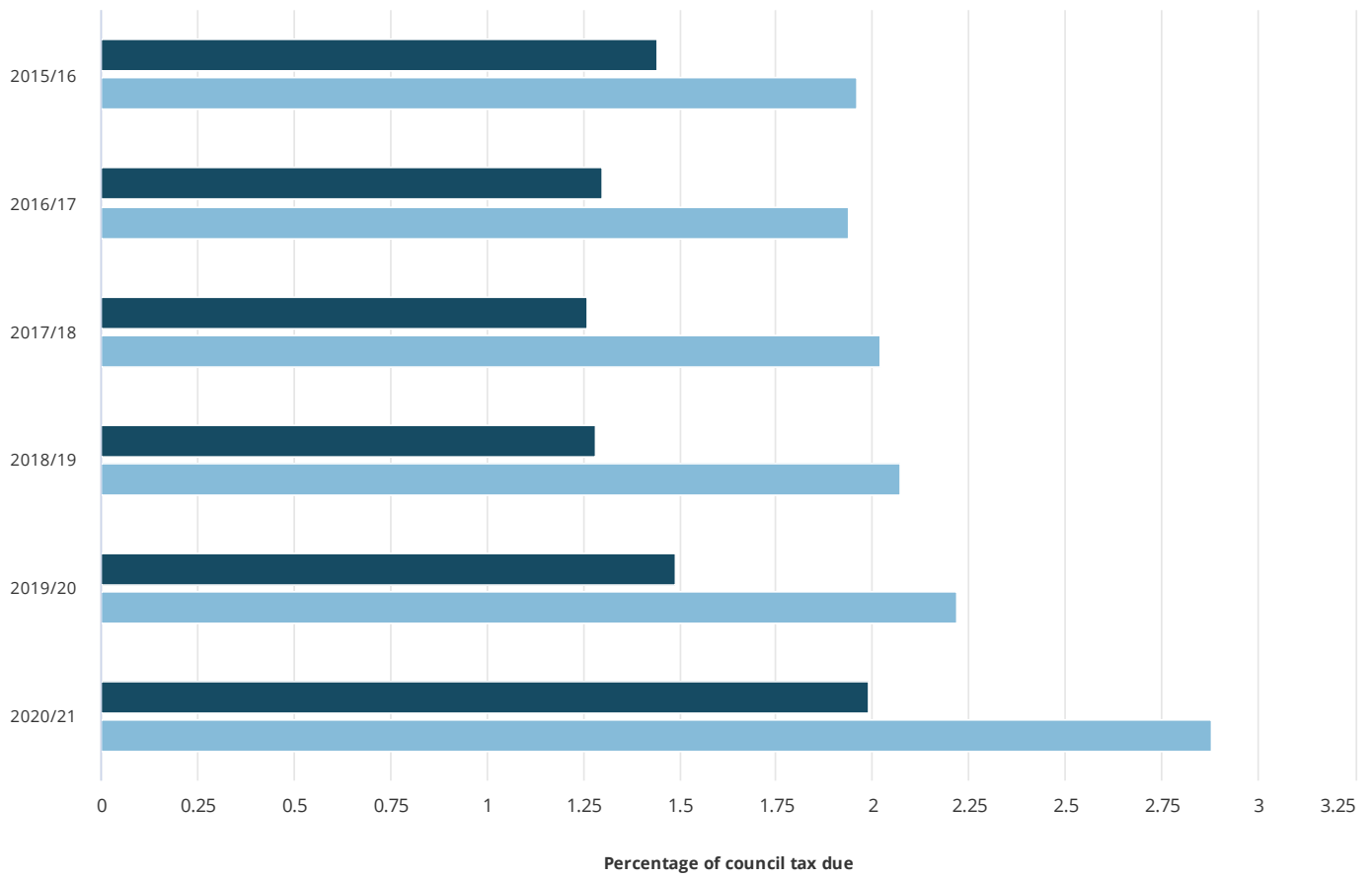
Source:
Department for Levelling Up, Housing & Communities

Council tax not collected as a percentage of council tax due (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

Council tax not collected as a percentage of council tax due (from 2015/16 to 2020/21) for North Norfolk



● North Norfolk Council tax non-collection rate
 ● Mean for North Norfolk CIPFA nearest neighbours Council tax non-collection rate

Source:
 Department for Levelling Up, Housing & Communities

Council tax not collected as a percentage of council tax due (from 2015/16 to 2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Council tax non-collection rate					
	%					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Rother	1.47	1.49	1.55	1.56	1.76	3.25
East Devon	1.06	0.99	1.02	1.19	1.31	1.30
King's Lynn and West Norfolk	2.40	2.31	2.31	2.29	2.48	2.80
Wyre	2.11	2.32	2.93	3.20	3.11	4.54
Teignbridge	1.57	1.46	1.41	1.45	1.66	1.87
Fylde	3.61	3.83	3.16	2.91	3.23	4.85
South Lakeland	1.52	1.38	2.12	1.84	2.00	2.54
North Devon	2.89	2.79	2.97	2.93	3.19	4.00
South Hams	1.83	1.88	1.85	1.76	1.70	2.19
Chichester	1.74	1.67	1.64	2.18	2.35	2.83
Torridge	1.62	1.80	1.97	1.98	2.20	2.67
East Lindsey	2.83	2.68	2.78	2.97	3.16	3.64
Malvern Hills	1.30	1.09	1.06	1.02	1.13	1.32
Babergh	1.65	1.61	1.49	1.58	1.58	2.34
Arun	1.84	1.75	1.99	2.21	2.49	3.06
North Norfolk	1.44	1.30	1.26	1.28	1.49	1.99

Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March in North Norfolk

Total households on the housing waiting list at 31st March - This is the total households on the housing waiting list at 31st March.

Local authorities are expected to keep a waiting list of housing applicants in order to deliver their statutory allocation functions.

The housing waiting list includes both households in housing need and those not in housing need. However, this should exclude existing local authority tenants seeking a transfer within the authority's own stock.

The Homelessness Act 2002 removed the statutory duty to maintain a Housing Register as of 31 January 2003. However, we expect local authorities will need to keep a waiting list of housing applicants in order to deliver their statutory allocation functions.

Authorities who have transferred all of their stock (e.g. through Large Stock Value Transfer (LSVT)) should provide figures, irrespective of who is now responsible for managing the waiting list.

This indicator is from the Local Authority Housing Statistics data returns (LAHS) Section C - Allocations

Source name: Department for Levelling Up, Housing & Communities

Collection name: Local Authority Housing Statistics (LAHS)

Polarity: Low is good

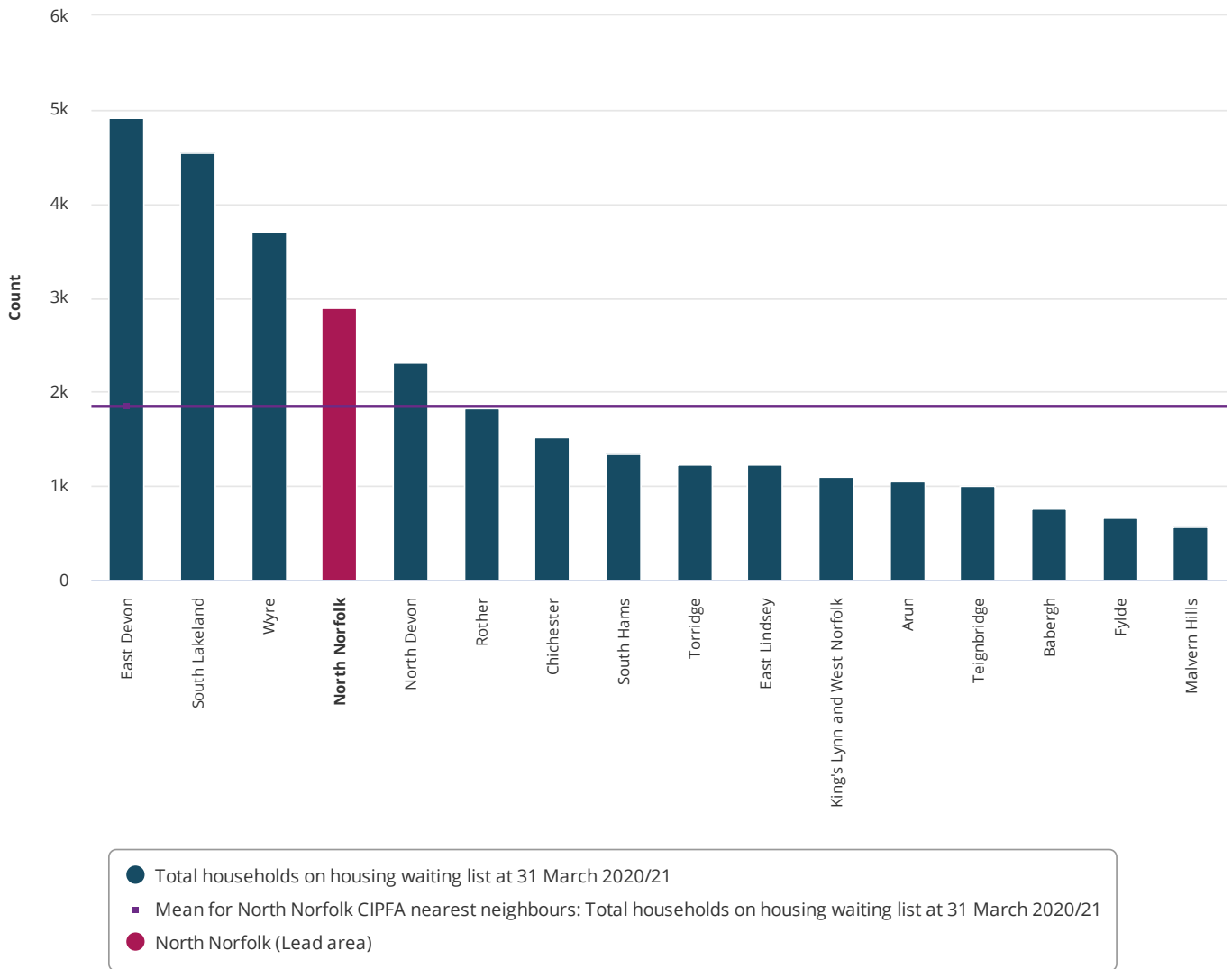
Data last updated: 01/04/2022

Total households on the housing waiting list at 31st March (from 2015/16 to 2020/21) for North Norfolk

Period	Total households on housing waiting list at 31 March			
	Households			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2015/16	2,238	841	2,229	5,049
2016/17	2,479	761	2,265	5,024
2017/18	2,636	748	2,032	4,452
2018/19	3,194	846	1,775	4,694
2019/20	2,846	830	1,777	4,708
2020/21	2,901	566	1,851	4,914

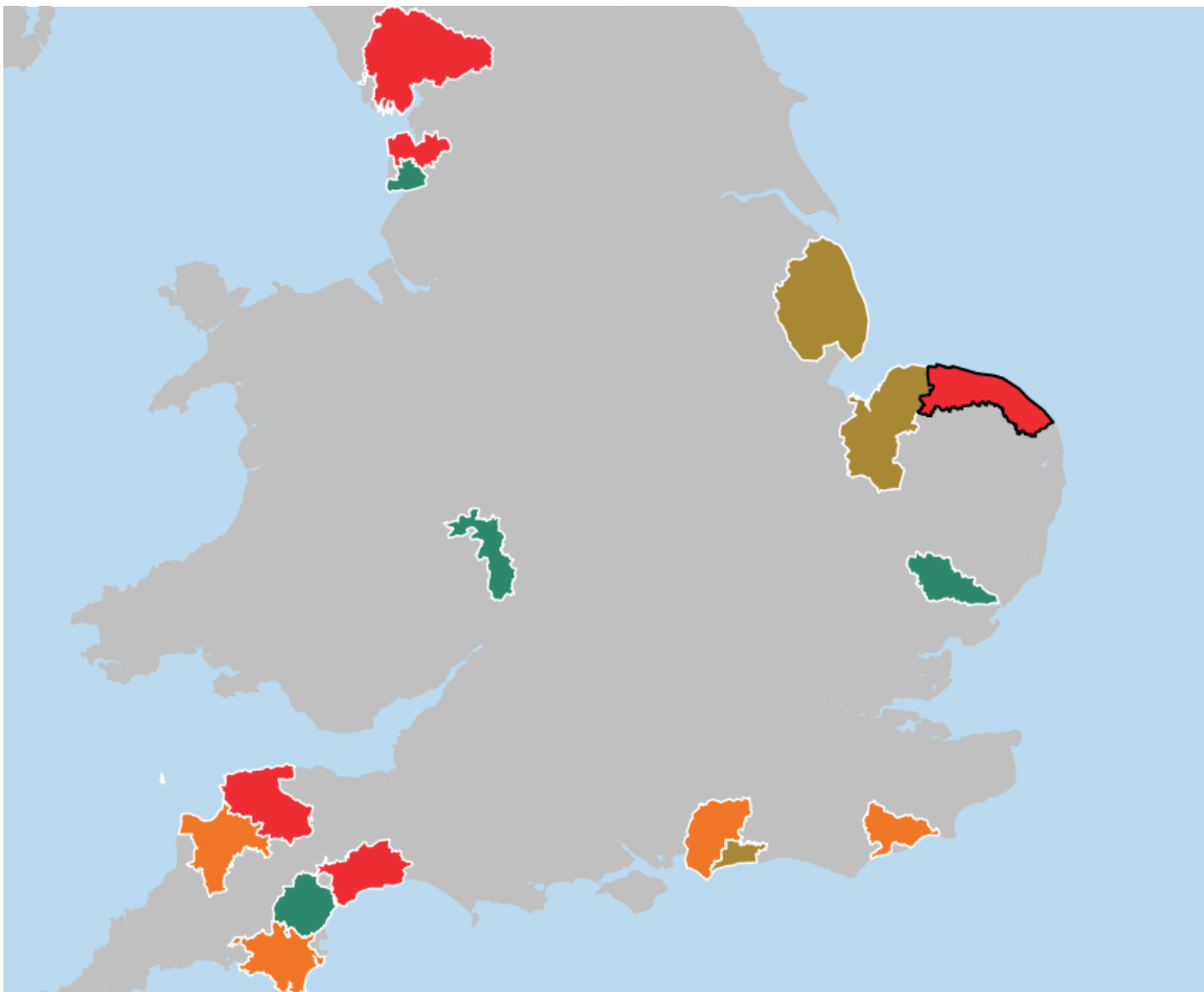
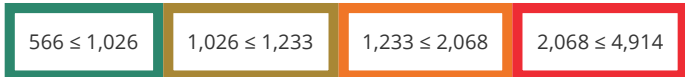
Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



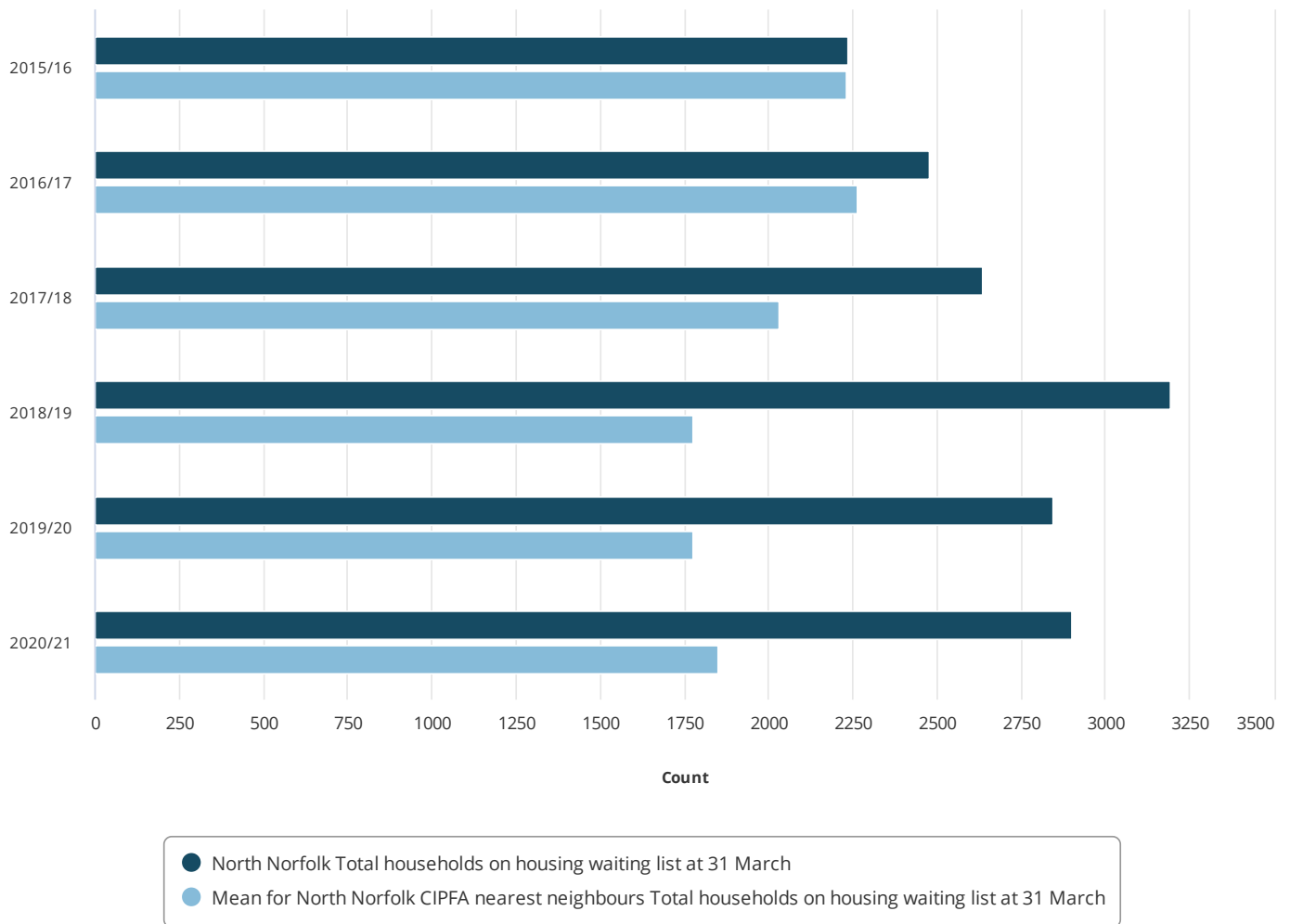
Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (from 2015/16 to 2020/21) for North Norfolk



Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (from 2015/16 to 2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Total households on housing waiting list at 31 March					
	Households					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Rother	1,146	1,105	1,371	1,640	1,697	1,825
East Devon	2,557	3,378	3,914	4,694	4,708	4,914
King's Lynn and West Norfolk	1,614	1,264	891	1,146	985	1,093
Wyre	5,049	5,024	4,452	2,026	2,574	3,710
Teignbridge	1,969	947	998	1,038	928	998
Fylde	5,049	5,024	4,450	1,748	1,239	663
South Lakeland	2,974	3,015	3,225	3,453	4,028	4,539
North Devon	3,035	3,604	2,634	1,956	2,389	2,311
South Hams	1,684	1,893	1,356	1,478	1,295	1,347
Chichester	1,780	1,480	1,162	1,199	1,226	1,527
Torridge	1,688	1,861	1,595	1,196	983	1,233
East Lindsey	2,015	2,015	1,526	1,764	1,078	1,226
Malvern Hills	1,178	1,352	1,324	1,531	1,756	566
Babergh	851	761	748	912	830	754
Arun	841	1,257	839	846	941	1,054
North Norfolk	2,238	2,479	2,636	3,194	2,846	2,901

Source:
Department for Levelling Up, Housing & Communities

Time taken to process housing benefit new claims and change events - Quarterly in North Norfolk

Time taken to process housing benefit new claims and change events - Quarterly - This measures the average time taken in calendar days to process all new claims and change events relating to Housing Benefit for that quarter.

Change events are defined as a change of circumstances which requires a decision to be made by the local authority but excluding automatic up-rating and revisions to earlier decisions, e.g. following an accuracy and/or management check or appeal/reconsideration/revision.

The processing time includes all calendar days (including the day the claim is received and the day the claim is decided).

The average number of days taken to process new Housing Benefit (HB) claims/changes of circumstances to existing HB claims is calculated by dividing the number of days of processing by the number of cases processed.

From Q1 2011/12 RTI has been replaced by Speed of Processing (SoP).

Source name: Department for Work and Pensions

Collection name: Housing Benefit: statistics on speed of processing (SoP)

Polarity: Low is good

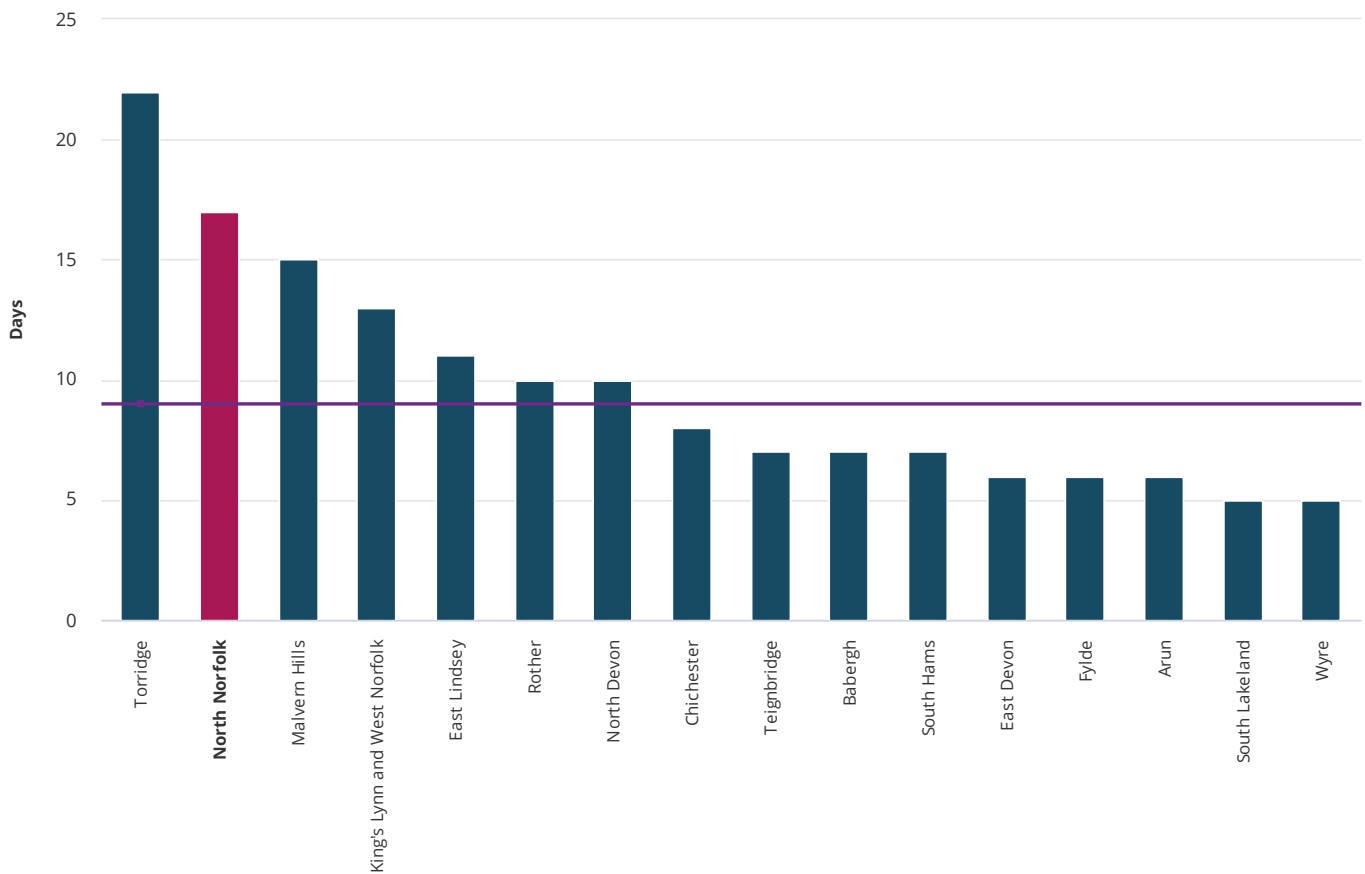
Data last updated: 27/04/2022

Time taken to process housing benefit new claims and change events - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for North Norfolk

Period	Time taken to process housing benefit new claims and change events - Quarterly			
	Mean			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2019/20 Q4	4	2	3	6
2020/21 Q1	9	3	9	26
2020/21 Q2	8	3	6	12
2020/21 Q3	13	3	8	17
2020/21 Q4	6	2	3	6
2021/22 Q1	11	2	8	14
2021/22 Q2	13	5	9	24
2021/22 Q3	17	5	9	22

Source:
Department for Work and Pensions

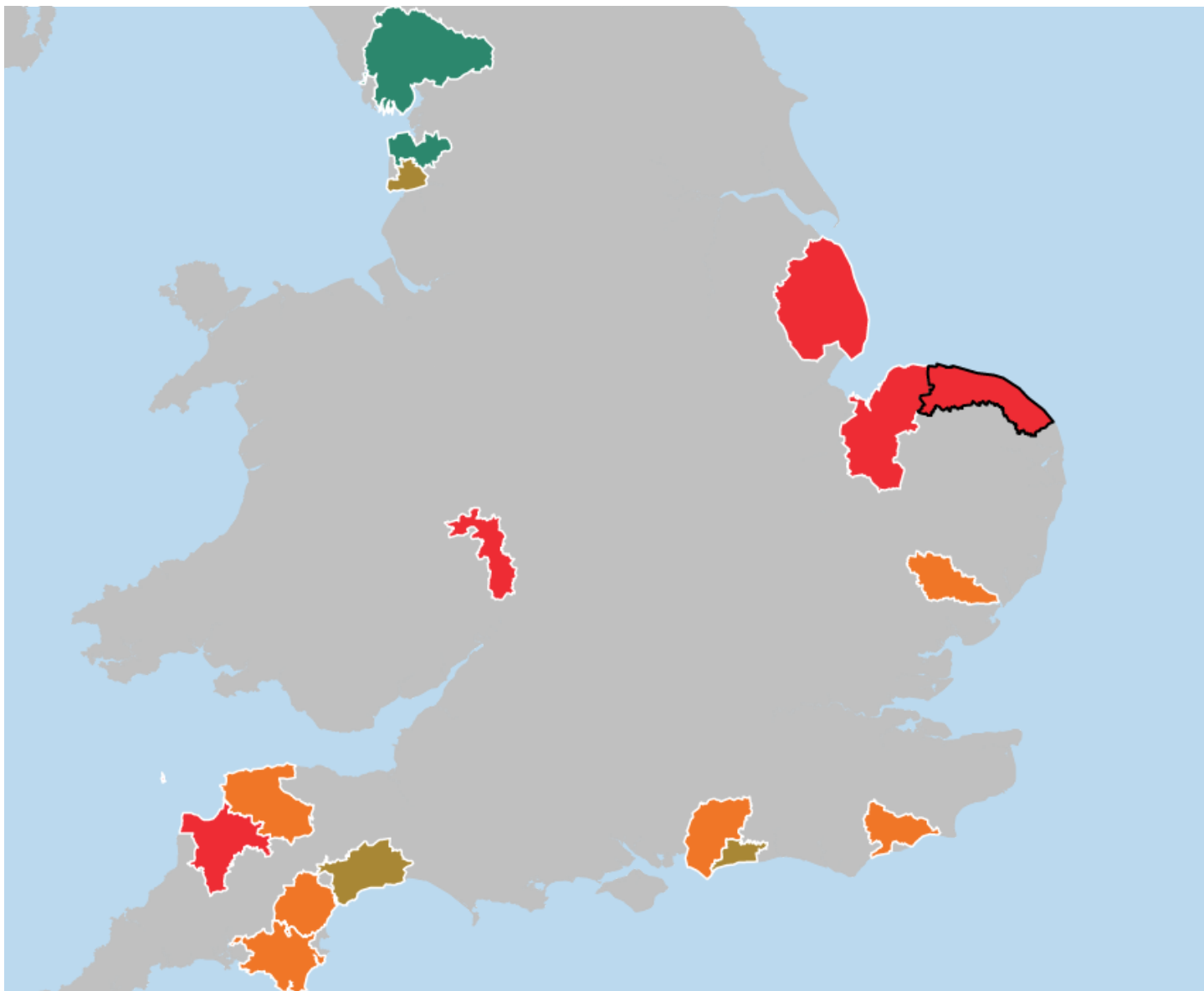
Time taken to process housing benefit new claims and change events - Quarterly (2021/22 Q3) for North Norfolk & North Norfolk CIPFA nearest neighbours



- Time taken to process housing benefit new claims and change events - Quarterly 2021/22 Q3
- Mean for North Norfolk CIPFA nearest neighbours: Time taken to process housing benefit new claims and change events - Quarterly 2021/22 Q3
- North Norfolk (Lead area)

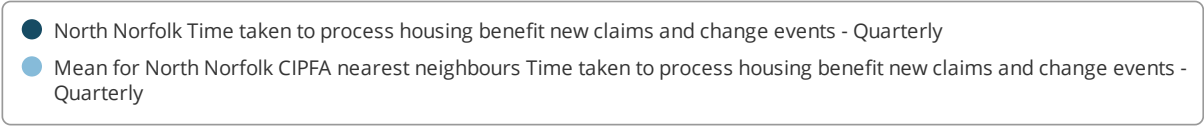
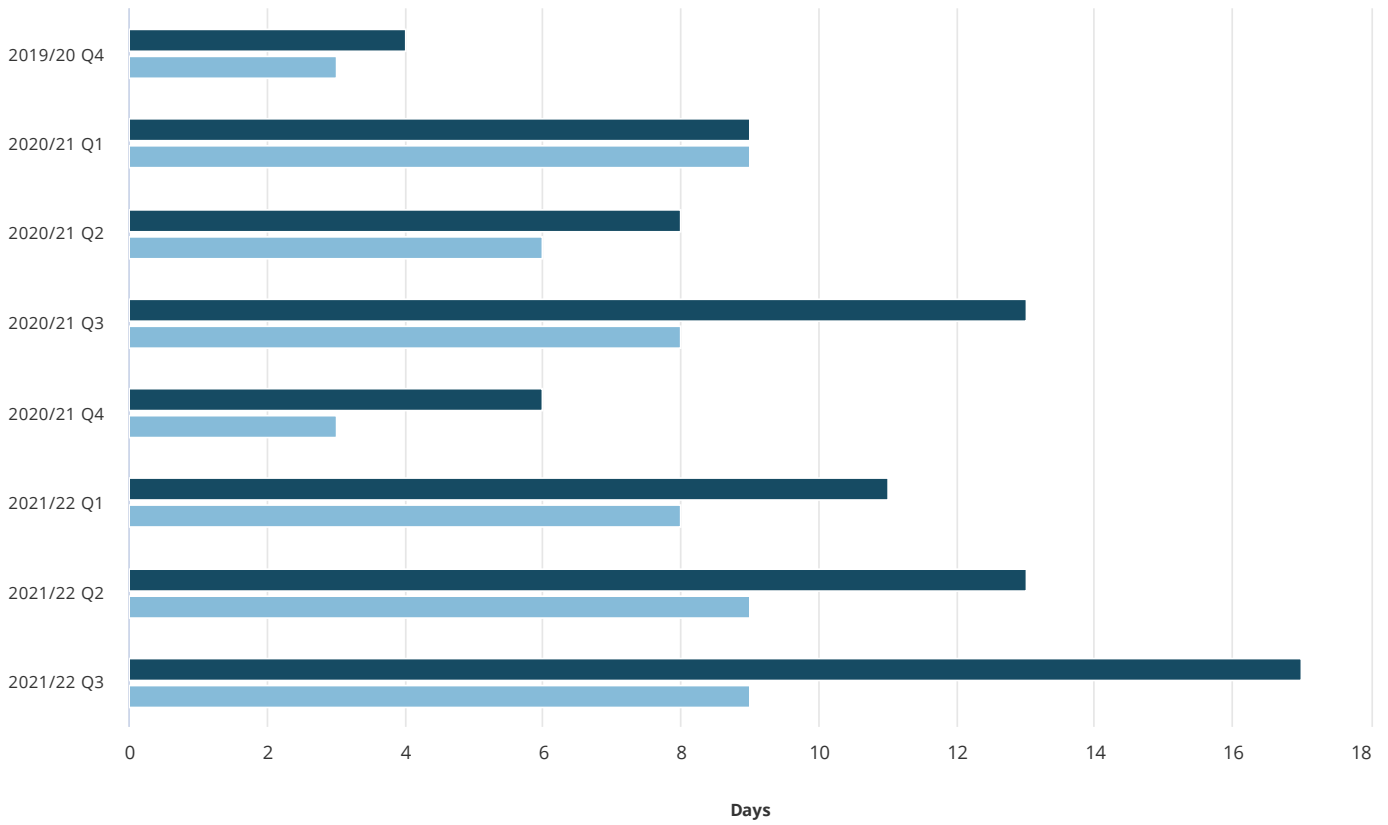
Source:
Department for Work and Pensions

Time taken to process housing benefit new claims and change events - Quarterly (2021/22 Q3) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Work and Pensions

Time taken to process housing benefit new claims and change events - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for North Norfolk



Source:
Department for Work and Pensions

Time taken to process housing benefit new claims and change events - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Time taken to process housing benefit new claims and change events - Quarterly							
	Mean							
	2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3
Rother	<u>3</u>	<u>7</u>	<u>10</u>	<u>17</u>	<u>6</u>	<u>11</u>	<u>13</u>	<u>10</u>
East Devon	<u>3</u>	<u>21</u>	<u>6</u>	<u>8</u>	<u>3</u>	<u>6</u>	<u>6</u>	<u>6</u>
King's Lynn and West Norfolk	<u>6</u>	<u>5</u>	<u>5</u>	<u>10</u>	<u>3</u>	<u>8</u>	<u>11</u>	<u>13</u>
Wyre	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>2</u>	<u>3</u>	<u>5</u>	<u>5</u>
Teignbridge	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>3</u>	<u>7</u>	<u>7</u>	<u>7</u>
Fylde	<u>3</u>	<u>4</u>	<u>4</u>	<u>5</u>	<u>3</u>	<u>7</u>	<u>7</u>	<u>6</u>
South Lakeland	<u>3</u>	<u>18</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>6</u>	<u>7</u>	<u>5</u>
North Devon	<u>3</u>	<u>5</u>	<u>8</u>	<u>9</u>	<u>4</u>	<u>6</u>	<u>7</u>	<u>10</u>
South Hams	<u>3</u>	<u>6</u>	<u>8</u>	<u>6</u>	<u>3</u>	<u>5</u>	<u>6</u>	<u>7</u>
Chichester	<u>4</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>3</u>	<u>7</u>	<u>7</u>	<u>8</u>
Torridge	<u>2</u>	<u>26</u>	<u>6</u>	<u>7</u>	<u>3</u>	<u>14</u>	<u>24</u>	<u>22</u>
East Lindsey	<u>3</u>	<u>7</u>	<u>7</u>	<u>9</u>	<u>4</u>	<u>12</u>	<u>10</u>	<u>11</u>
Malvern Hills	<u>4</u>	<u>8</u>	<u>12</u>	<u>15</u>	<u>4</u>	<u>14</u>	<u>17</u>	<u>15</u>
Babergh	<u>4</u>	<u>5</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>6</u>	<u>8</u>	<u>7</u>
Arun	<u>2</u>	<u>3</u>	<u>4</u>	<u>4</u>	<u>2</u>	<u>2</u>	<u>5</u>	<u>6</u>
North Norfolk	<u>4</u>	<u>9</u>	<u>8</u>	<u>13</u>	<u>6</u>	<u>11</u>	<u>13</u>	<u>17</u>

Source:
Department for Work and Pensions

Number of affordable homes delivered (gross) in North Norfolk

Number of affordable homes delivered (gross) - The figure reported represents a simple count of additional affordable housing units to the housing stock - newly built, including gains from conversions such as subdivision, or acquired. The total supply is the sum of social rent housing and intermediate housing (low cost home ownership and intermediate rent). As this is an absolute value for each area, care should be taken when drawing any comparisons with other areas.

This was previously reported as NI 155. Regional values are calculated from all single tier and district authorities.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Live tables on affordable housing supply

Polarity: High is good

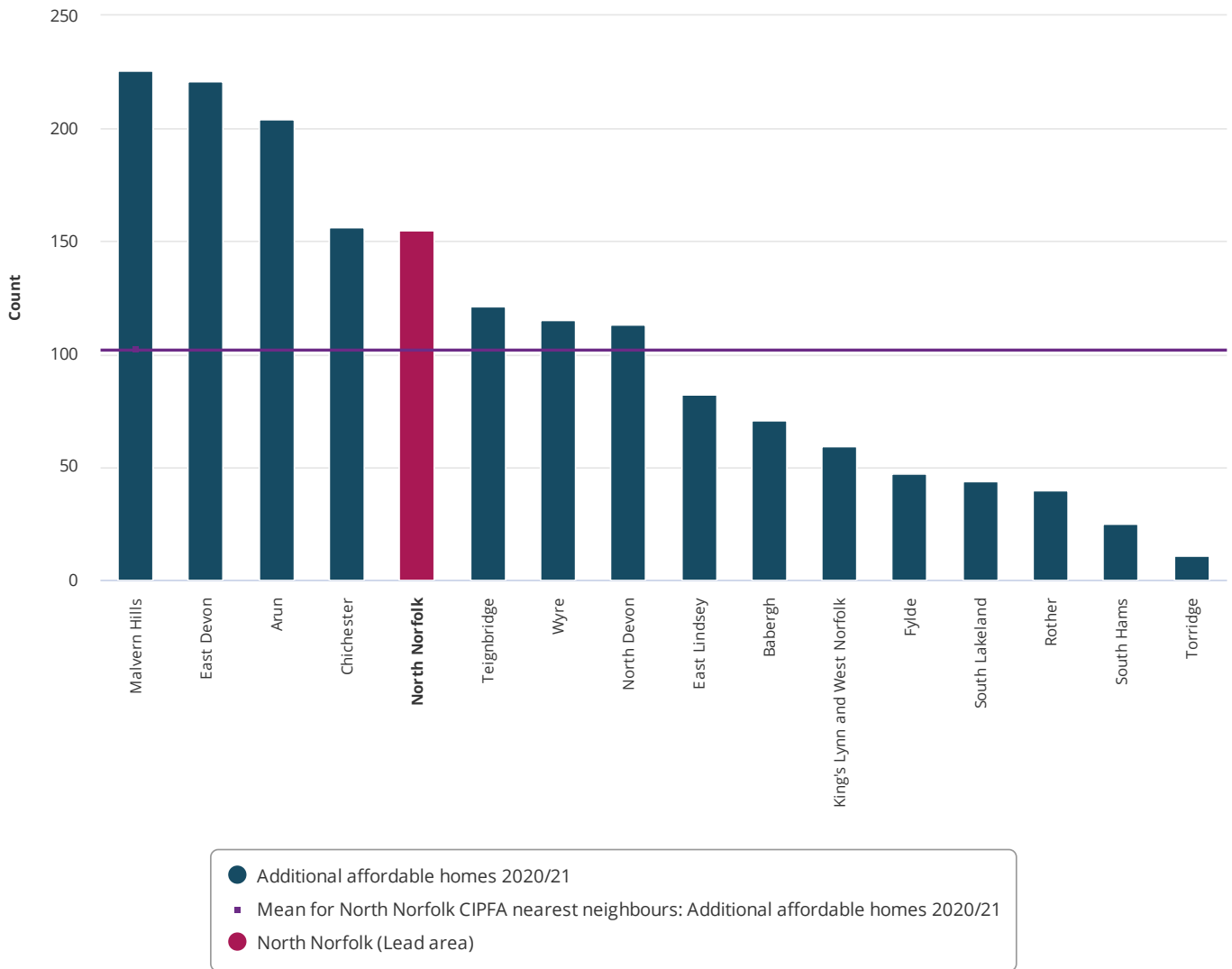
Data last updated: 01/04/2022

Number of affordable homes delivered (gross) (from 2015/16 to 2020/21) for North Norfolk

Period	Additional affordable homes			
	Dwellings			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2015/16	69	8	72	193
2016/17	75	20	83	146
2017/18	109	38	118	220
2018/19	168	23	122	396
2019/20	39	44	149	343
2020/21	155	11	102	226

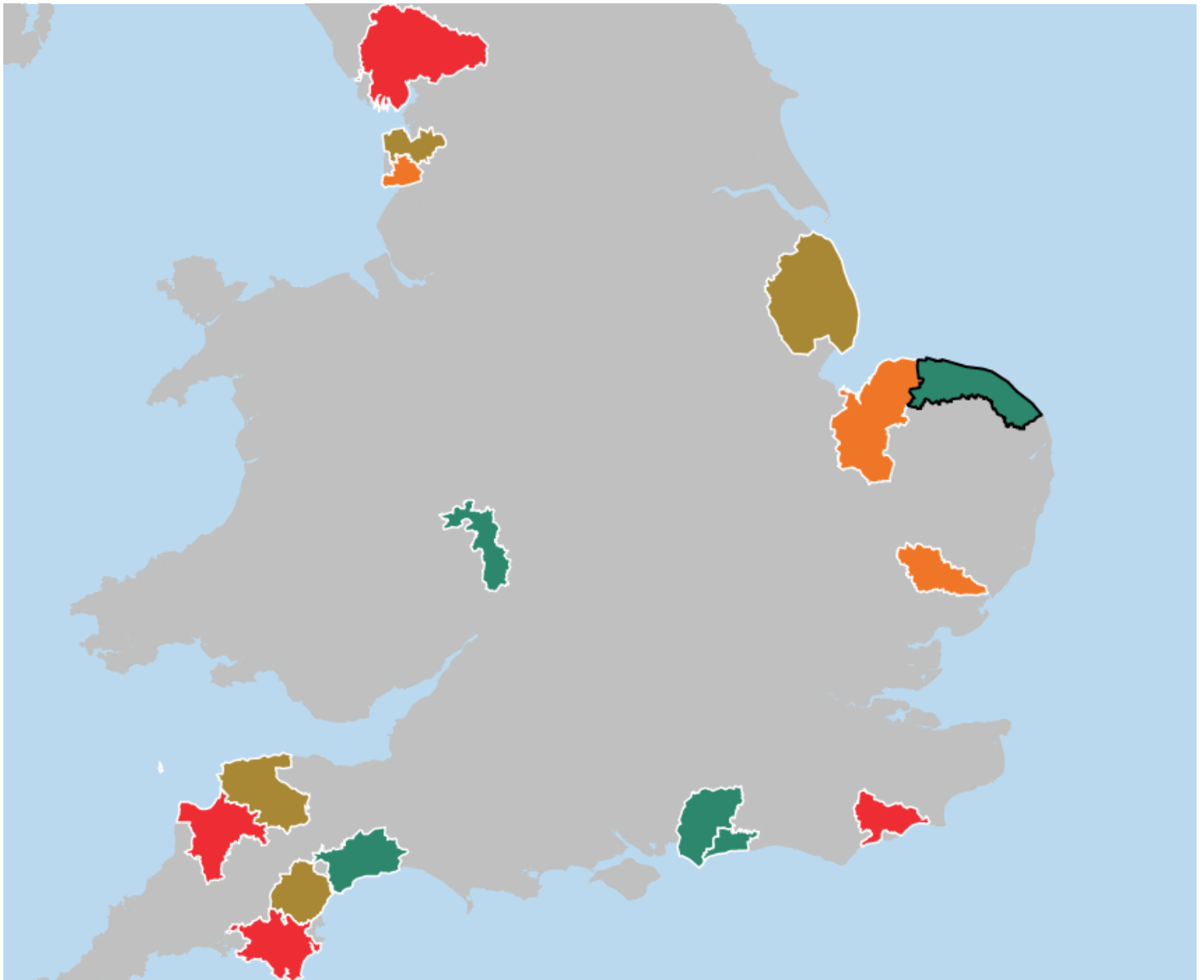
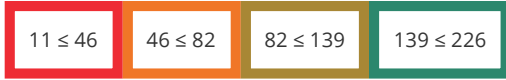
Source:
Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



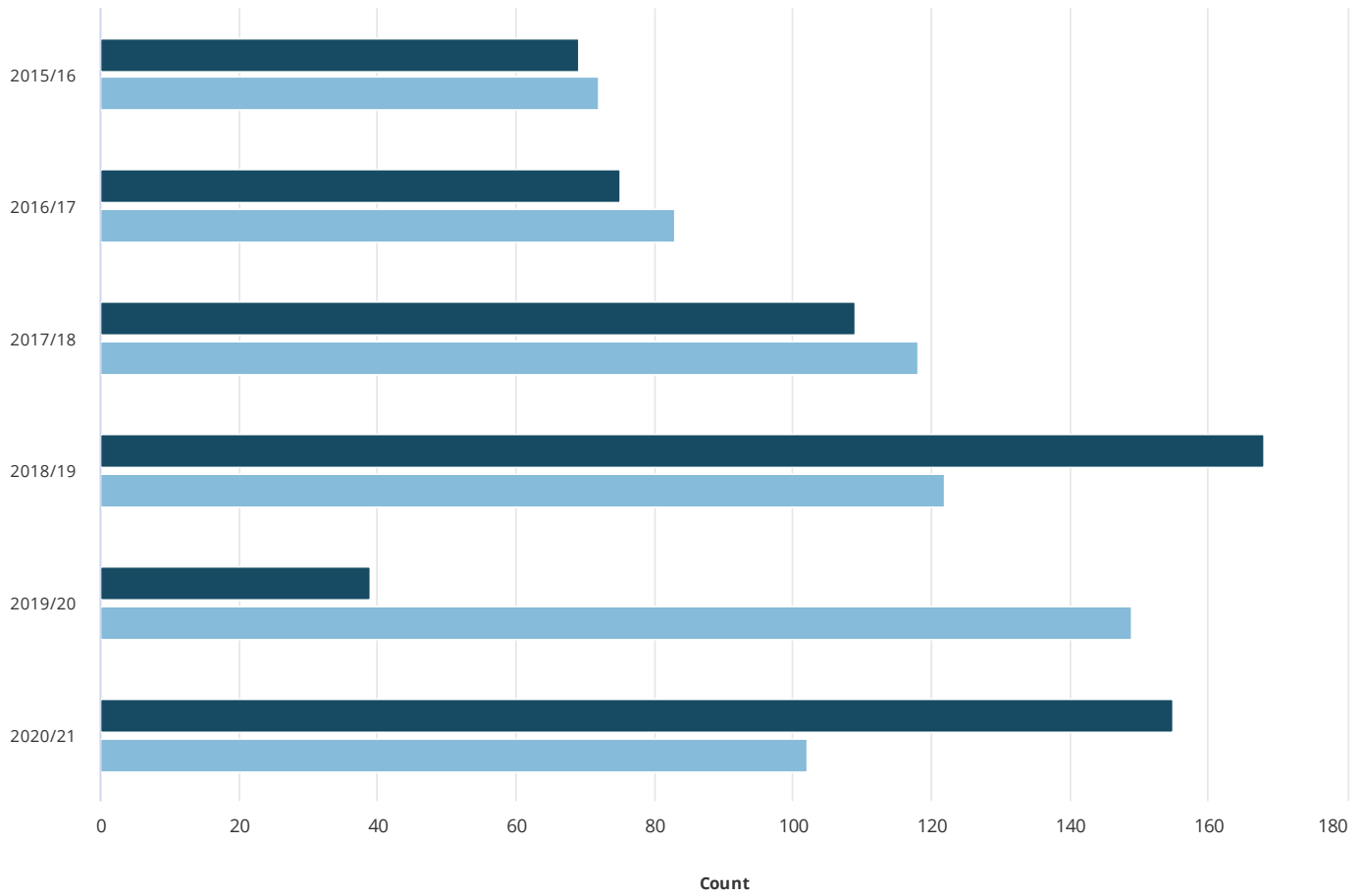
Source:
Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (from 2015/16 to 2020/21) for North Norfolk



● North Norfolk Additional affordable homes
 ● Mean for North Norfolk CIPFA nearest neighbours Additional affordable homes

Source:
 Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (from 2015/16 to 2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Additional affordable homes					
	Dwellings					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Rother	103	20	56	60	130	40
East Devon	135	146	220	396	343	221
King's Lynn and West Norfolk	52	31	38	71	62	59
Wyre	42	75	47	92	139	115
Teignbridge	50	107	147	114	107	121
Fylde	37	69	131	115	159	47
South Lakeland	68	102	76	112	53	44
North Devon	193	107	130	155	245	113
South Hams	28	49	106	23	179	25
Chichester	98	135	154	137	179	156
Torridge	8	50	39	34	76	11
East Lindsey	104	124	193	193	44	82
Malvern Hills	83	69	182	188	273	226
Babergh	27	60	71	42	136	71
Arun	48	103	183	98	107	204
North Norfolk	69	75	109	168	39	155

Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 13 weeks or agreed time - major developments - Quarterly in North Norfolk

% of planning applications processed within 13 weeks or agreed time - major developments - Quarterly - This is the percentage of major planning applications determined in a timely manner. A timely manner is defined as within 13 weeks for major applications. This was previously reported as NI 157a. Whilst this indicator focuses on major applications, data is also available broken down by county matter, minor and other applications.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Development Control statistics

Polarity: High is good

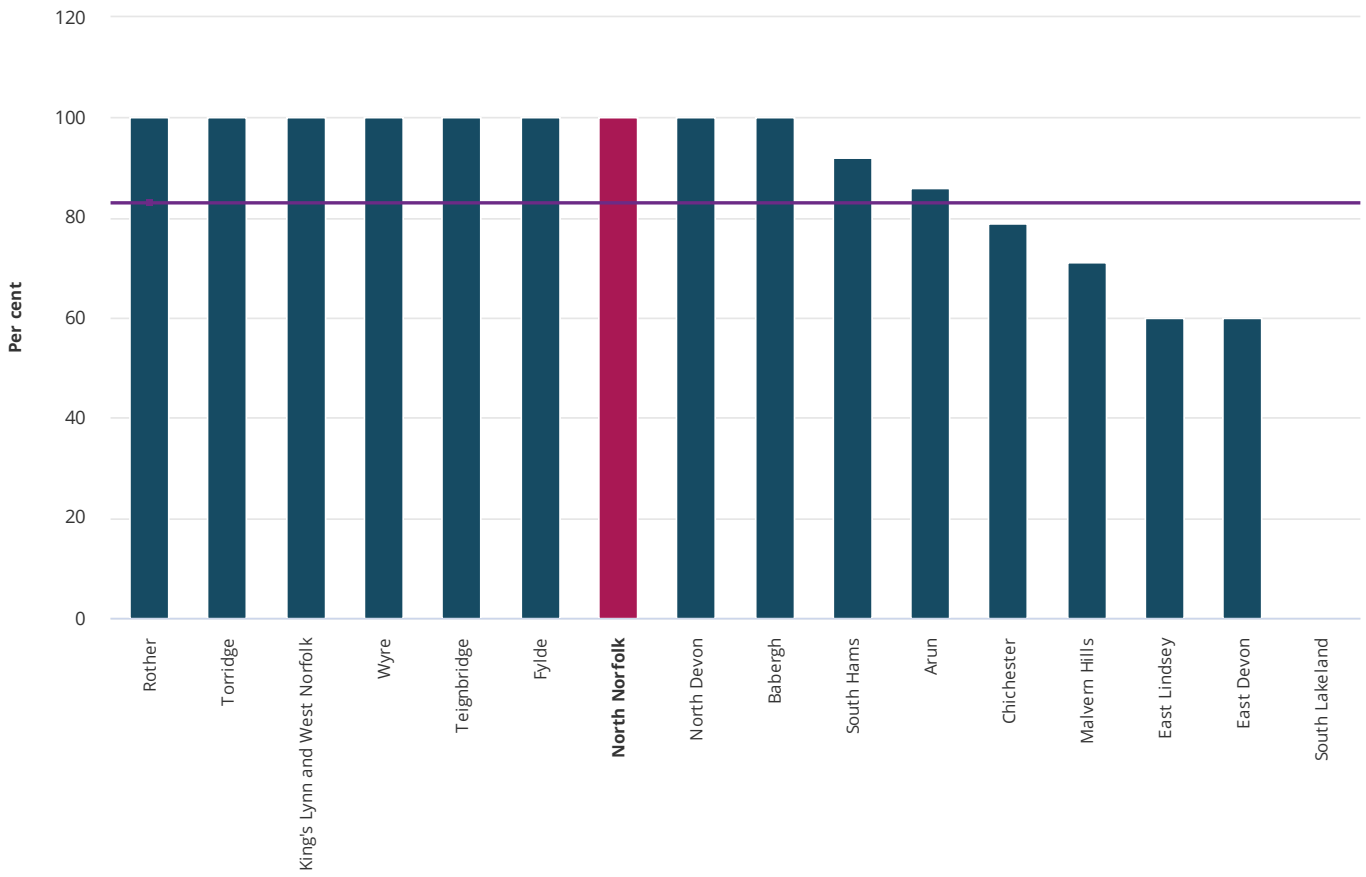
Data last updated: 28/03/2022

% of planning applications processed within 13 weeks or agreed time - major developments - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for North Norfolk

Period	% of major developments processed within 13 weeks or agreed time - Quarterly			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2019/20 Q4	75	79	97	100
2020/21 Q1	100	67	94	100
2020/21 Q2	100	0	85	100
2020/21 Q3	100	83	99	100
2020/21 Q4	57	60	90	100
2021/22 Q1	75	50	89	100
2021/22 Q2	100	64	88	100
2021/22 Q3	100	0	83	100

Source:
Department for Levelling Up, Housing & Communities

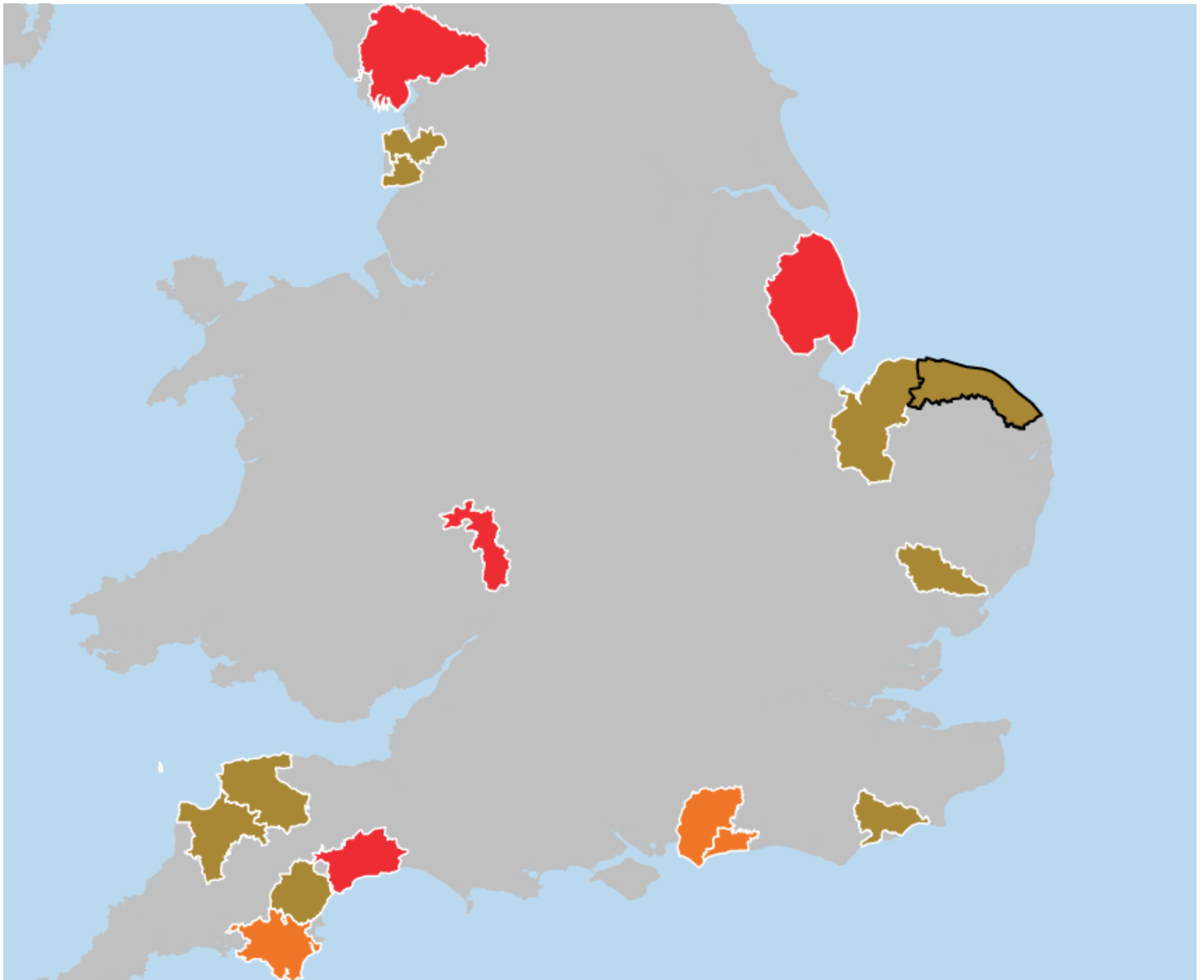
% of planning applications processed within 13 weeks or agreed time - major developments - Quarterly (2021/22 Q3) for North Norfolk & North Norfolk CIPFA nearest neighbours



- % of major developments processed within 13 weeks or agreed time - Quarterly 2021/22 Q3
- Mean for North Norfolk CIPFA nearest neighbours: % of major developments processed within 13 weeks or agreed time - Quarterly 2021/22 Q3
- North Norfolk (Lead area)

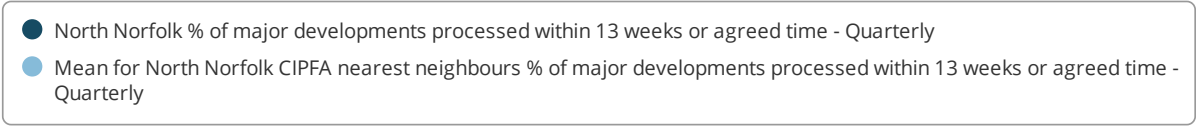
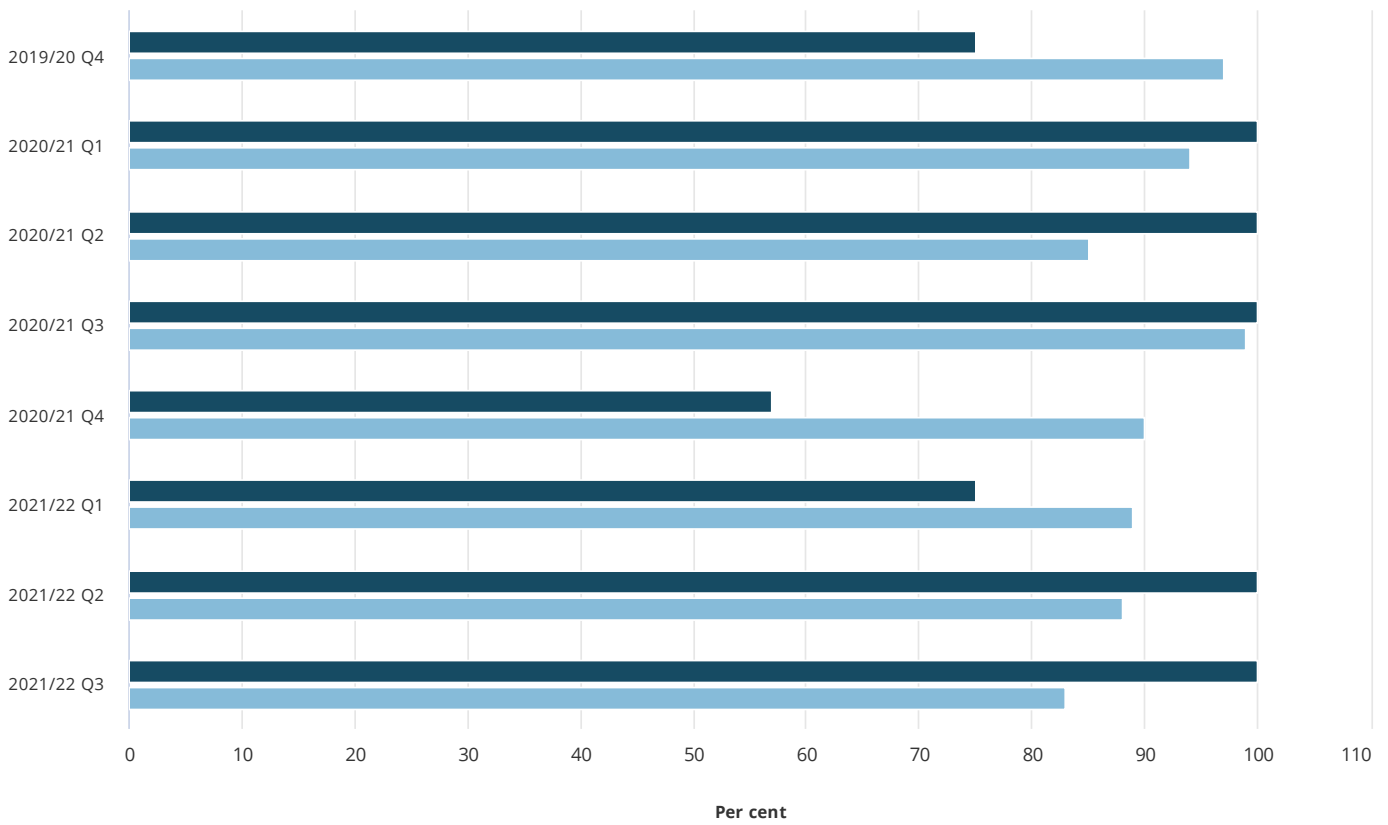
Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 13 weeks or agreed time - major developments - Quarterly (2021/22 Q3) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 13 weeks or agreed time - major developments - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for North Norfolk



Source:
Department for Levelling Up, Housing & Communities

**% of planning applications processed within 13 weeks or agreed time - major developments - Quarterly
(from 2019/20 Q4 to 2021/22 Q3) for North Norfolk & North Norfolk CIPFA nearest neighbours**

Area	% of major developments processed within 13 weeks or agreed time - Quarterly							
	%							
	2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3
Rother	100	100	67	100	78	80	100	100
East Devon	100	67	0	100	100	89	73	60
King's Lynn and West Norfolk	100	100	89	83	100	100	86	100
Wyre	100	100	100	100	100	100	78	100
Teignbridge	83	88	71	100	100	50	89	100
Fylde	100	100	100	100	100	100	100	100
South Lakeland	100	Not Applicable	Not Applicable	100	60	50	100	0
North Devon	100	100	100	100	75	100	80	100
South Hams	79	100	100	100	100	100	75	92
Chichester	100	89	100	100	100	100	64	79
Torridge	100	100	86	100	80	100	100	100
East Lindsey	100	100	100	100	100	71	100	60
Malvern Hills	100	100	100	100	67	100	80	71
Babergh	100	83	100	100	100	100	100	100
Arun	92	93	80	100	94	100	100	86
North Norfolk	75	100	100	100	57	75	100	100

Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 8 weeks or agreed time - minor developments - Quarterly in North Norfolk

% of planning applications processed within 8 weeks or agreed time - minor developments - Quarterly - This is the percentage of minor planning applications determined in a timely manner. A timely manner is defined as within 8 weeks for minor applications. This was previously reported as NI 157b. Whilst this indicator focuses on minor applications, data is also available broken down by county matter, major and other applications.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Development Control statistics

Polarity: High is good

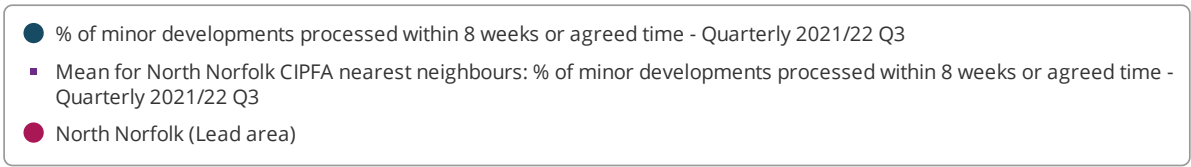
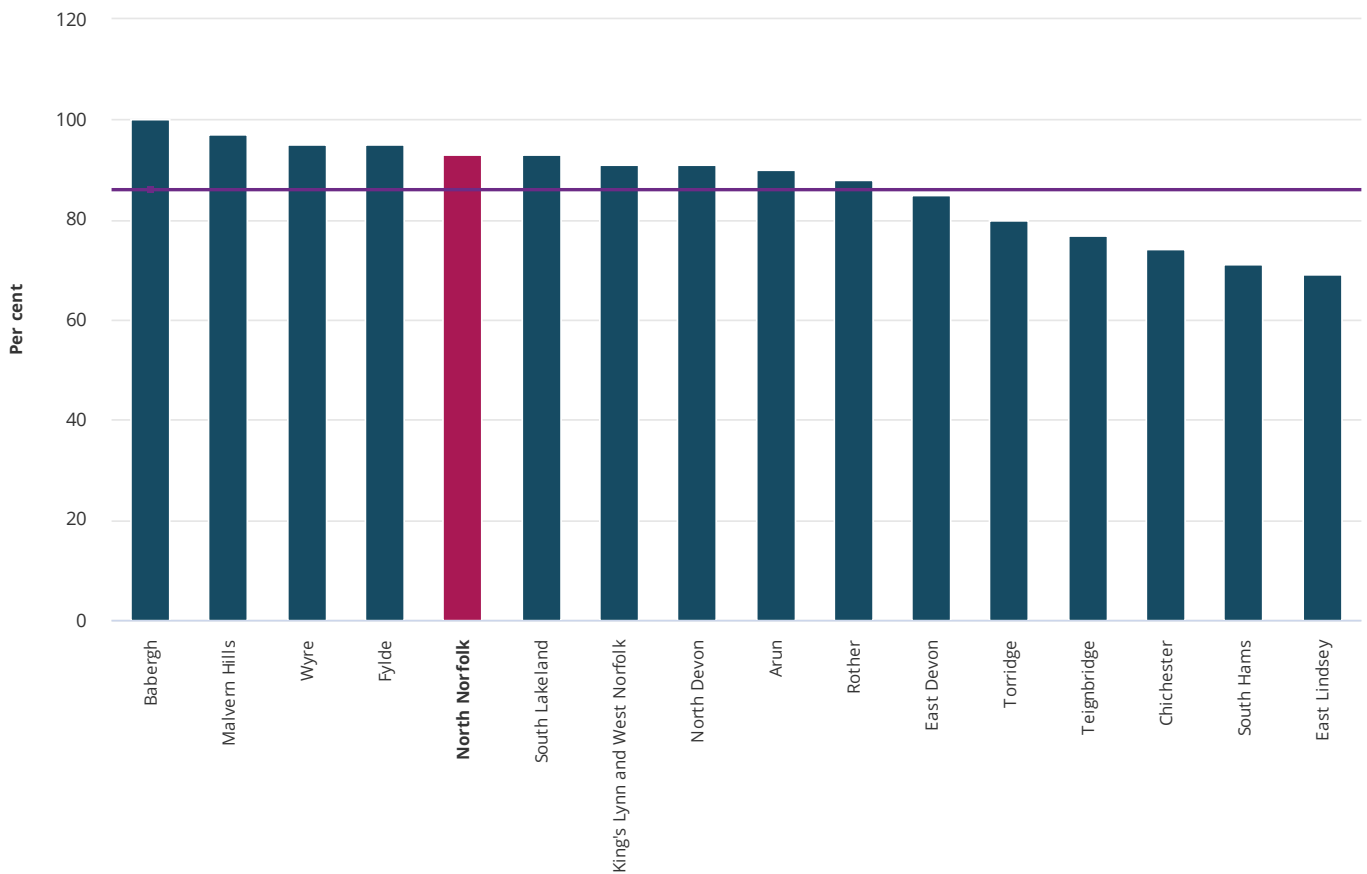
Data last updated: 28/03/2022

% of planning applications processed within 8 weeks or agreed time - minor developments - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for North Norfolk

Period	% of minor developments processed within 8 weeks or agreed time - Quarterly			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2019/20 Q4	84	80	91	100
2020/21 Q1	89	66	92	100
2020/21 Q2	97	62	92	100
2020/21 Q3	73	67	89	100
2020/21 Q4	66	81	93	100
2021/22 Q1	68	74	89	97
2021/22 Q2	93	74	89	100
2021/22 Q3	93	69	86	100

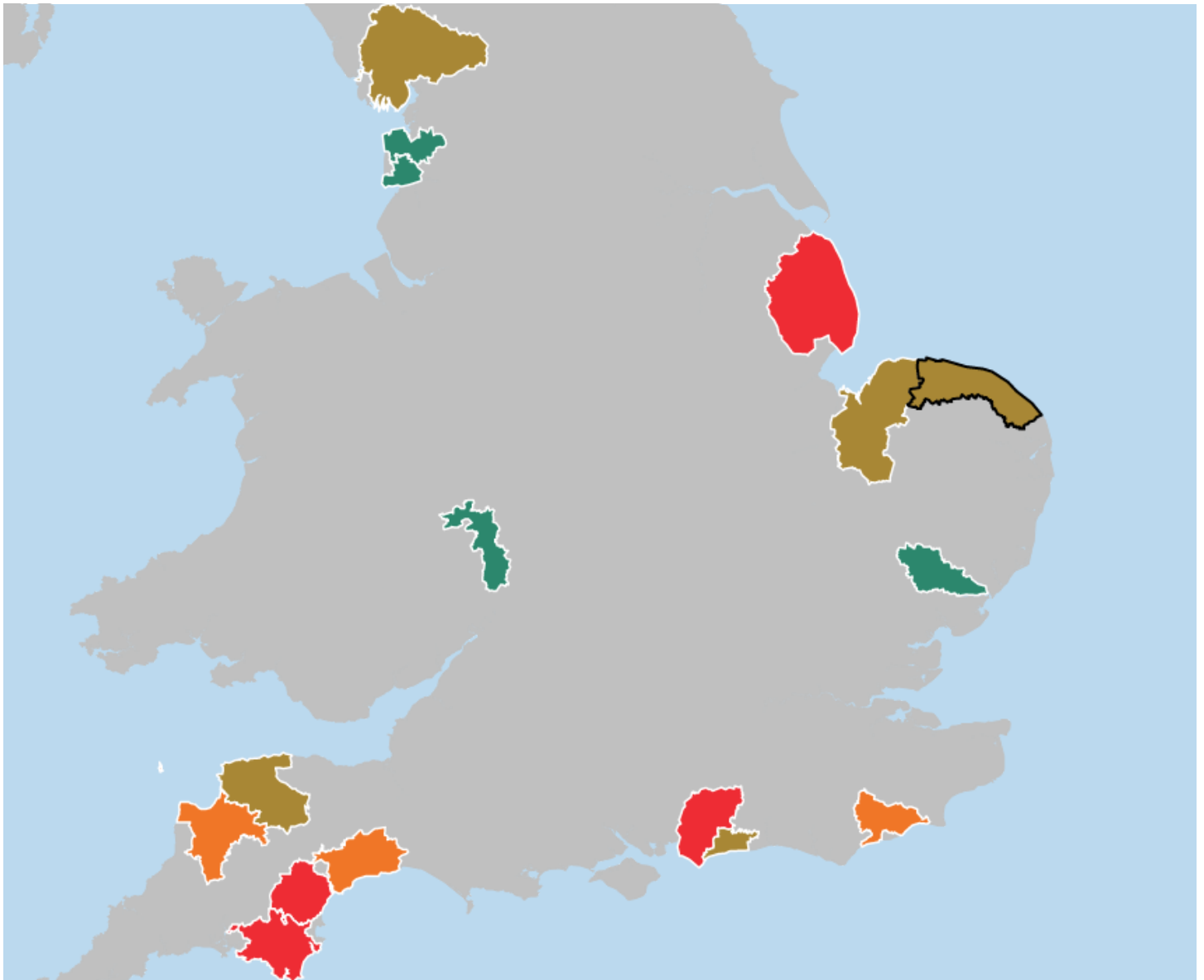
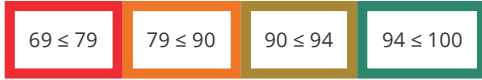
Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 8 weeks or agreed time - minor developments - Quarterly (2021/22 Q3) for North Norfolk & North Norfolk CIPFA nearest neighbours



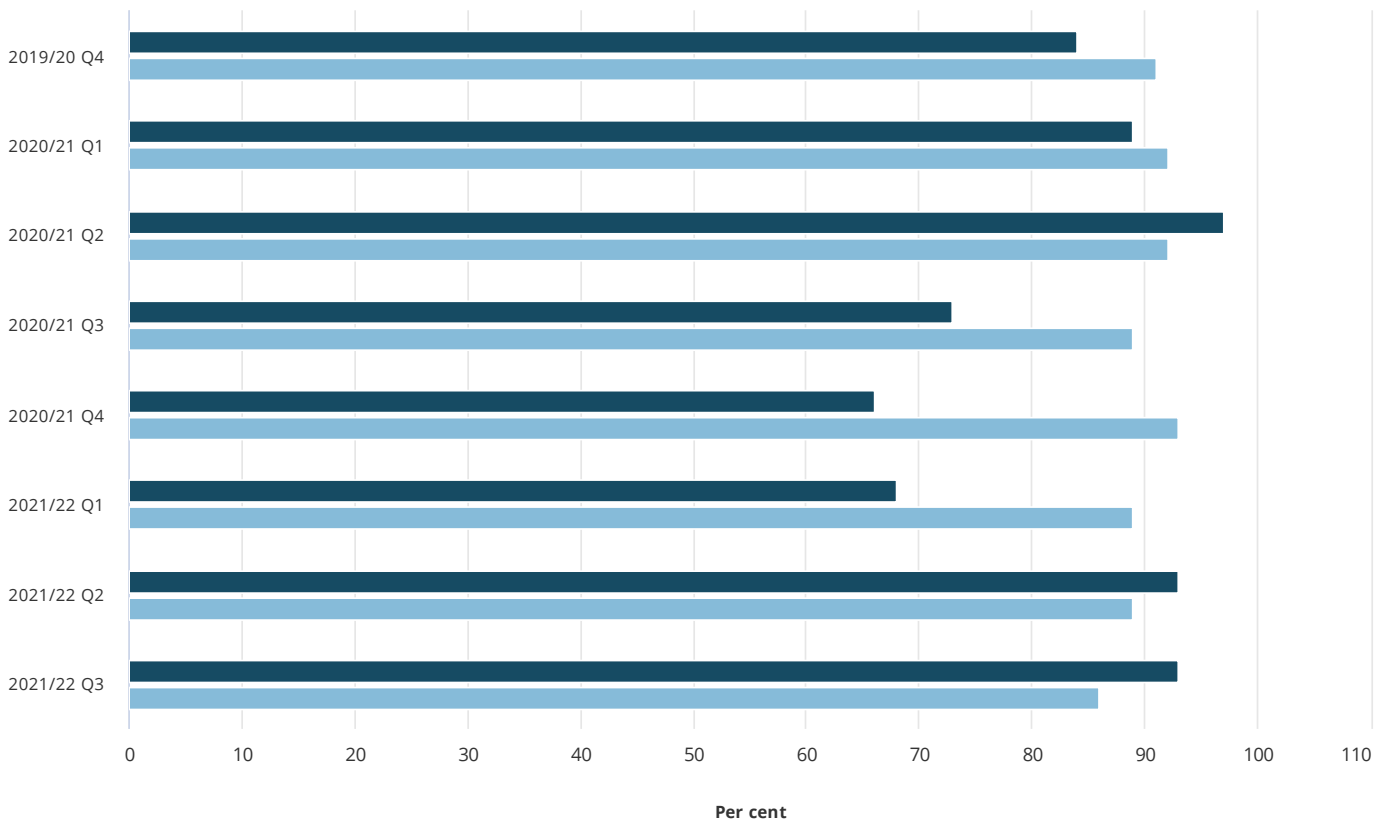
Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 8 weeks or agreed time - minor developments - Quarterly (2021/22 Q3) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 8 weeks or agreed time - minor developments - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for North Norfolk



● North Norfolk % of minor developments processed within 8 weeks or agreed time - Quarterly
● Mean for North Norfolk CIPFA nearest neighbours % of minor developments processed within 8 weeks or agreed time - Quarterly

Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 8 weeks or agreed time - minor developments - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	% of minor developments processed within 8 weeks or agreed time - Quarterly							
	%							
	2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3
Rother	80	80	94	90	81	85	77	88
East Devon	88	90	88	82	85	80	86	85
King's Lynn and West Norfolk	94	95	94	91	95	87	87	91
Wyre	97	100	100	100	96	97	98	95
Teignbridge	85	95	62	91	85	85	96	77
Fylde	95	94	100	96	100	94	100	95
South Lakeland	90	90	81	77	89	88	93	93
North Devon	95	96	95	97	98	89	98	91
South Hams	91	96	95	88	100	88	74	71
Chichester	90	66	90	67	90	74	86	74
Torridge	91	97	91	87	89	96	91	80
East Lindsey	100	100	100	100	97	94	90	69
Malvern Hills	83	88	83	87	86	95	76	97
Babergh	91	97	100	92	100	97	93	100
Arun	94	98	100	92	100	91	96	90
North Norfolk	84	89	97	73	66	68	93	93

Source:
Department for Levelling Up, Housing & Communities

Percentage of household waste sent for reuse, recycling and composting (annual) in North Norfolk

Percentage of household waste sent for reuse, recycling and composting (annual) - The percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion. This was previously collected as BVPI 82a and 82b in 2007/08. The numerator is the total tonnage of household waste collected which is sent for reuse, recycling, composting or anaerobic digestion. The denominator is the total tonnage of household waste collected. 'Household waste' means those types of waste which are to be treated as household waste for the purposes of Part II of the Environmental Protection Act 1990 by reason of the provisions of the Controlled Waste Regulations 1992. This was previously reported as NI 192.

Source name: Department for Environment, Food and Rural Affairs

Collection name: Local authority collected waste management

Polarity: High is good

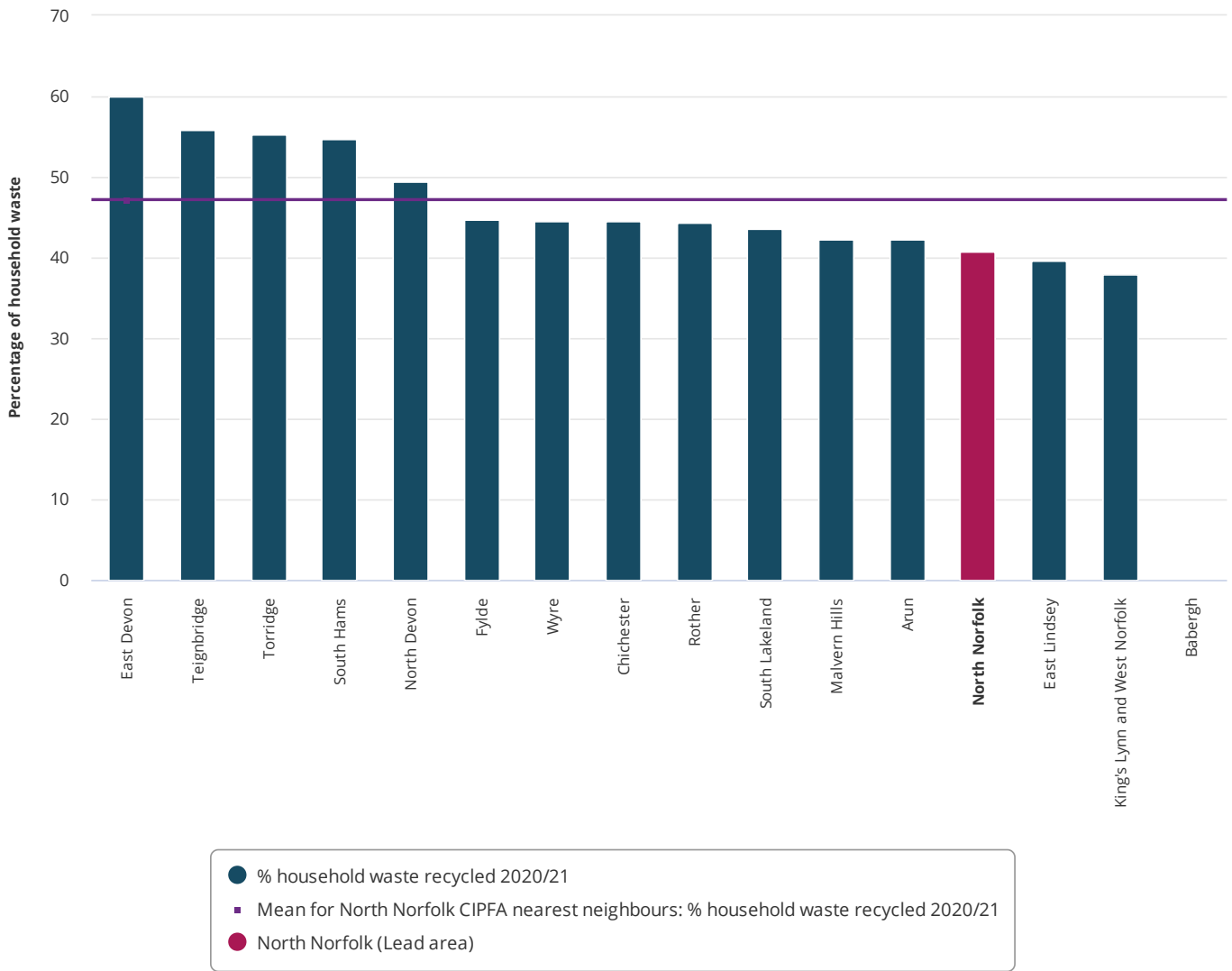
Data last updated: 16/12/2021

Percentage of household waste sent for reuse, recycling and composting (annual) (from 2015/16 to 2020/21) for North Norfolk

Period	% household waste recycled			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2015/16	41.80	38.30	45.57	54.30
2016/17	41.90	37.70	45.58	55.70
2017/18	41.60	37.20	46.15	55.40
2018/19	39.30	38.90	46.80	59.10
2019/20	40.80	39.80	47.73	60.50
2020/21	40.70	38.00	47.09	60.00

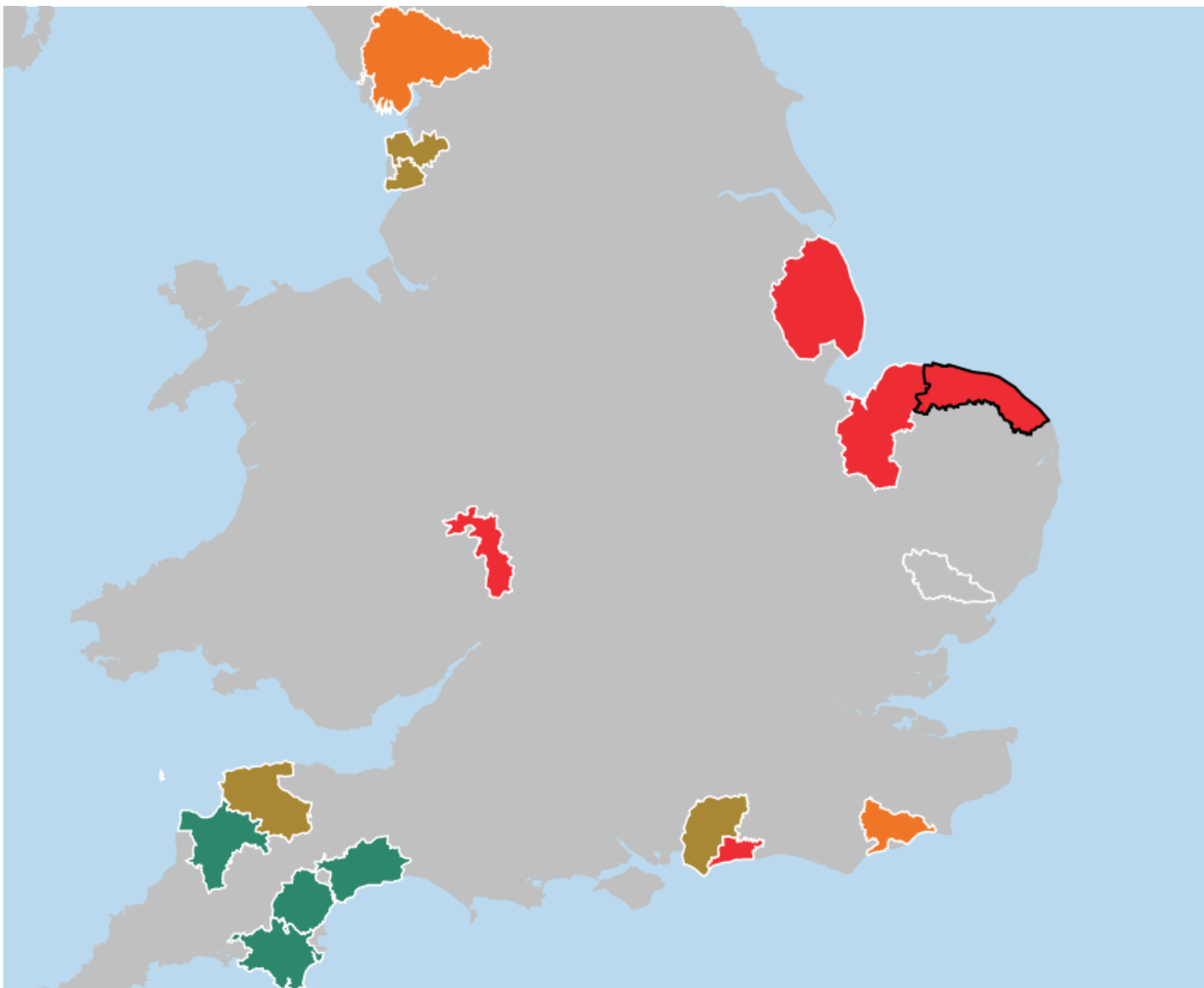
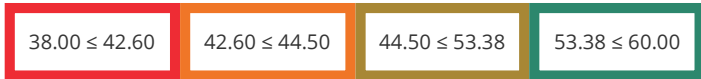
Source:
Department for Environment, Food and Rural Affairs

Percentage of household waste sent for reuse, recycling and composting (annual) (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



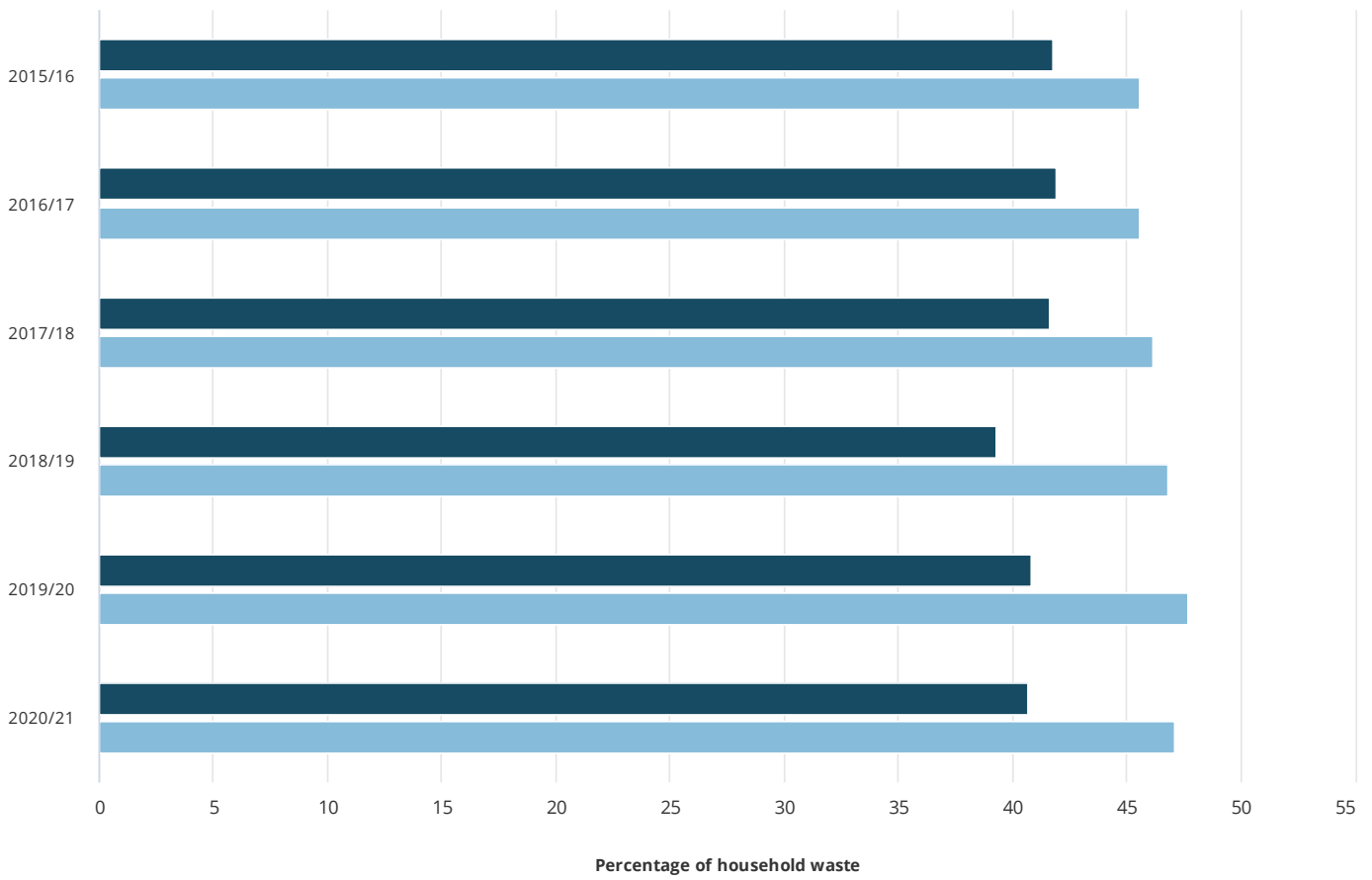
Source:
Department for Environment, Food and Rural Affairs

Percentage of household waste sent for reuse, recycling and composting (annual) (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Environment, Food and Rural Affairs

Percentage of household waste sent for reuse, recycling and composting (annual) (from 2015/16 to 2020/21) for North Norfolk



● North Norfolk % household waste recycled
 ● Mean for North Norfolk CIPFA nearest neighbours % household waste recycled

Source:
 Department for Environment, Food and Rural Affairs

Percentage of household waste sent for reuse, recycling and composting (annual) (from 2015/16 to 2020/21)
for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	% household waste recycled					
	%					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Rother	45.40	48.30	50.20	47.40	45.50	44.40
East Devon	45.60	46.10	54.20	59.10	60.50	60.00
King's Lynn and West Norfolk	44.30	45.70	46.40	42.10	42.50	38.00
Wyre	51.40	44.90	42.90	43.20	45.70	44.50
Teignbridge	54.30	55.70	55.40	56.30	56.30	55.90
Fylde	52.40	50.50	47.50	44.70	46.40	44.80
South Lakeland	41.90	42.40	44.40	44.20	45.00	43.50
North Devon	44.50	44.50	45.50	45.60	49.50	49.40
South Hams	52.90	54.70	53.90	53.90	54.40	54.70
Chichester	39.90	41.10	44.60	46.50	44.90	44.50
Torridge	42.60	42.20	41.20	51.30	54.10	55.20
East Lindsey	46.20	45.40	42.10	38.90	40.80	39.70
Malvern Hills	38.30	37.70	37.20	40.50	39.80	42.30
Babergh	no value	no value	no value	no value	no value	Missing
Arun	38.30	38.90	40.60	41.50	42.80	42.30
North Norfolk	41.80	41.90	41.60	39.30	40.80	40.70

Source:
Department for Environment, Food and Rural Affairs

Council tax not collected as a percentage of council tax due in North Norfolk

Council tax not collected as a percentage of council tax due - This is the amount of council tax that was not collected during the year, expressed as a percentage of the amount of council tax due.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Council tax collection rates

Polarity: Low is good

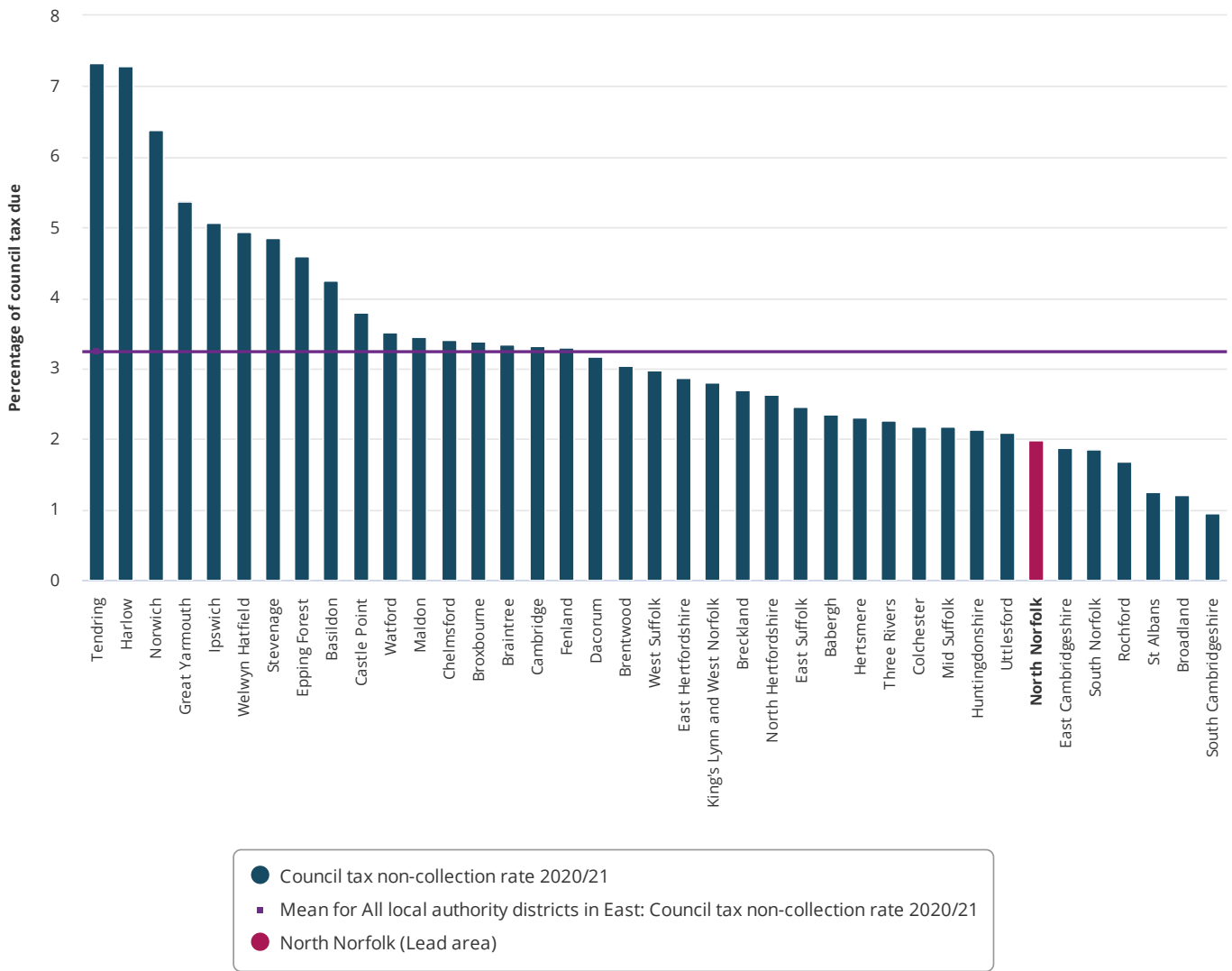
Data last updated: 02/04/2022

Council tax not collected as a percentage of council tax due (from 2015/16 to 2020/21) for North Norfolk

Period	Council tax non-collection rate			
	%			
	North Norfolk	Minimum for All local authority districts in East	Mean for All local authority districts in East	Maximum for All local authority districts in East
2015/16	1.44	0.56	2.15	5.08
2016/17	1.30	0.60	2.11	4.69
2017/18	1.26	0.66	2.12	4.39
2018/19	1.28	0.63	2.21	4.26
2019/20	1.49	0.75	2.39	4.68
2020/21	1.99	0.95	3.24	7.34

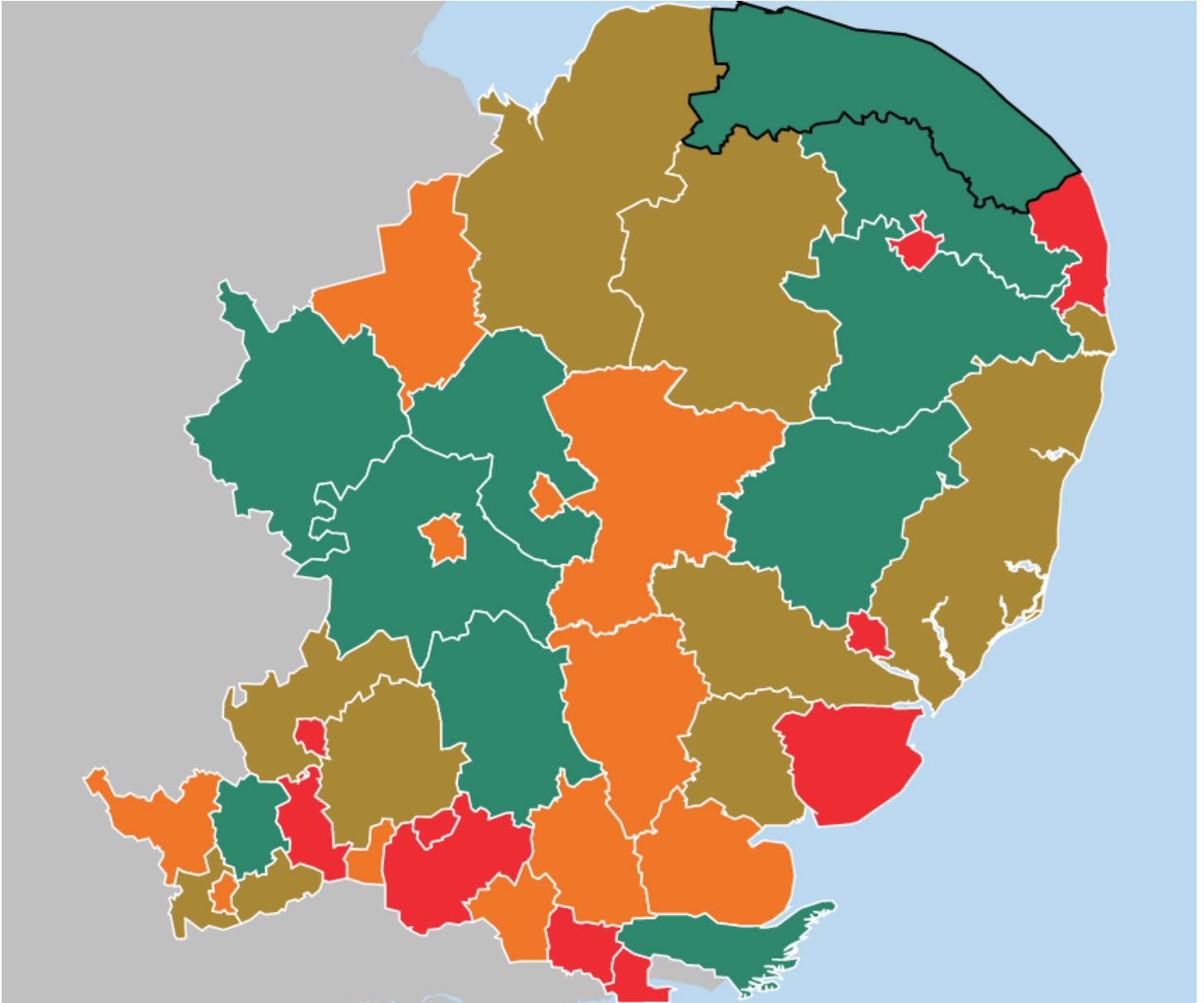
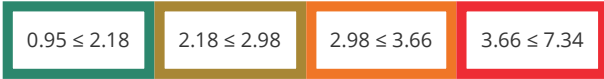
Source:
Department for Levelling Up, Housing & Communities

Council tax not collected as a percentage of council tax due (2020/21) for All local authority districts in East



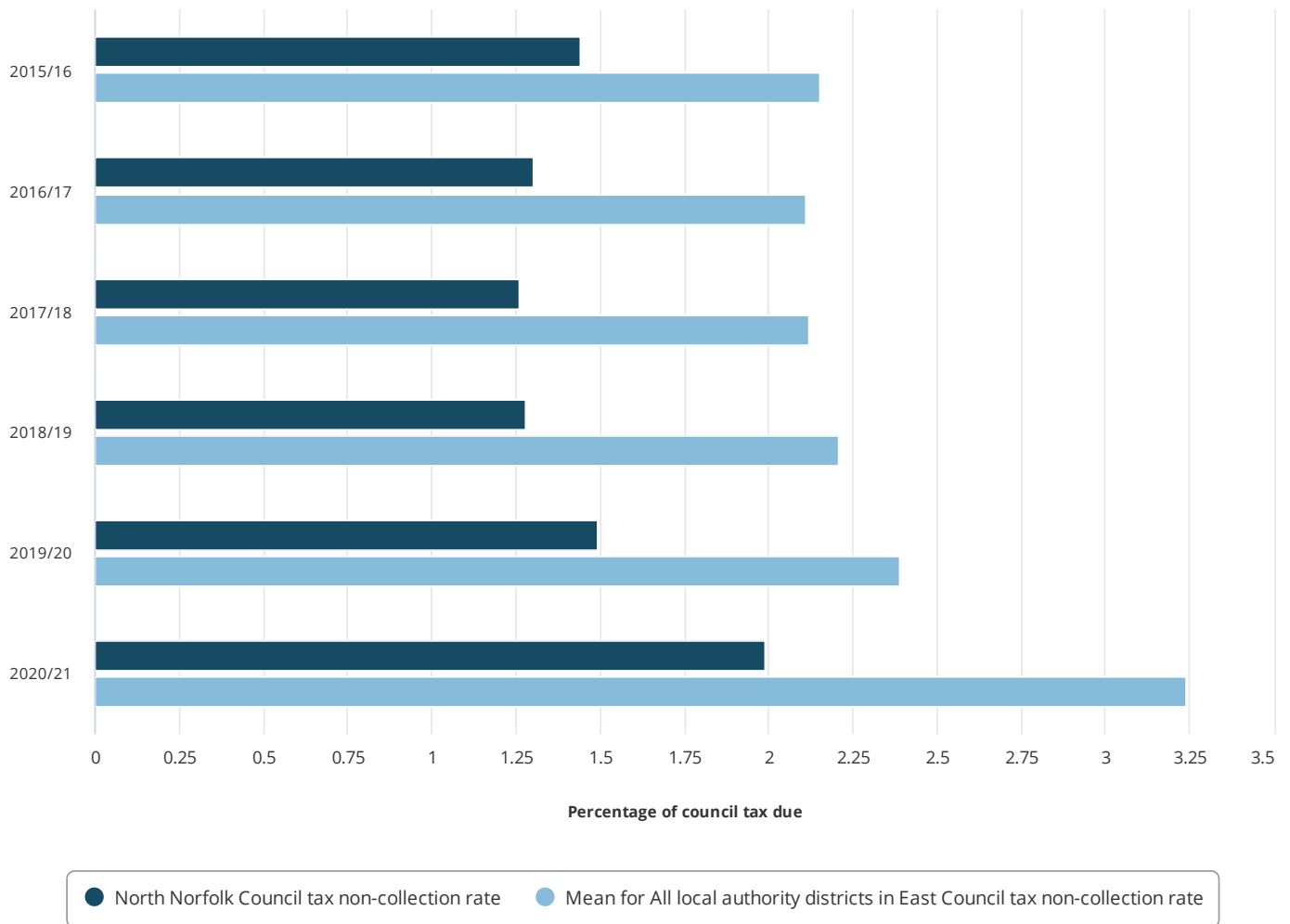
Source:
Department for Levelling Up, Housing & Communities

Council tax not collected as a percentage of council tax due (2020/21) for All local authority districts in East



Source:
Department for Levelling Up, Housing & Communities

Council tax not collected as a percentage of council tax due (from 2015/16 to 2020/21) for North Norfolk



Source:
Department for Levelling Up, Housing & Communities

Council tax not collected as a percentage of council tax due (from 2015/16 to 2020/21) for All local authority districts in East

Area	Council tax non-collection rate					
	%					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Babergh	1.65	1.61	1.49	1.58	1.58	2.34
Basildon	2.83	2.99	3.44	3.63	3.29	4.25
Braintree	1.74	1.62	1.60	1.78	1.99	3.35
Breckland	2.18	2.12	2.32	2.44	2.49	2.70
Brentwood	0.99	1.57	1.61	2.30	2.17	3.03
Broadland	1.03	1.05	1.00	1.03	1.18	1.20
Broxbourne	2.03	3.00	2.63	2.43	2.54	3.38
Cambridge	2.41	2.65	2.35	2.01	2.39	3.31
Castle Point	1.88	1.82	1.66	1.82	2.05	3.80
Chelmsford	1.94	2.24	2.42	2.54	2.79	3.40
Colchester	2.41	2.15	2.15	2.09	2.20	2.18
Dacorum	2.04	1.64	1.55	1.73	2.01	3.17
East Cambridgeshire	1.50	1.55	1.68	1.76	1.80	1.87
East Hertfordshire	1.64	1.58	1.76	1.87	2.14	2.86
East Suffolk	2.53	2.37	2.43	2.38	2.39	2.45
Epping Forest	1.97	2.01	2.18	2.19	2.38	4.60
Fenland	2.76	2.96	3.12	3.16	3.24	3.29
Great Yarmouth	3.86	3.85	4.26	4.15	4.53	5.38
Harlow	3.78	3.91	4.16	4.13	4.48	7.28
Hertsmere	1.72	1.55	1.75	2.04	2.01	2.30
Huntingdonshire	1.47	1.42	1.50	2.11	1.90	2.13
Ipswich	3.79	3.63	3.82	3.81	4.14	5.07
King's Lynn and West Norfolk	2.40	2.31	2.31	2.29	2.48	2.80
Maldon	1.65	1.60	1.55	1.45	1.66	3.44
Mid Suffolk	1.46	1.43	1.34	1.43	1.74	2.17
North Hertfordshire	1.87	1.60	0.75	1.62	1.87	2.63
North Norfolk	1.44	1.30	1.26	1.28	1.49	1.99
Norwich	5.08	4.69	4.39	4.26	4.68	6.39
Rochford	1.33	1.22	1.34	1.44	1.33	1.68
South Cambridgeshire	0.56	0.60	0.66	0.63	0.75	0.95
South Norfolk	1.38	1.36	1.55	1.70	1.64	1.85
St Albans	1.62	1.04	1.10	1.03	1.57	1.24

Stevenage	3.70	3.37	3.57	3.79	3.80	4.86
Tendring	3.05	2.89	3.00	3.04	3.91	7.34
Three Rivers	1.99	1.53	1.36	1.28	1.63	2.26
Uttlesford	0.84	0.85	0.85	0.90	1.22	2.09
Watford	3.42	2.83	2.44	2.26	2.72	3.51
Welwyn Hatfield	1.92	2.07	2.20	2.29	2.46	4.93
West Suffolk	2.09	2.13	2.29	2.49	2.73	2.98

Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March in North Norfolk

Total households on the housing waiting list at 31st March - This is the total households on the housing waiting list at 31st March.

Local authorities are expected to keep a waiting list of housing applicants in order to deliver their statutory allocation functions.

The housing waiting list includes both households in housing need and those not in housing need. However, this should exclude existing local authority tenants seeking a transfer within the authority's own stock.

The Homelessness Act 2002 removed the statutory duty to maintain a Housing Register as of 31 January 2003. However, we expect local authorities will need to keep a waiting list of housing applicants in order to deliver their statutory allocation functions.

Authorities who have transferred all of their stock (e.g. through Large Stock Value Transfer (LSVT)) should provide figures, irrespective of who is now responsible for managing the waiting list.

This indicator is from the Local Authority Housing Statistics data returns (LAHS) Section C - Allocations

Source name: Department for Levelling Up, Housing & Communities

Collection name: Local Authority Housing Statistics (LAHS)

Polarity: Low is good

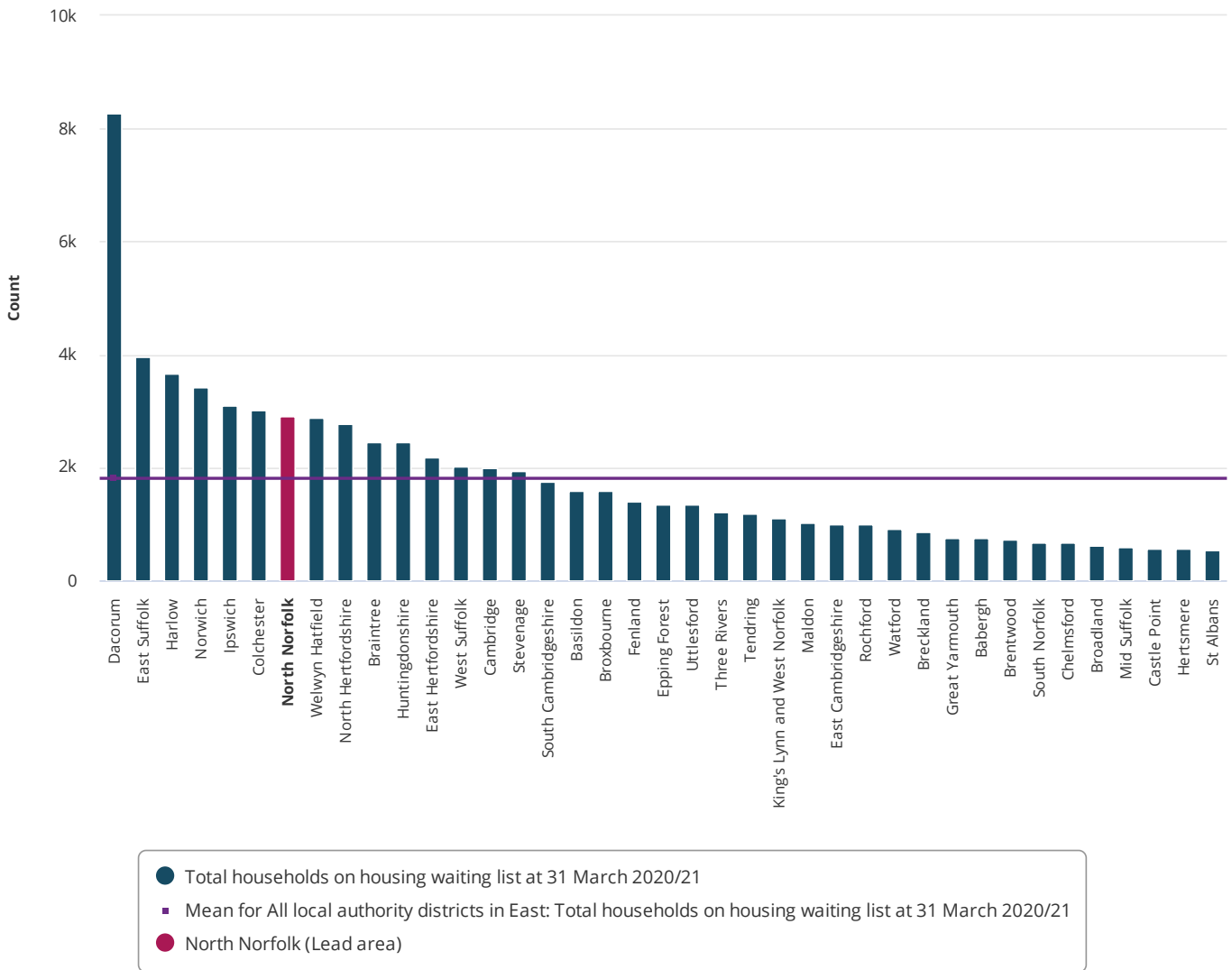
Data last updated: 01/04/2022

Total households on the housing waiting list at 31st March (from 2015/16 to 2020/21) for North Norfolk

Period	Total households on housing waiting list at 31 March			
	Households			
	North Norfolk	Minimum for All local authority districts in East	Mean for All local authority districts in East	Maximum for All local authority districts in East
2015/16	2,238	219	2,084	10,240
2016/17	2,479	242	2,104	12,419
2017/18	2,636	258	1,915	6,177
2018/19	3,194	359	2,019	8,642
2019/20	2,846	444	1,675	7,243
2020/21	2,901	538	1,817	8,274

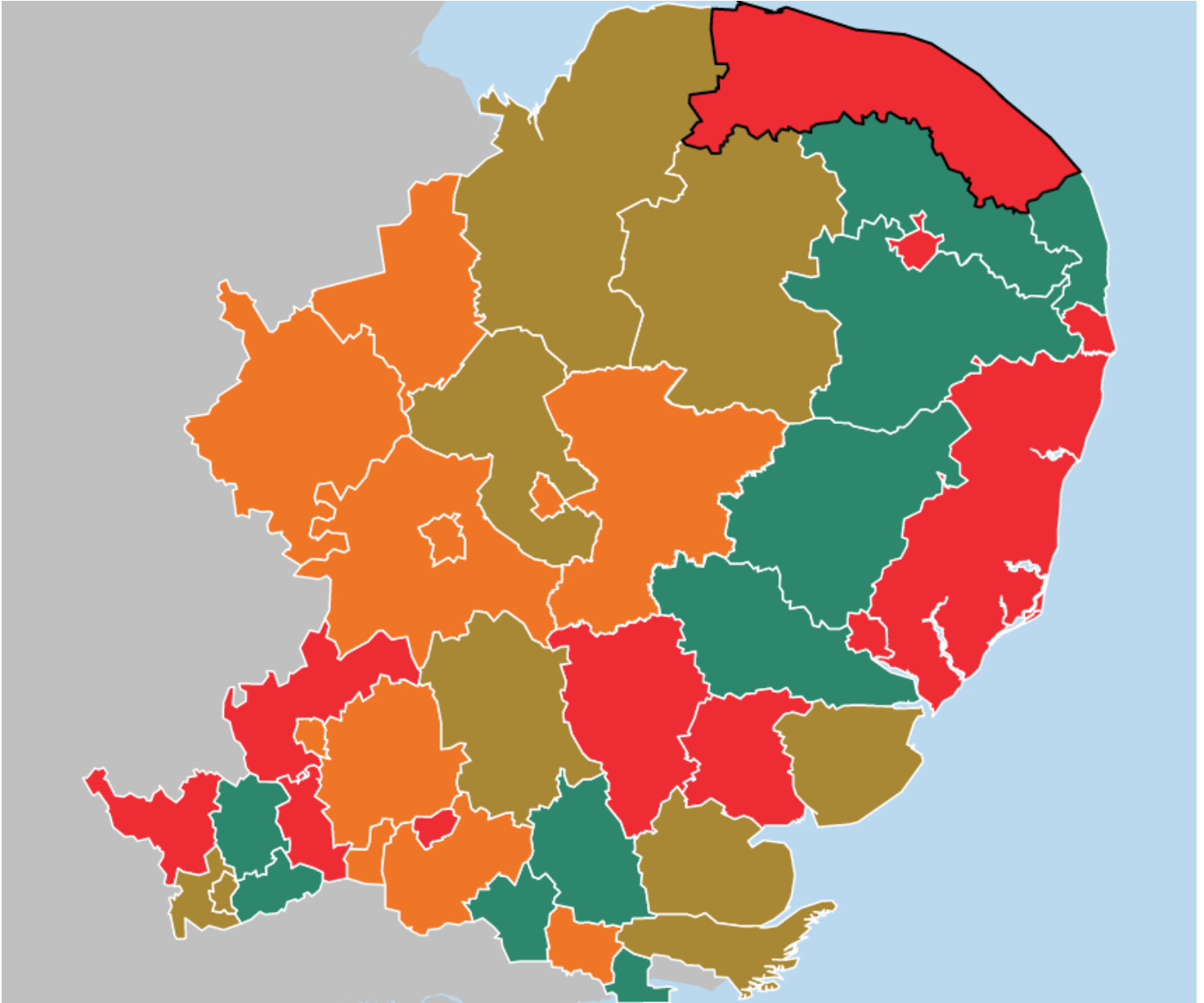
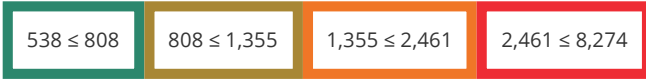
Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (2020/21) for All local authority districts in East



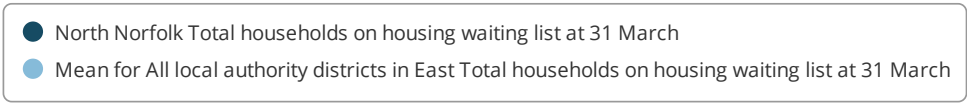
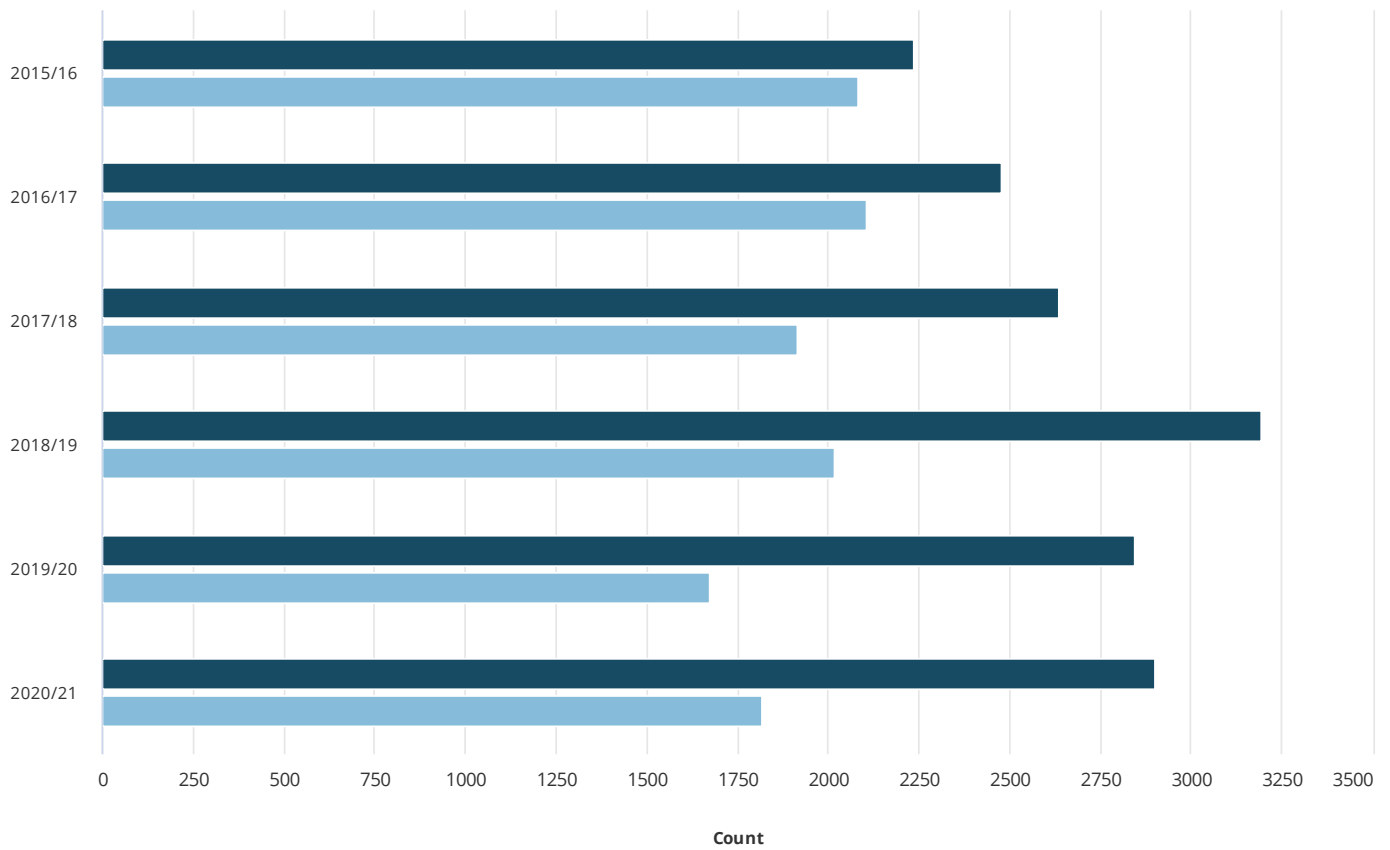
Source: Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (2020/21) for All local authority districts in East



Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (from 2015/16 to 2020/21) for North Norfolk



Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (from 2015/16 to 2020/21) for All local authority districts in East

Area	Total households on housing waiting list at 31 March					
	Households					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Babergh	851	761	748	912	830	754
Basildon	1,224	1,255	1,169	1,035	1,376	1,595
Braintree	2,276	2,466	2,749	1,745	1,834	2,464
Breckland	3,398	2,184	858	1,158	662	861
Brentwood	1,005	600	626	560	801	724
Broadland	3,168	2,854	2,260	2,130	1,362	611
Broxbourne	1,887	1,768	1,715	1,656	1,603	1,586
Cambridge	2,193	2,236	2,372	2,624	1,671	1,997
Castle Point	1,034	574	539	359	554	577
Chelmsford	5,439	5,576	3,939	3,948	522	662
Colchester	4,162	4,220	4,392	3,298	2,796	3,016
Dacorum	10,240	12,419	6,177	6,520	7,243	8,274
East Cambridgeshire	936	1,164	1,678	448	921	1,002
East Hertfordshire	2,198	2,025	2,039	2,119	2,125	2,174
East Suffolk	3,924	3,988	3,905	8,642	4,453	3,973
Epping Forest	1,544	1,353	1,376	1,494	1,291	1,355
Fenland	1,628	2,149	2,578	2,635	1,088	1,405
Great Yarmouth	219	242	258	444	769	754
Harlow	2,580	2,776	2,965	3,120	3,291	3,661
Hertsmere	540	633	562	554	554	554
Huntingdonshire	2,718	3,079	3,616	3,004	1,974	2,458
Ipswich	3,026	3,062	2,899	2,894	2,629	3,100
King's Lynn and West Norfolk	1,614	1,264	891	1,146	985	1,093
Maldon	900	753	936	807	853	1,023
Mid Suffolk	713	676	627	1,365	638	587
North Hertfordshire	2,161	1,668	1,945	2,191	2,427	2,766
North Norfolk	2,238	2,479	2,636	3,194	2,846	2,901
Norwich	4,234	4,053	4,024	3,759	3,520	3,436
Rochford	704	825	638	751	774	988
South Cambridgeshire	1,563	2,152	2,269	1,315	1,130	1,763
South Norfolk	741	588	504	657	734	687
St Albans	782	372	395	651	444	538

Stevenage	2,069	1,862	2,121	1,970	2,092	1,952
Tendring	1,207	1,308	1,362	1,509	1,614	1,175
Three Rivers	675	659	686	936	982	1,208
Uttlesford	888	808	1,112	1,090	1,108	1,337
Watford	801	725	561	654	697	928
Welwyn Hatfield	1,461	1,959	2,286	2,610	2,283	2,876
West Suffolk	2,326	2,506	2,256	2,850	1,861	2,034

Source:
Department for Levelling Up, Housing & Communities

Time taken to process housing benefit new claims and change events - Quarterly in North Norfolk

Time taken to process housing benefit new claims and change events - Quarterly - This measures the average time taken in calendar days to process all new claims and change events relating to Housing Benefit for that quarter.

Change events are defined as a change of circumstances which requires a decision to be made by the local authority but excluding automatic up-rating and revisions to earlier decisions, e.g. following an accuracy and/or management check or appeal/reconsideration/revision.

The processing time includes all calendar days (including the day the claim is received and the day the claim is decided).

The average number of days taken to process new Housing Benefit (HB) claims/changes of circumstances to existing HB claims is calculated by dividing the number of days of processing by the number of cases processed.

From Q1 2011/12 RTI has been replaced by Speed of Processing (SoP).

Source name: Department for Work and Pensions

Collection name: Housing Benefit: statistics on speed of processing (SoP)

Polarity: Low is good

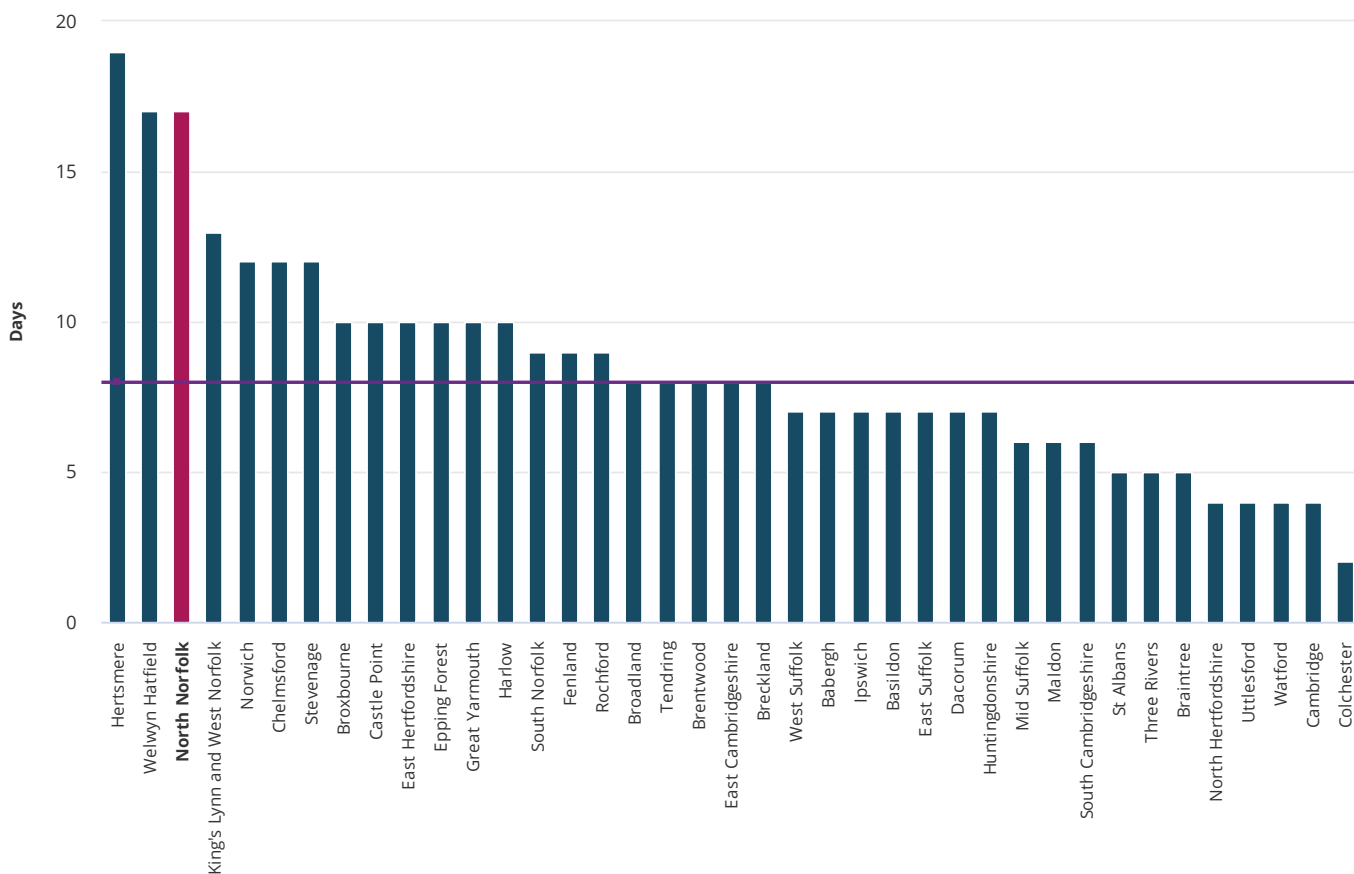
Data last updated: 27/04/2022

Time taken to process housing benefit new claims and change events - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for North Norfolk

Period	Time taken to process housing benefit new claims and change events - Quarterly			
	Mean			
	North Norfolk	Minimum for All local authority districts in East	Mean for All local authority districts in East	Maximum for All local authority districts in East
2019/20 Q4	4	1	3	6
2020/21 Q1	9	3	6	13
2020/21 Q2	8	2	8	77
2020/21 Q3	13	2	6	13
2020/21 Q4	6	1	3	10
2021/22 Q1	11	2	8	19
2021/22 Q2	13	2	8	18
2021/22 Q3	17	2	8	19

Source:
Department for Work and Pensions

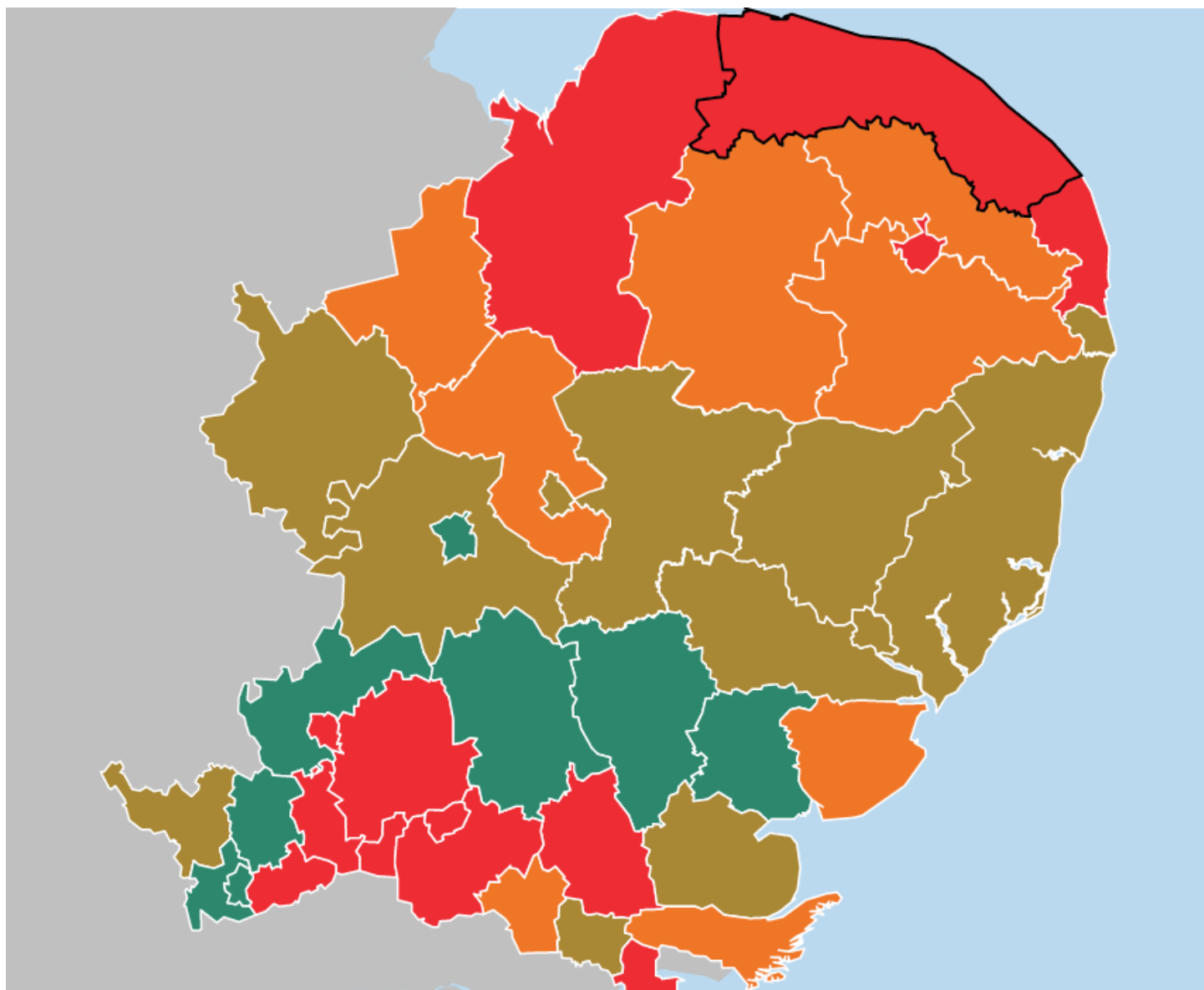
Time taken to process housing benefit new claims and change events - Quarterly (2021/22 Q3) for All local authority districts in East



- Time taken to process housing benefit new claims and change events - Quarterly 2021/22 Q3
- Mean for All local authority districts in East: Time taken to process housing benefit new claims and change events - Quarterly 2021/22 Q3
- North Norfolk (Lead area)

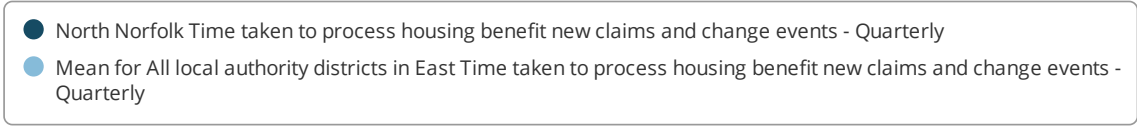
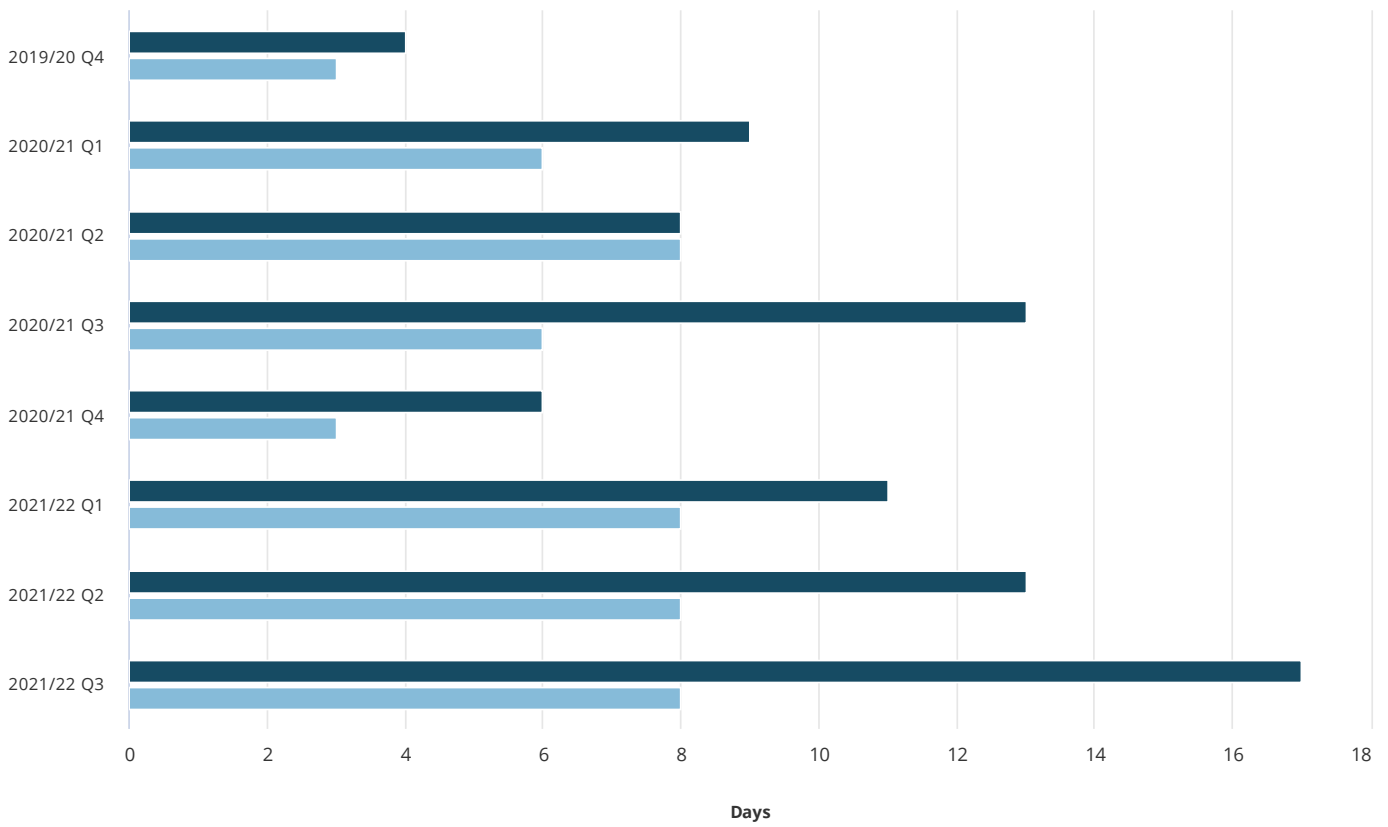
Source:
Department for Work and Pensions

Time taken to process housing benefit new claims and change events - Quarterly (2021/22 Q3) for All local authority districts in East



Source:
Department for Work and Pensions

Time taken to process housing benefit new claims and change events - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for North Norfolk



Source:
Department for Work and Pensions

Time taken to process housing benefit new claims and change events - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for All local authority districts in East

Area	Time taken to process housing benefit new claims and change events - Quarterly							
	Mean							
	2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3
Babergh	4	5	5	4	3	6	8	7
Basildon	4	4	5	4	2	5	7	7
Braintree	2	4	6	5	3	7	7	5
Breckland	2	4	6	6	3	6	8	8
Brentwood	4	4	5	6	2	5	8	8
Broadland	2	3	5	7	4	9	8	8
Broxbourne	4	5	7	10	6	7	9	10
Cambridge	2	3	4	3	2	4	4	4
Castle Point	5	4	7	7	4	6	8	10
Chelmsford	3	10	8	7	4	10	11	12
Colchester	1	4	2	2	1	2	2	2
Dacorum	3	7	8	6	3	8	9	7
East Cambridgeshire	3	7	4	5	3	9	7	8
East Hertfordshire	3	7	6	7	3	13	8	10
East Suffolk	2	4	6	6	3	7	9	7
Epping Forest	3	7	7	6	3	8	10	10
Fenland	3	4	6	6	3	7	9	9
Great Yarmouth	3	9	8	9	5	13	13	10
Harlow	5	5	11	13	10	17	18	10
Hertsmere	5	11	10	12	7	19	11	19
Huntingdonshire	3	6	6	6	2	5	6	7
Ipswich	3	5	5	4	3	6	8	7
King's Lynn and West Norfolk	6	5	5	10	3	8	11	13
Maldon	3	5	7	8	2	5	5	6
Mid Suffolk	2	4	5	4	2	6	7	6
North Hertfordshire	2	3	4	5	2	5	6	4
North Norfolk	4	9	8	13	6	11	13	17
Norwich	3	7	4	5	3	12	7	12
Rochford	5	13	10	13	5	12	12	9

South Cambridgeshire	<u>4</u>	<u>7</u>	<u>8</u>	<u>3</u>	<u>4</u>	<u>8</u>	<u>8</u>	<u>6</u>
South Norfolk	<u>2</u>	<u>6</u>	<u>5</u>	<u>8</u>	<u>3</u>	<u>12</u>	<u>13</u>	<u>9</u>
St Albans	<u>2</u>	<u>5</u>	<u>5</u>	<u>6</u>	<u>3</u>	<u>4</u>	<u>4</u>	<u>5</u>
Stevenage	<u>2</u>	<u>9</u>	<u>6</u>	<u>7</u>	<u>3</u>	<u>13</u>	<u>8</u>	<u>12</u>
Tendring	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>5</u>	<u>8</u>
Three Rivers	<u>4</u>	<u>4</u>	<u>4</u>	<u>5</u>	<u>2</u>	<u>12</u>	<u>6</u>	<u>5</u>
Uttlesford	<u>2</u>	<u>7</u>	<u>5</u>	<u>4</u>	<u>2</u>	<u>4</u>	<u>6</u>	<u>4</u>
Watford	<u>5</u>	<u>4</u>	<u>4</u>	<u>5</u>	<u>3</u>	<u>13</u>	<u>6</u>	<u>4</u>
Welwyn Hatfield	<u>4</u>	<u>7</u>	<u>11</u>	<u>7</u>	<u>4</u>	<u>9</u>	<u>10</u>	<u>17</u>
West Suffolk	<u>3</u>	<u>4</u>	<u>6</u>	<u>5</u>	<u>3</u>	<u>6</u>	<u>7</u>	<u>7</u>

Source:
Department for Work and Pensions

Number of affordable homes delivered (gross) in North Norfolk

Number of affordable homes delivered (gross) - The figure reported represents a simple count of additional affordable housing units to the housing stock - newly built, including gains from conversions such as subdivision, or acquired. The total supply is the sum of social rent housing and intermediate housing (low cost home ownership and intermediate rent). As this is an absolute value for each area, care should be taken when drawing any comparisons with other areas.

This was previously reported as NI 155. Regional values are calculated from all single tier and district authorities.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Live tables on affordable housing supply

Polarity: High is good

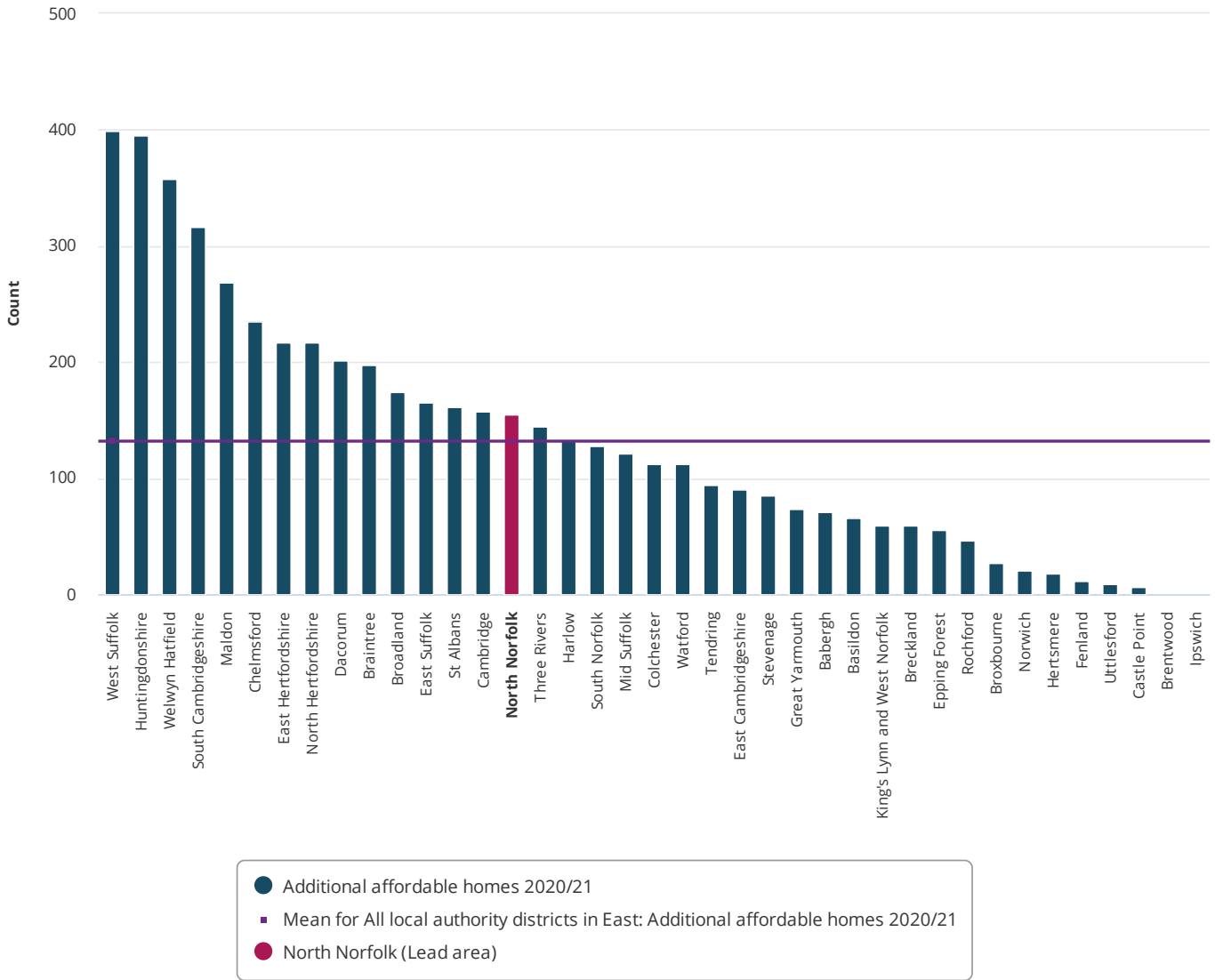
Data last updated: 01/04/2022

Number of affordable homes delivered (gross) (from 2015/16 to 2020/21) for North Norfolk

Period	Additional affordable homes			
	Dwellings			
	North Norfolk	Minimum for All local authority districts in East	Mean for All local authority districts in East	Maximum for All local authority districts in East
2015/16	69	0	55	193
2016/17	75	0	90	427
2017/18	109	15	105	503
2018/19	168	0	132	407
2019/20	39	0	147	588
2020/21	155	0	132	399

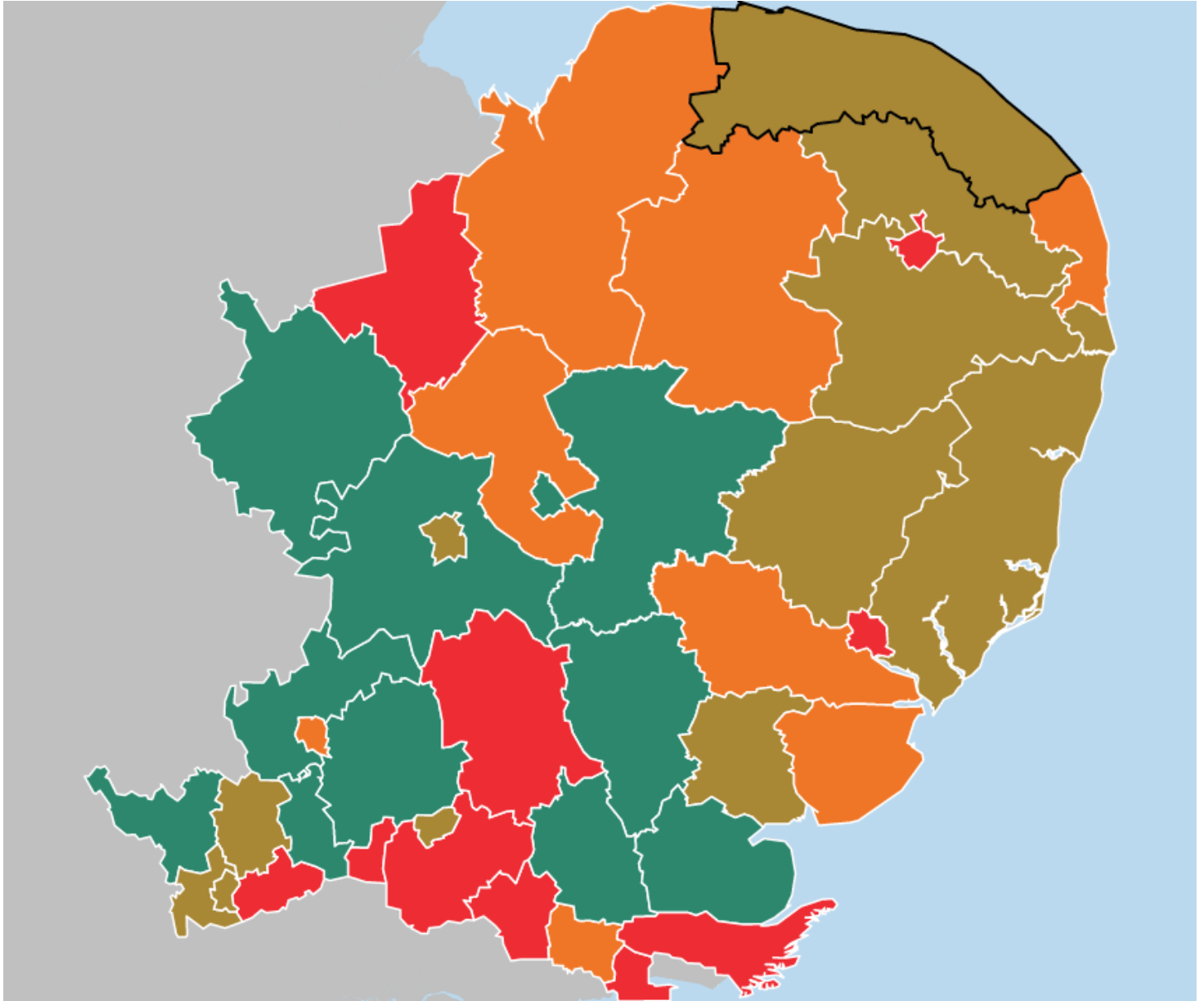
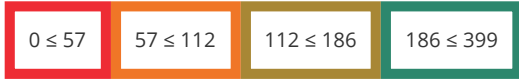
Source:
Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (2020/21) for All local authority districts in East



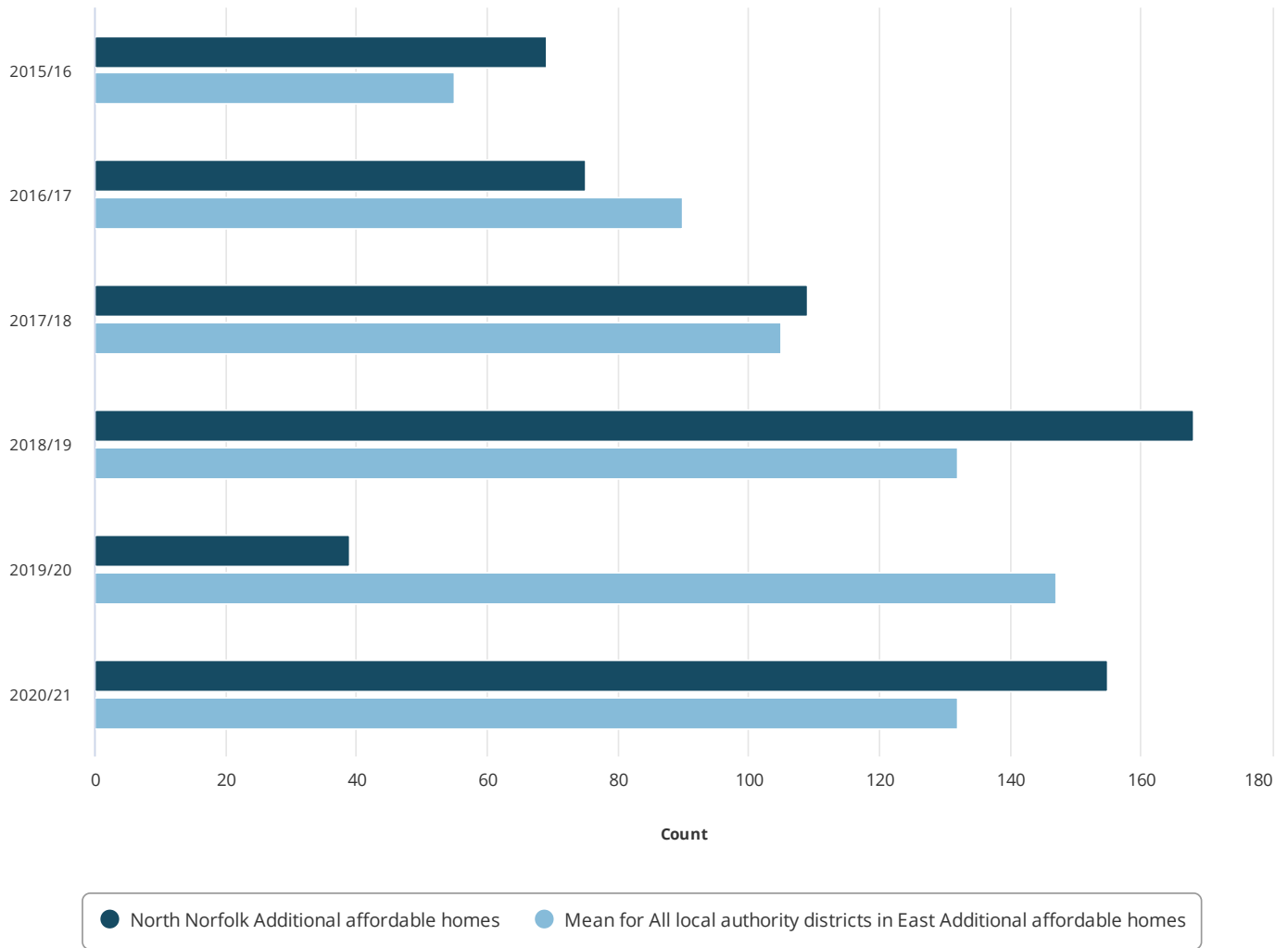
Source: Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (2020/21) for All local authority districts in East



Source:
Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (from 2015/16 to 2020/21) for North Norfolk



Source:
Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (from 2015/16 to 2020/21) for All local authority districts in East

Area	Additional affordable homes					
	Dwellings					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Babergh	27	60	71	42	136	71
Basildon	56	14	61	73	74	66
Braintree	33	58	109	135	173	198
Breckland	29	180	122	106	185	59
Brentwood	4	5	52	35	14	0
Broadland	19	283	208	198	218	174
Broxbourne	89	14	63	46	25	27
Cambridge	150	427	503	336	152	158
Castle Point	0	16	45	0	1	6
Chelmsford	104	180	213	347	154	235
Colchester	149	44	130	174	538	112
Dacorum	186	56	427	229	127	201
East Cambridgeshire	8	52	89	97	58	91
East Hertfordshire	102	179	64	407	174	217
East Suffolk	Not Applicable	Not Applicable	Not Applicable	Not Applicable	284	166
Epping Forest	10	0	48	34	92	55
Fenland	61	167	33	43	119	12
Great Yarmouth	26	18	25	11	19	74
Harlow	18	12	64	2	17	133
Hertsmere	45	8	25	91	66	18
Huntingdonshire	49	165	150	293	588	395
Ipswich	0	89	15	8	0	0
King's Lynn and West Norfolk	52	31	38	71	62	59
Maldon	35	35	51	8	145	269
Mid Suffolk	63	91	122	59	49	122
North Hertfordshire	17	87	66	20	20	217
North Norfolk	69	75	109	168	39	155
Norwich	25	116	74	173	196	21
Rochford	54	1	66	109	91	46
South Cambridgeshire	56	100	123	273	436	316
South Norfolk	45	146	290	357	187	128

St Albans	101	82	53	98	151	161
Stevenage	25	159	30	128	241	85
Tendring	23	14	31	16	95	94
Three Rivers	42	12	72	21	27	145
Uttlesford	193	272	104	376	348	9
Watford	13	82	107	52	71	112
Welwyn Hatfield	60	5	32	264	103	358
West Suffolk	Not Applicable	Not Applicable	Not Applicable	Not Applicable	259	399

Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 13 weeks or agreed time - major developments - Quarterly in North Norfolk

% of planning applications processed within 13 weeks or agreed time - major developments - Quarterly - This is the percentage of major planning applications determined in a timely manner. A timely manner is defined as within 13 weeks for major applications. This was previously reported as NI 157a. Whilst this indicator focuses on major applications, data is also available broken down by county matter, minor and other applications.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Development Control statistics

Polarity: High is good

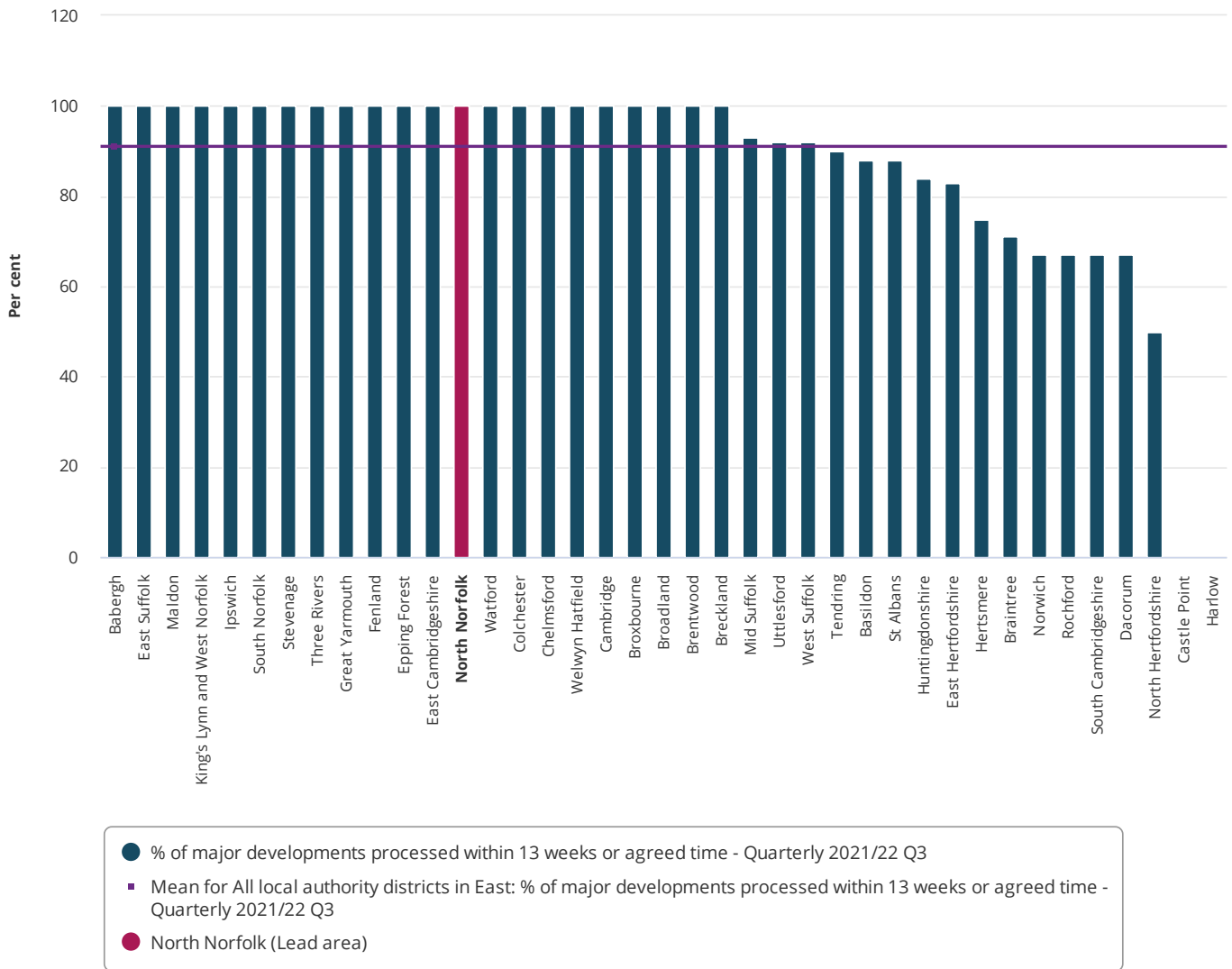
Data last updated: 28/03/2022

% of planning applications processed within 13 weeks or agreed time - major developments - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for North Norfolk

Period	% of major developments processed within 13 weeks or agreed time - Quarterly			
	%			
	North Norfolk	Minimum for All local authority districts in East	Mean for All local authority districts in East	Maximum for All local authority districts in East
2019/20 Q4	75	50	90	100
2020/21 Q1	100	50	93	100
2020/21 Q2	100	50	91	100
2020/21 Q3	100	50	92	100
2020/21 Q4	57	50	90	100
2021/22 Q1	75	50	90	100
2021/22 Q2	100	0	87	100
2021/22 Q3	100	50	91	100

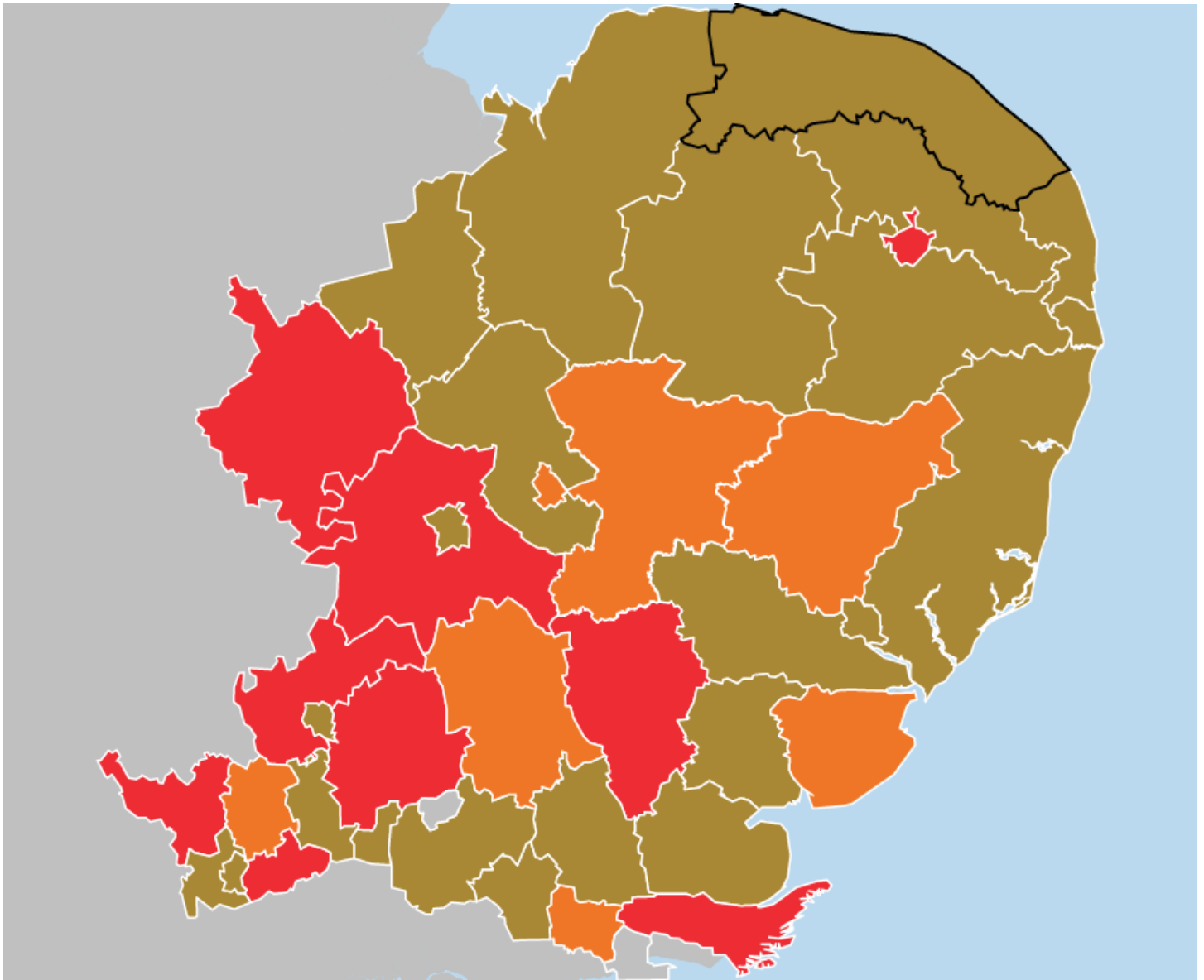
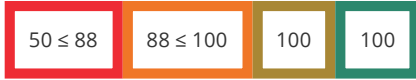
Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 13 weeks or agreed time - major developments - Quarterly (2021/22 Q3) for All local authority districts in East



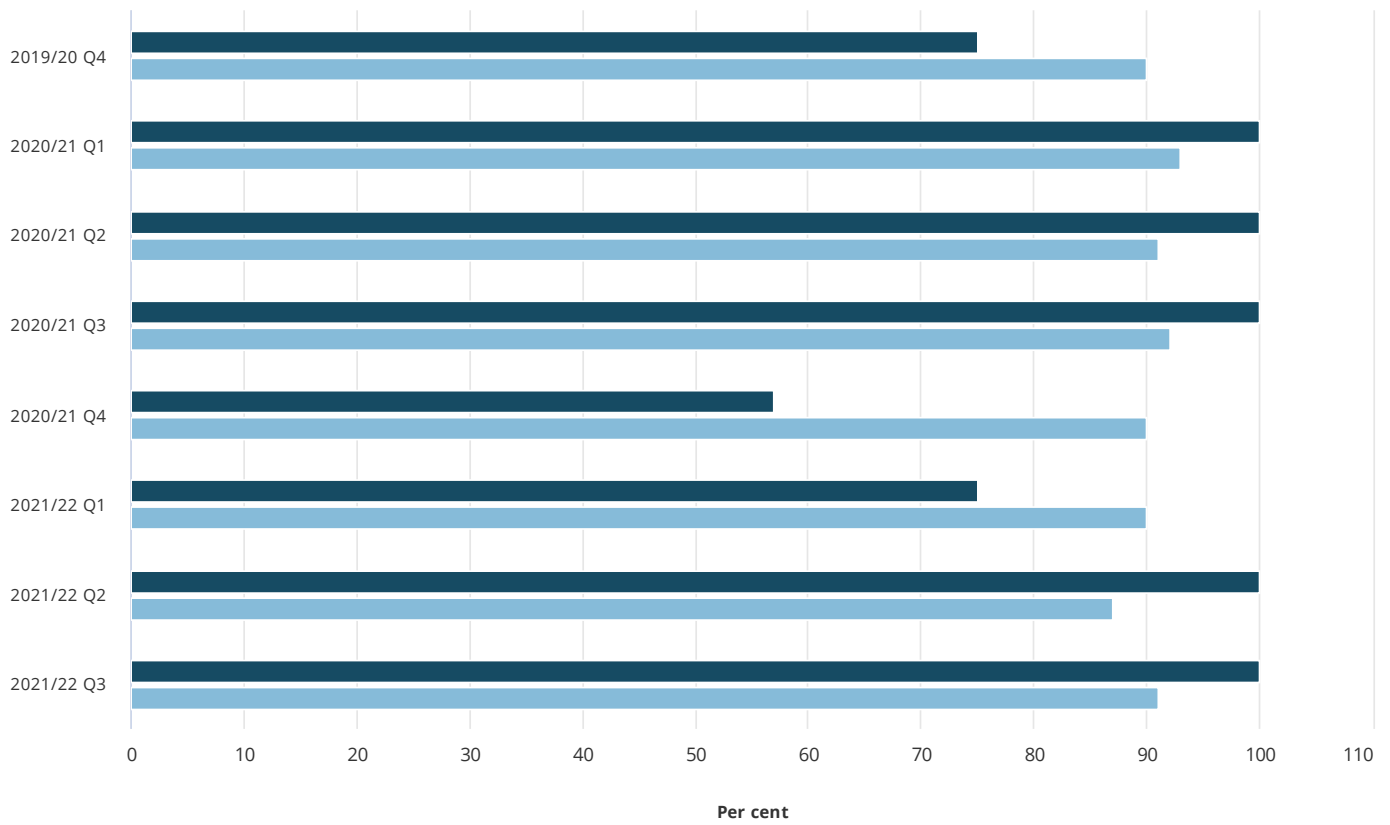
Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 13 weeks or agreed time - major developments - Quarterly (2021/22 Q3) for All local authority districts in East



Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 13 weeks or agreed time - major developments - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for North Norfolk



● North Norfolk % of major developments processed within 13 weeks or agreed time - Quarterly
● Mean for All local authority districts in East % of major developments processed within 13 weeks or agreed time - Quarterly

Source:
Department for Levelling Up, Housing & Communities

**% of planning applications processed within 13 weeks or agreed time - major developments - Quarterly
(from 2019/20 Q4 to 2021/22 Q3) for All local authority districts in East**

Area	% of major developments processed within 13 weeks or agreed time - Quarterly							
	%							
	2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3
Babergh	100	83	100	100	100	100	100	100
Basildon	100	100	100	100	100	Not Applicable	100	88
Braintree	93	91	78	100	100	92	75	71
Breckland	100	78	89	100	79	100	100	100
Brentwood	100	100	100	100	100	100	100	100
Broadland	100	71	100	100	100	100	100	100
Broxbourne	100	100	100	71	100	100	86	100
Cambridge	100	75	80	100	75	67	100	100
Castle Point	100	100	100	100	100	50	100	Not Applicable
Chelmsford	100	75	100	100	100	75	67	100
Colchester	89	100	100	100	91	100	100	100
Dacorum	100	100	67	75	78	100	75	67
East Cambridgeshire	100	94	100	100	100	100	100	100
East Hertfordshire	67	100	67	100	75	100	67	85
East Suffolk	80	80	75	90	67	64	67	100
Epping Forest	100	100	Not Applicable	100	100	Not Applicable	100	100
Fenland	100	100	100	100	100	100	100	100
Great Yarmouth	100	100	50	64	80	100	100	100
Harlow	100	100	100	100	100	100	67	Not Applicable
Hertsmere	88	100	100	100	100	100	100	75
Huntingdonshire	100	93	71	92	88	100	86	84
Ipswich	100	100	100	100	67	Not Applicable	89	100
King's Lynn and West Norfolk	100	100	89	83	100	100	86	100
Maldon	67	100	100	80	100	83	100	100
Mid Suffolk	85	86	100	75	100	86	80	93
North Hertfordshire	100	50	Not Applicable	50	83	75	0	50

North Norfolk	75	100	100	100	57	75	100	100
Norwich	100	100	83	86	100	100	100	67
Rochford	50	100	67	100	100	80	100	67
South Cambridgeshire	50	92	94	88	71	100	73	67
South Norfolk	100	100	100	100	100	100	100	100
St Albans	67	100	100	80	100	50	88	88
Stevenage	100	100	100	100	100	100	100	100
Tendring	88	87	78	90	60	80	67	90
Three Rivers	100	100	100	100	50	100	100	100
Uttlesford	71	100	100	67	90	100	50	92
Watford	50	100	100	100	100	100	100	100
Welwyn Hatfield	92	Not Applicable	100	100	100	100	67	100
West Suffolk	95	80	85	86	89	75	86	92

Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 8 weeks or agreed time - minor developments - Quarterly in North Norfolk

% of planning applications processed within 8 weeks or agreed time - minor developments - Quarterly - This is the percentage of minor planning applications determined in a timely manner. A timely manner is defined as within 8 weeks for minor applications. This was previously reported as NI 157b. Whilst this indicator focuses on minor applications, data is also available broken down by county matter, major and other applications.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Development Control statistics

Polarity: High is good

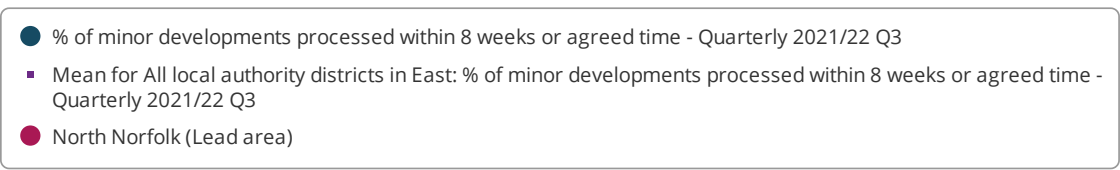
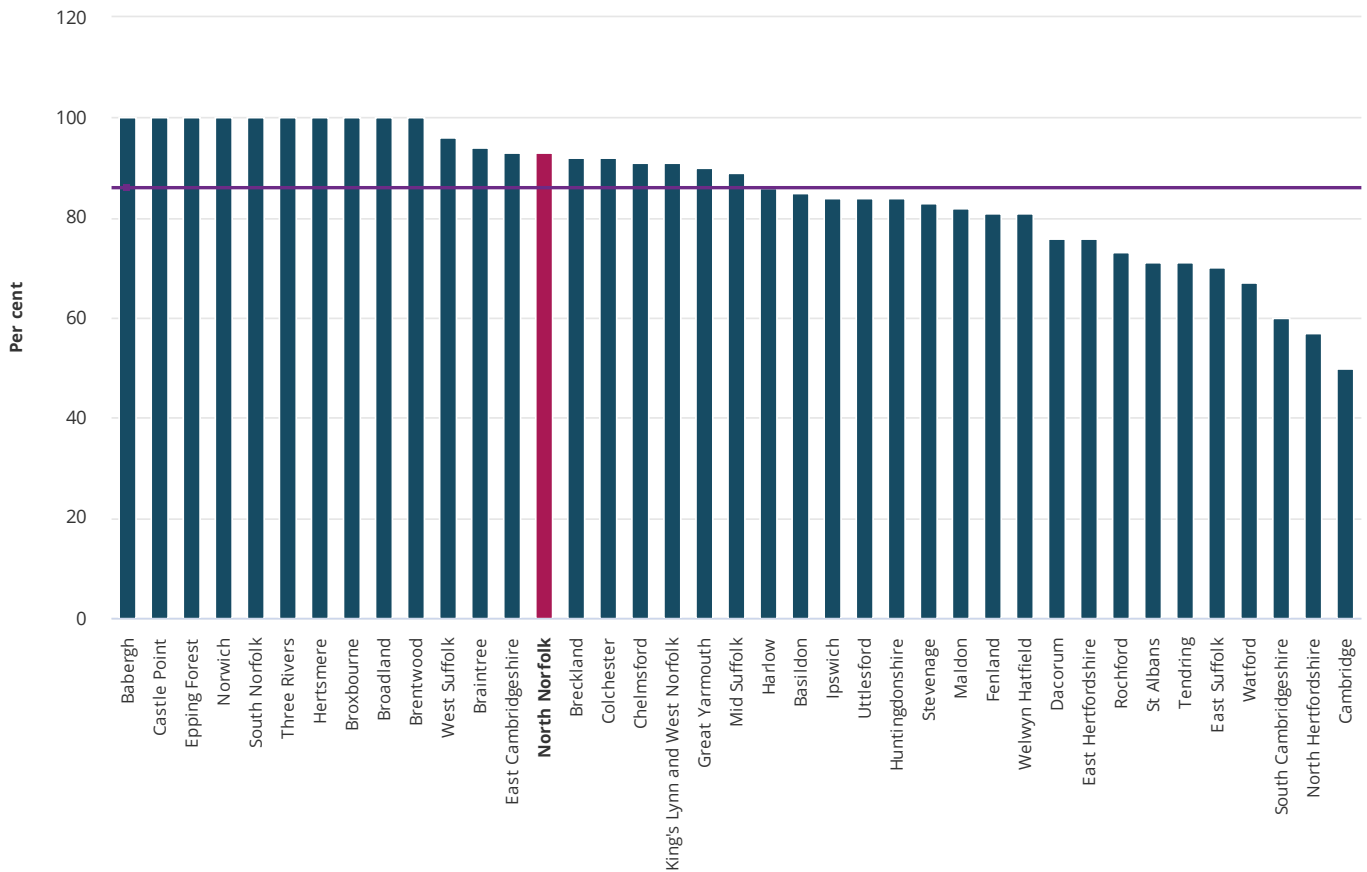
Data last updated: 28/03/2022

% of planning applications processed within 8 weeks or agreed time - minor developments - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for North Norfolk

Period	% of minor developments processed within 8 weeks or agreed time - Quarterly			
	%			
	North Norfolk	Minimum for All local authority districts in East	Mean for All local authority districts in East	Maximum for All local authority districts in East
2019/20 Q4	84	60	86	100
2020/21 Q1	89	69	90	100
2020/21 Q2	97	0	87	100
2020/21 Q3	73	10	87	100
2020/21 Q4	66	50	88	100
2021/22 Q1	68	65	89	100
2021/22 Q2	93	38	86	100
2021/22 Q3	93	50	86	100

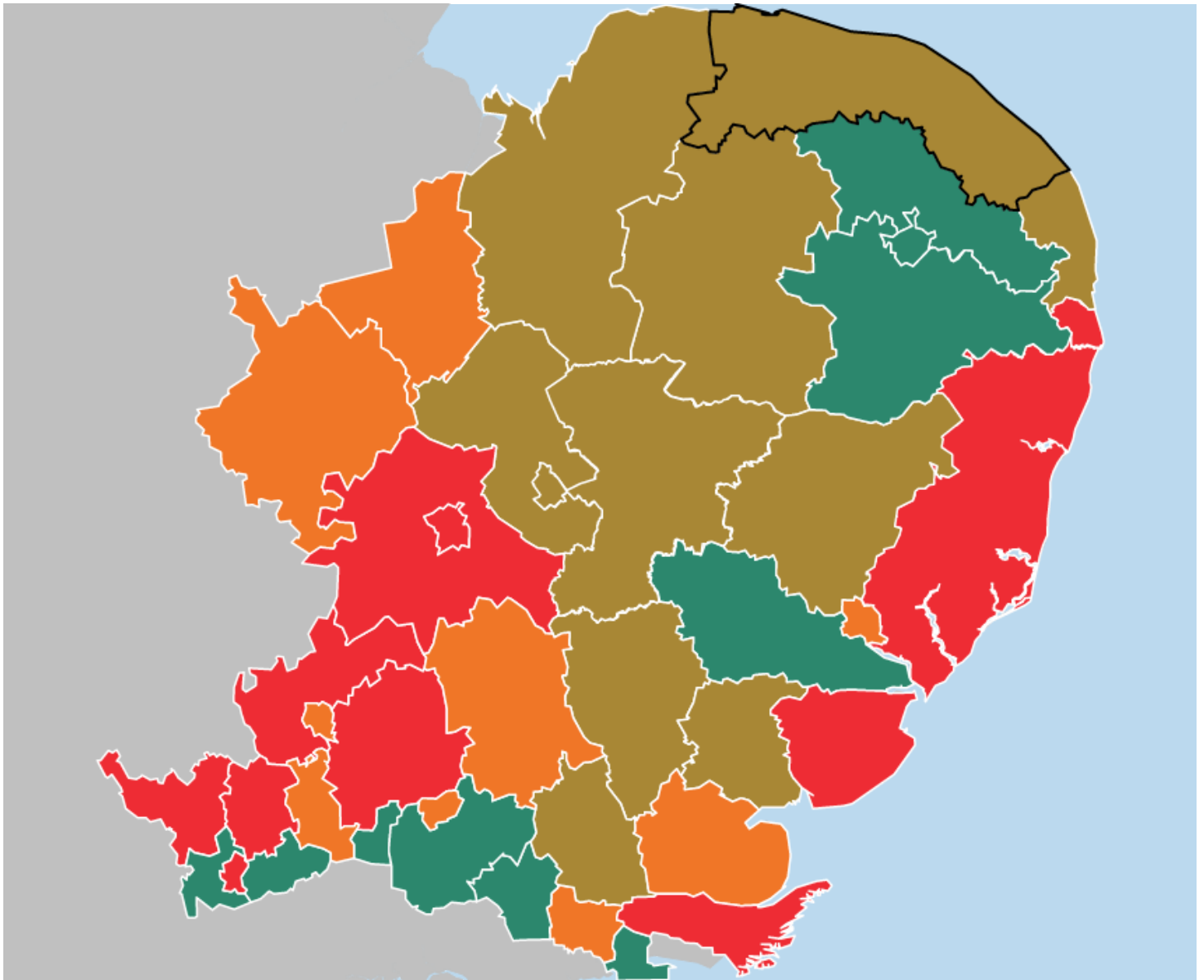
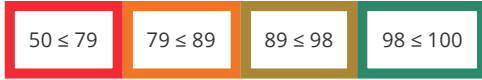
Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 8 weeks or agreed time - minor developments - Quarterly (2021/22 Q3) for All local authority districts in East



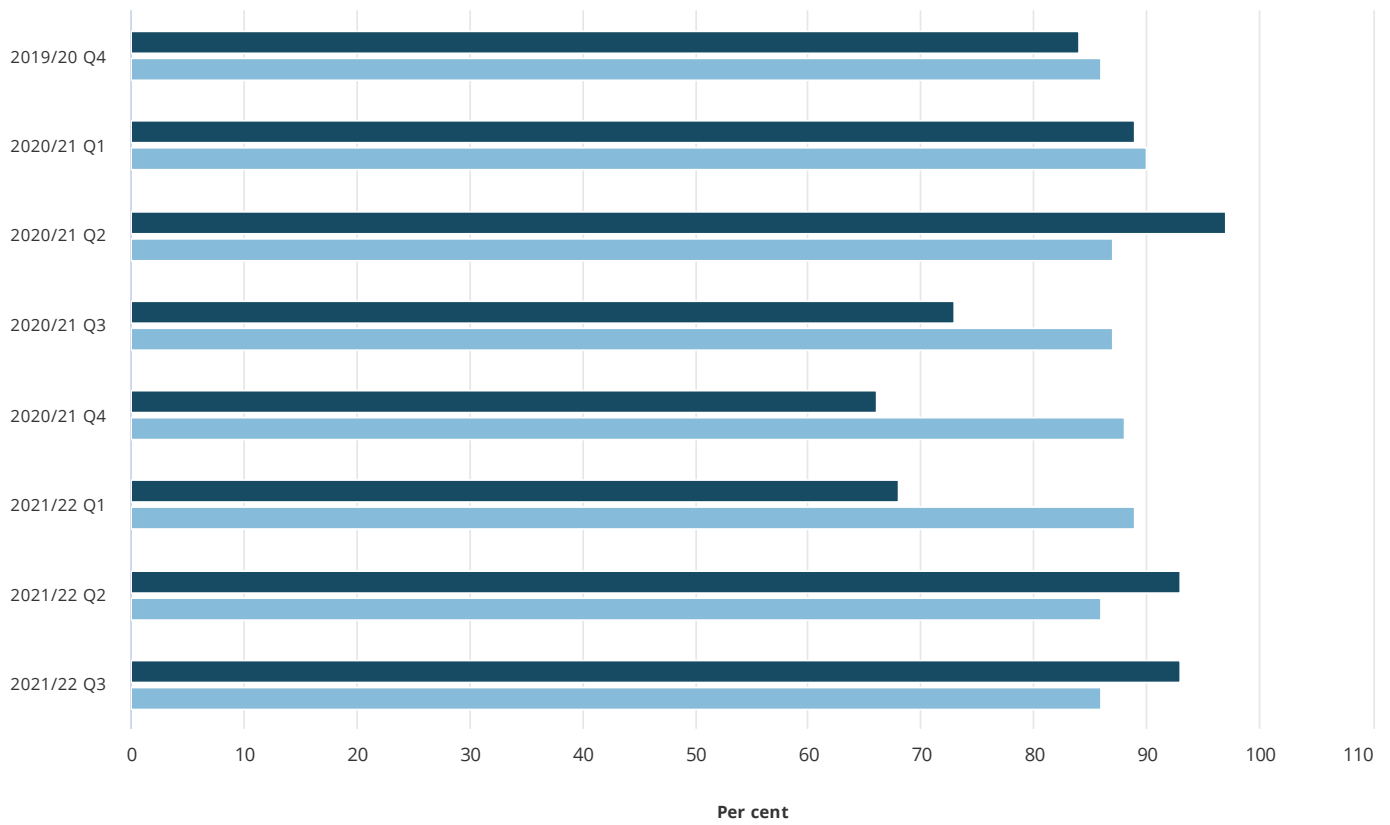
Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 8 weeks or agreed time - minor developments - Quarterly (2021/22 Q3) for All local authority districts in East



Source:
Department for Levelling Up, Housing & Communities

% of planning applications processed within 8 weeks or agreed time - minor developments - Quarterly (from 2019/20 Q4 to 2021/22 Q3) for North Norfolk



● North Norfolk % of minor developments processed within 8 weeks or agreed time - Quarterly
● Mean for All local authority districts in East % of minor developments processed within 8 weeks or agreed time - Quarterly

Source:
Department for Levelling Up, Housing & Communities

**% of planning applications processed within 8 weeks or agreed time - minor developments - Quarterly
(from 2019/20 Q4 to 2021/22 Q3) for All local authority districts in East**

Area	% of minor developments processed within 8 weeks or agreed time - Quarterly							
	%							
	2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3
Babergh	91	97	100	92	100	97	93	100
Basildon	90	87	85	97	86	90	83	85
Braintree	92	100	97	89	89	89	83	94
Breckland	95	96	90	94	96	87	95	92
Brentwood	96	94	96	96	97	100	91	100
Broadland	93	94	100	100	100	100	100	100
Broxbourne	77	83	89	80	88	83	100	100
Cambridge	100	98	96	98	80	89	78	50
Castle Point	85	100	100	100	100	100	100	100
Chelmsford	78	83	86	84	80	83	77	91
Colchester	95	97	88	100	98	100	93	92
Dacorum	70	69	65	78	76	73	69	76
East Cambridgeshire	100	95	96	94	98	98	95	93
East Hertfordshire	77	92	93	92	85	83	92	76
East Suffolk	60	74	0	10	78	65	65	70
Epping Forest	100	100	100	100	100	100	100	100
Fenland	96	85	98	100	92	83	76	81
Great Yarmouth	78	76	90	84	100	100	88	90
Harlow	100	90	100	80	91	100	100	86
Hertsmere	97	90	91	100	97	89	97	100
Huntingdonshire	89	92	89	82	94	89	80	84
Ipswich	91	100	73	92	90	100	82	84
King's Lynn and West Norfolk	94	95	94	91	95	87	87	91
Maldon	92	87	86	100	83	85	89	82
Mid Suffolk	73	94	97	85	90	91	89	89
North Hertfordshire	84	80	86	91	83	71	38	57
North Norfolk	84	89	97	73	66	68	93	93
Norwich	75	84	91	89	94	93	93	100
Rochford	83	94	92	80	90	82	69	73

South Cambridgeshire	67	90	92	87	75	83	86	60
South Norfolk	90	79	87	100	100	100	100	10
St Albans	88	78	62	66	69	72	82	71
Stevenage	60	86	80	50	50	100	80	85
Tendring	83	82	73	86	66	65	73	71
Three Rivers	100	100	92	100	92	100	94	10
Uttlesford	70	86	90	85	79	88	83	84
Watford	81	90	67	85	100	100	62	67
Welwyn Hatfield	96	100	100	100	100	90	88	81
West Suffolk	98	100	97	98	97	95	95	96

Source:
Department for Levelling Up, Housing & Communities

Percentage of household waste sent for reuse, recycling and composting (annual) in North Norfolk

Percentage of household waste sent for reuse, recycling and composting (annual) - The percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion. This was previously collected as BVPI 82a and 82b in 2007/08. The numerator is the total tonnage of household waste collected which is sent for reuse, recycling, composting or anaerobic digestion. The denominator is the total tonnage of household waste collected. 'Household waste' means those types of waste which are to be treated as household waste for the purposes of Part II of the Environmental Protection Act 1990 by reason of the provisions of the Controlled Waste Regulations 1992. This was previously reported as NI 192.

Source name: Department for Environment, Food and Rural Affairs

Collection name: Local authority collected waste management

Polarity: High is good

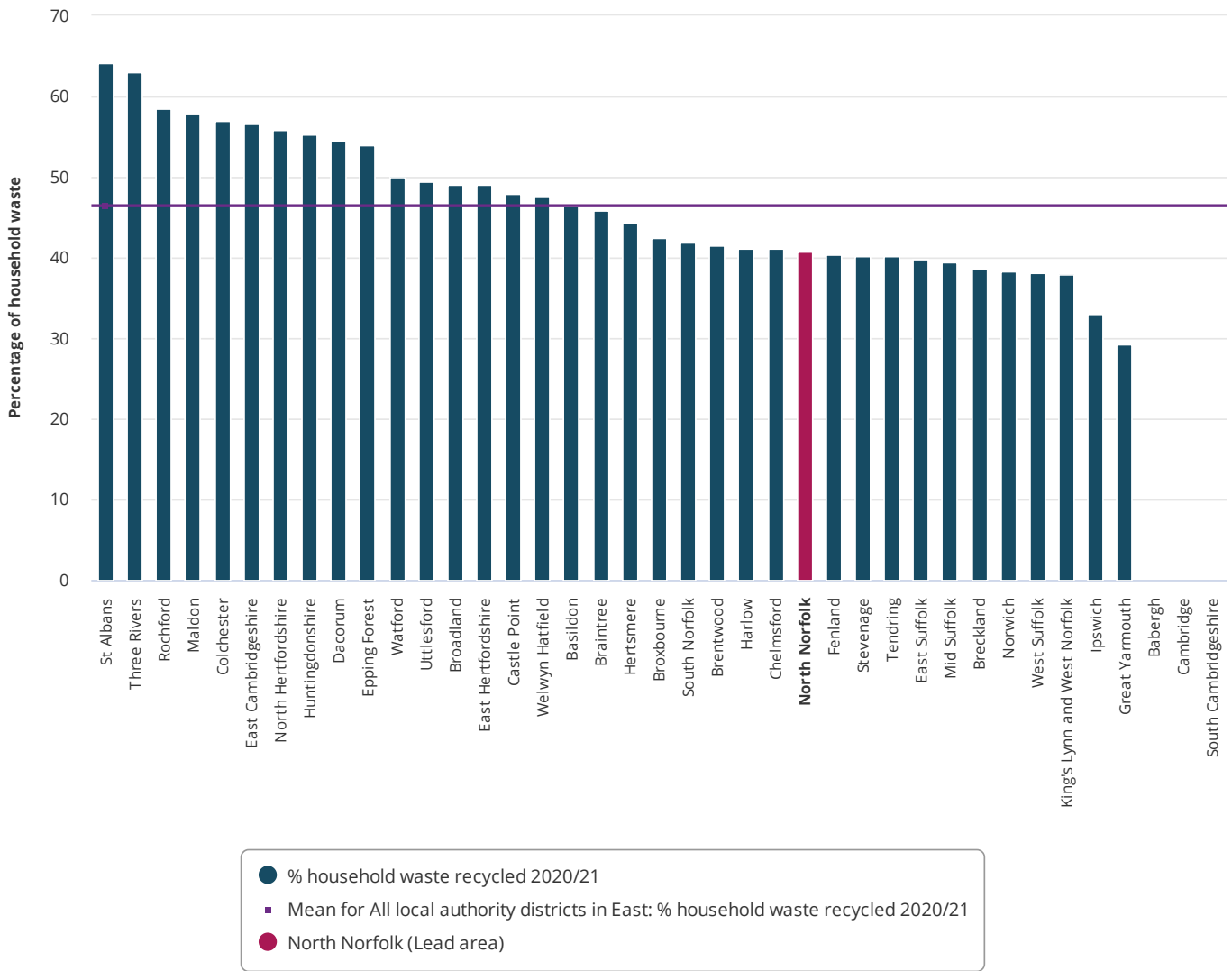
Data last updated: 16/12/2021

Percentage of household waste sent for reuse, recycling and composting (annual) (from 2015/16 to 2020/21) for North Norfolk

Period	% household waste recycled			
	%			
	North Norfolk	Minimum for All local authority districts in East	Mean for All local authority districts in East	Maximum for All local authority districts in East
2015/16	41.80	26.20	46.94	66.00
2016/17	41.90	26.80	47.53	63.90
2017/18	41.60	27.00	47.36	63.00
2018/19	39.30	27.30	46.88	63.00
2019/20	40.80	30.00	47.07	64.10
2020/21	40.70	29.20	46.41	64.20

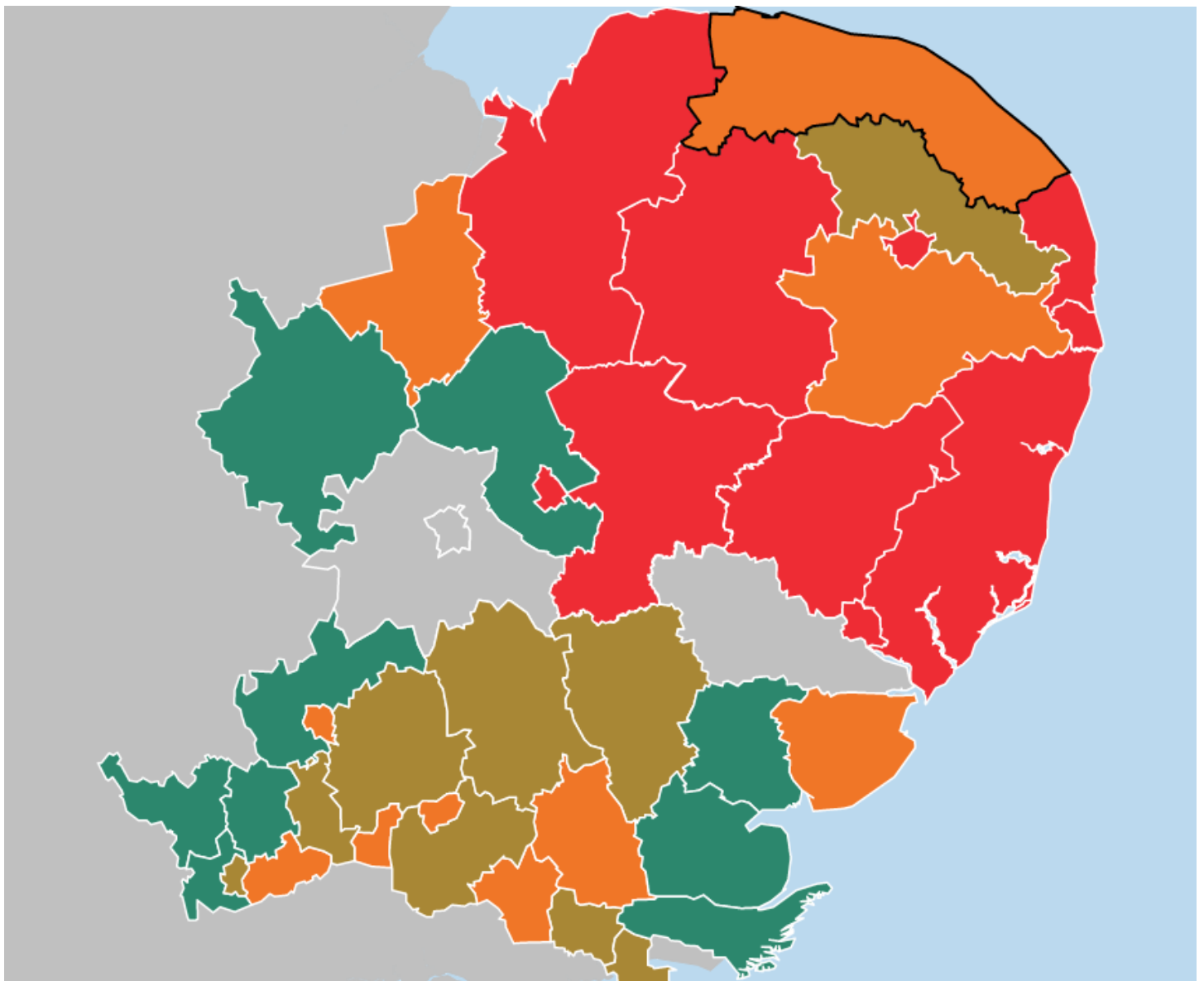
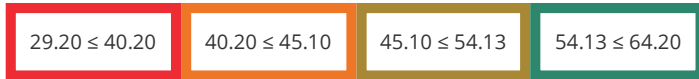
Source:
Department for Environment, Food and Rural Affairs

Percentage of household waste sent for reuse, recycling and composting (annual) (2020/21) for All local authority districts in East



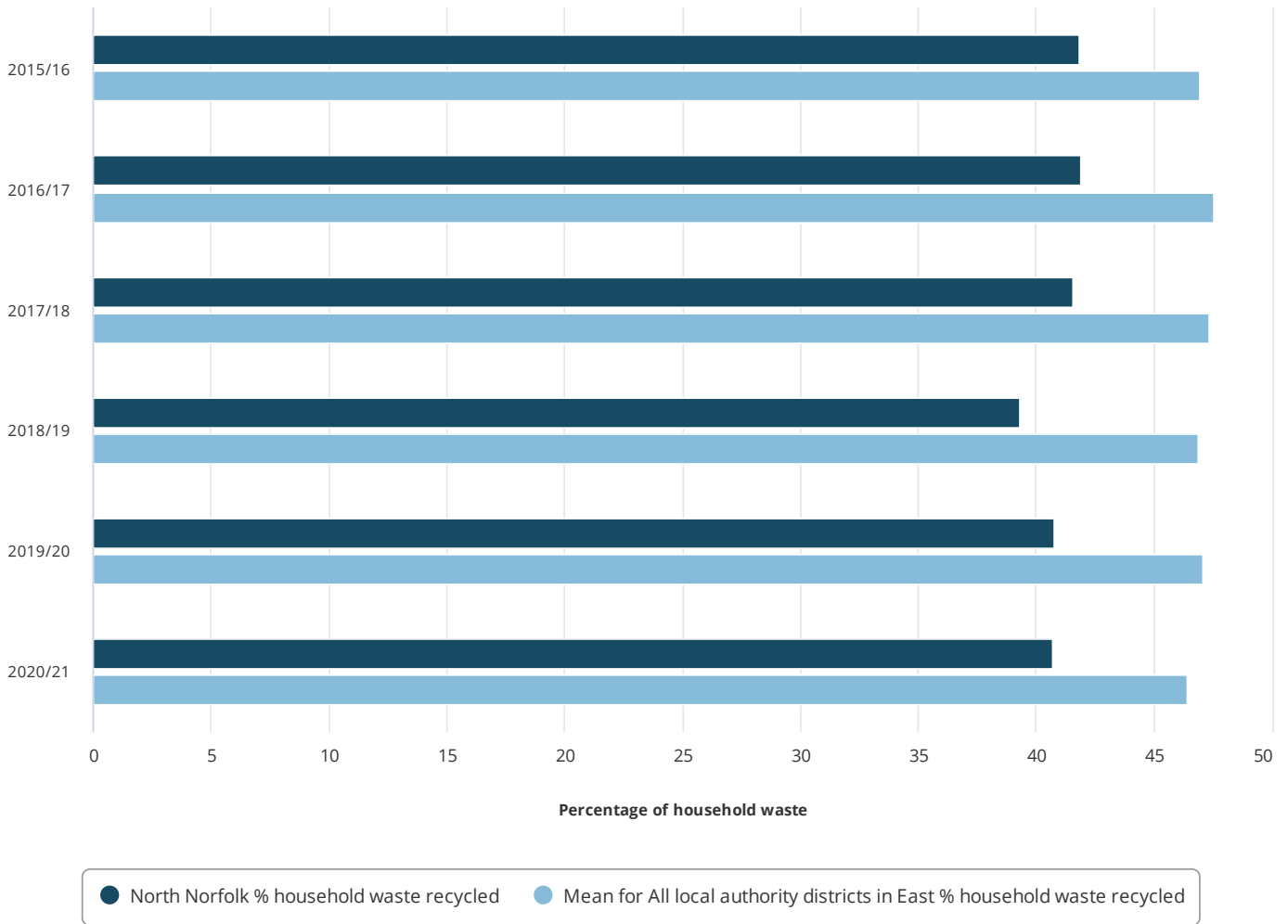
Source:
Department for Environment, Food and Rural Affairs

Percentage of household waste sent for reuse, recycling and composting (annual) (2020/21) for All local authority districts in East



Source:
Department for Environment, Food and Rural Affairs

Percentage of household waste sent for reuse, recycling and composting (annual) (from 2015/16 to 2020/21) for North Norfolk



Source: Department for Environment, Food and Rural Affairs

Percentage of household waste sent for reuse, recycling and composting (annual) (from 2015/16 to 2020/21)
for All local authority districts in East

Area	% household waste recycled					
	%					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Babergh	no value	no value	no value	no value	no value	Missing
Basildon	49.10	49.50	48.40	47.20	46.00	46.50
Braintree	52.40	49.70	49.50	47.60	48.40	45.80
Breckland	39.90	40.30	40.10	37.40	38.70	38.60
Brentwood	45.90	45.20	44.40	44.50	42.10	41.60
Broadland	50.60	50.90	50.00	48.20	49.60	49.00
Broxbourne	40.30	41.10	41.80	42.00	41.50	42.40
Cambridge	42.70	46.10	48.45	no value	no value	Not Applicable
Castle Point	47.50	48.90	48.60	49.00	50.90	48.00
Chelmsford	41.60	47.00	53.00	48.30	46.00	41.10
Colchester	47.60	45.80	54.80	58.60	58.70	56.90
Dacorum	49.10	51.10	52.50	52.30	52.80	54.50
East Cambridgeshire	56.40	52.40	56.20	55.40	56.50	56.60
East Hertfordshire	48.70	51.20	48.90	49.40	50.10	49.00
East Suffolk	no value	no value	no value	no value	45.20	39.90
Epping Forest	57.70	57.70	55.20	56.30	54.10	54.00
Fenland	49.40	46.30	38.80	39.10	40.00	40.30
Great Yarmouth	31.20	33.30	31.90	29.00	30.00	29.20
Harlow	44.90	43.90	43.40	43.00	41.10	41.20
Hertsmere	42.10	43.40	43.60	44.30	44.40	44.40
Huntingdonshire	56.40	50.80	55.80	54.60	56.00	55.20
Ipswich	40.80	40.00	38.00	37.10	35.10	33.00
King's Lynn and West Norfolk	44.30	45.70	46.40	42.10	42.50	38.00
Maldon	47.00	58.00	59.30	59.40	58.90	57.90
Mid Suffolk	43.40	43.80	42.20	42.40	42.80	39.50
North Hertfordshire	57.60	58.90	57.50	56.80	57.50	55.90
North Norfolk	41.80	41.90	41.60	39.30	40.80	40.70
Norwich	38.30	38.30	37.70	38.30	39.40	38.30
Rochford	66.00	63.90	63.00	60.90	61.30	58.50
South Cambridgeshire	57.50	Missing	Missing	no value	no value	Not Applicable
South Norfolk	43.60	44.90	42.90	41.30	42.50	41.80
St Albans	52.20	57.50	59.50	62.10	63.00	64.20

Stevenage	39.40	39.80	38.30	40.00	39.50	40.20
Tendring	26.20	26.80	27.00	27.30	35.10	40.20
Three Rivers	59.40	61.90	62.40	63.00	64.10	63.10
Uttlesford	50.20	51.50	48.60	47.10	47.90	49.40
Watford	40.10	42.90	44.30	45.10	45.30	50.00
Welwyn Hatfield	48.50	53.00	43.40	45.40	46.60	47.60
West Suffolk	no value	no value	no value	no value	40.10	38.20

Source:
Department for Environment, Food and Rural Affairs

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ENFORCEMENT UPDATE – JUNE 2022

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

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

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

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

Reasons for Recommendations:

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

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

Ward(s) affected
All Wards

Contact Officer, telephone number and email: Martyn Fulcher, Director for Place and Climate Change 01263 441263
martyn.fulcher@north-norfolk.gov.uk

1. Introduction

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

2. Case Progress update

- 2.1. This section of the report provides an update on selected enforcement cases being managed by the Board. Full details of all cases can be found in the confidential updates on the Members' Intranet area.
- 2.2. The Board continues to meet regularly (monthly) to ensure good progress is maintained across the full range of cases under consideration. Currently, the caseload of the Board is 18 ongoing matters across all areas of the district.
- 2.3. Since the report in December 2021, a number of long-standing cases have been progressed, some moved to final monitoring stages before closure and two cases completed, namely.
 - Lynden, Thursford: untidy site
 - Little Harbord House, Cromer: untidy site
- 2.4. In terms of longer-term monitoring, prior to closure, the developer of the former Shannoeks Hotel had previously complied with the Compulsory Purchase Order Agreement and commenced demolition in June 2021, with the site now cleared and hoarding erected around the site. A revised layout planning application has been approved and therefore there is no process impediment to commencement of development no later than 1 June 2022; and completion of development no later than 1 June 2023. Unfortunately, there has been little engagement from the developer so a meeting with legal services to discuss the implications of progressing the compulsory purchase order, whilst making further attempts to engage with the developer.

Authority (BA) are in advanced pre-application discussions with a developer to secure redevelopment of the site. The BA served a S215 notice to promote a tidy up of the site and ongoing discussions with the developer continue around the submission of a planning application. Closure expected on receipt of application.

The enforcement notice requiring restoration of Grade II listed building Sutton Mill remains in place. The owner has constructed a replacement mill cap which will complete restoration required under the notice, works to reinstate the cap are ongoing. A final and binding timeline for the reinstatement of the stock's cap (to be installed voluntarily) has been put in place for end of July 2022. This is being monitored and when complete will enable final compliance and case closure.

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

- Tattersett Business Park - high level meetings across local agencies (Environment Agency, NCC, NNDC) and Jerome Mayhew MP have led to a number of resultant actions. A planning consultant has now been appointed to progress matters leading to a prosecution in respect of the tyres. An evidence gathering process is expected to lead to formal action in the Autumn 2022. Legal action to reclaim outstanding Business Rates is also underway.
- Grade II listed building 9 Norwich Street, Fakenham - the Council have served an urgent repairs notice following completion of the building survey. Works commenced mid-May and having been declined permission for any internal access by the freeholder, a court warrant was subsequently applied for and awarded so that the internal elements of the works could be commenced. The front façade is now supported, and the urgent works are underway. Legal action undertaken for reclamation of costs for existing building propping is continuing.

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

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

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

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

3. **Long Term Empty Homes (LTEs)**

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

A number of LTEs become the target of anti-social behaviour and the Board has had a number of successes in acting to prevent this and bring homes back into use.

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

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

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

4. Combined Enforcement Team Update

- 4.1. As noted above, the Combined Enforcement Team was set up to bring consistency of approach and efficiencies in the way the Council deals with Empty Homes, Council Tax and Non-Domestic (Business) Rates Completions, avoidance, tax base work and Planning Enforcement, as these are mainly property level inspection-based cases.
- 4.2. Empty Homes work is important to maximise New Homes Bonus but the introduction of new build properties and larger developments into Council Tax banding also helps to maximise the collection of Council Tax. The team conduct regular inspections of known developments to ensure properties are brought into banding at the earliest opportunity.
- 4.3. The work of the Combined Enforcement Team underpins much of the work of the Enforcement Board, both in terms of finding new cases to be worked on but also in moving forward many of the current caseload.
- 4.4. The teamwork with Council tax colleagues to ensure owners of long-term empty properties receive chasing emails & letters promoting the need to for all types of accommodation. The team actively target properties where owners have failed to respond to these letters, specifically trying to identify properties most likely to have a damaging effect on neighbourhoods and communities. These properties ensure a regular throughput of properties for the Enforcement Board.
- 4.5. The team's planning enforcement caseloads is reducing but remains high, with 245 current cases (down from 305 from the previous quarter). To date, 144 new cases have been recorded during this calendar year with 164 cases closed down.
- 4.6. The team remain involved with a number of challenging cases, which consumes substantial amounts of officer time with a number of potential criminal prosecutions that may be taken forward. Alternatively, carefully negotiated investigations are also delivering submission of appropriate planning applications which may then achieve regularisation of development and activities. The ongoing demands on staff are significant.
- 4.7. Service transformation – a revised web service was introduced late last year, and this has proved successful, as has the recently introduced interactive complaint reporting form. A new 2 year term assessment process has been

introduced which has enabled officers to assess and close cases more quickly where it is now demonstrated that it would not be expedient to pursue matters further.

- 4.8. There has been continued support from Colleagues in the Planning Process Unit who are logging new cases into the case management system. This is liberating more resource for investigation of complaints by dedicated enforcement officers, which has proved to be vital given staffing absences during the last quarter.
- 4.9. Kevin Peacock is now in place as the Enforcement Manager and is providing energy and impetus in closing cases and encouraging and developing his team.
- 4.10. Consultancy support is in place until July to assist Kevin and his team in investigating and concluding cases.
- 4.11. The Team Plan and Zero-Base Budgeting exercises identified opportunities for additional resource for an Enforcement trainee and Conditions Monitoring officer. These opportunities are now being advanced with a job description and person specification for the Conditions Monitoring role currently under review from colleague sin Human Resources.
- 4.12. Finally, the Council's Enforcement Plan has now been refreshed and is now available to view on the Council's website.

5. Performance Management

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

6. Financial Implications and Risks

- 6.1. The work of the Enforcement Board is partly driven by the need to maximise revenue from both Council Tax and, for Long Term Empty Properties, the New Homes Bonus scheme. Significant contributions have already been made by bringing properties back into use and/or back into Council Tax banding.
- 6.2. There is also a reputational risk involved if we lose legal action. Whilst this can be mitigated by good process and evidence gathering etc., we are seeking to be innovative in our use of Multi agency working and us of legal powers. Consideration of risk and use of cost benefit analysis when considering significant actions is promoted.
- 6.3. The Enforcement Board Reserve covers the costs of dealing with these cases and in general, most of the costs concerned are recovered. However, formal action takes place in a number of cases, where some costs are simply not recoverable.
- 6.4. As the engagement of the enforcement team has accelerated there has been the need for significant additional Page 209

the cost is recovered, this has been underwritten by the Reserve.

7. Sustainability

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

8. Equality and Diversity

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

9. Section 17 Crime and Disorder considerations

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

10. Conclusions

The Enforcement Board ensures that progress is made on significant enforcement cases and in meeting the objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties back into use, across all areas of the district, with both social and economic benefits to the community, and financial benefits to the Council.

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

OVERVIEW & SCRUTINY ANNUAL REPORT 2021-22

Summary: This report aims to provide the Council with an outline of the role of the Overview & Scrutiny Committee, and a summary of the work undertaken throughout the 2021-22 municipal years.

Options considered: N/a.

Conclusions: Throughout 2021-22, the Committee fulfilled its obligation to provide oversight of Council business and hold Cabinet to account. Whilst Covid-19 had a significant impact on the Committee's working practices, the Committee have adapted to remote and hybrid working and continued to deliver effective scrutiny.

Recommendations: 1. **It is recommended that Council notes the report, affirms the work of the Overview & Scrutiny Committee, and considers the following concerns raised within the report:**

- **Additional Committee substitutes required to adequately address the number of apologies given.**
- **Late submission of reports continues to cause volatility in the Work Programme.**
- **Too many 'last minute' requests to include items under Urgent Business which degrades both the quality of scrutiny and the opportunity to add maximum value to the process**

Reasons for Recommendations: To inform Council of the work of the Overview & Scrutiny Committee in 2021-22 and address concerns raised.

Cabinet Member(s): N/a
Ward(s) affected: All

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1. Introduction – Role of the Committee

1.1 The Overview and Scrutiny Committee is the Council's primary oversight Committee that seeks to ensure that Cabinet is held to account and that reliable services are provided, whilst best value for money is achieved. Introduced by the Local Government Act 2000, Scrutiny Committees are able to monitor internal Council affairs, and also review the work of external bodies such as the Police, health providers, utility companies and the voluntary sector.

1.2 As outlined in the Constitution, the Overview and Scrutiny Committee's terms of reference are as follows:

- To scrutinise and review decisions or other actions taken with respect to non-executive functions.
- To make reports or recommendations to the Full Council or to the Cabinet about one or more particular issue(s), service(s) or matter(s), which affects North Norfolk and its residents. Reports or recommendations may be carried out on whatever issue, service or matter the Scrutiny Committee thinks fit and may be carried out on any subject if the Full Council or the Cabinet requests it to do so.
- To carry out best value reviews.
- To act as the Council's Crime and Disorder Committee.
- To produce an annual report to Council on the work of the Committee over the year.
- To ensure effective scrutiny of the treasury management strategy and policies.

1.3 The remit of the Overview and Scrutiny Committee also includes undertaking policy review and development, monitoring performance management, promoting community well-being and improving the quality of life in the District. Scrutiny is Member-led and independent of party political arrangements. At North Norfolk District Council, the Overview and Scrutiny Committee is chaired by a member of the opposition. Scrutiny should always be viewed as a function which belongs to and benefits the whole council.

2. Committee Background

2.1 Subsequent to minor changes, the Overview & Scrutiny Committee was comprised of the following Members at the end of the 2021-22 municipal year:

Chairman - Cllr N Dixon
Cllr H Blathwayt
Cllr P Heinrich
Cllr V Holliday
Cllr A Varley
Cllr A Brown

Vice Chair - Cllr S Penfold
Cllr E Withington
Cllr N Housden
Cllr E Spagnola
Cllr C Cushing
Cllr P Fisher

2.2 Who participates in Scrutiny:

- The Chairman and Vice Chairman of the Overview and Scrutiny Committee take a pro-active role throughout the process, attending pre-agenda meetings and steering and scoping the direction of questioning and investigation.

- Overview and Scrutiny Committee Members – Scrutiny is different from other committees in that it calls for Members with investigative and creative minds who are prepared to “do their homework” out of the Council Chamber and think outside of the usual committee framework, tailoring the method of review to suit the topic.
- Cabinet Portfolio Members are invited to attend meetings of the Committee to present and answer questions on Reports relevant to their portfolio. The aim is that the Portfolio Member should have an opportunity to contribute to any issues relating to their portfolio.
- All non-Executive Members of the Council are routinely invited to attend Committee Meetings and offered the opportunity to ask questions on issues that matter to the residents they represent.
- Officers are involved in a number of ways – those directly involved in supporting the scrutiny process and those who are called to compile Reports for the Committee.
- Invitees and Witnesses can be called not just from within the Council, but from partners and public service providers.
- The public are welcome to attend meetings of the Committee with a provision to submit questions or statements up to 24 hours in advance, in order to raise issues of concern that they would like the Committee to consider.

3. Committee Role and Responsibilities

- 3.1 Scrutiny of decisions made by Cabinet - The Overview and Scrutiny Committee routinely reviews decisions made by Cabinet to ensure that they are appropriate and provide best value for money.
- 3.2 Pre-Scrutiny - This enables greater co-ordination between the Cabinet and Scrutiny work programmes, whereby the Committee can provide input into policy and decisions prior to their approval. This process ensures that the Overview and Scrutiny Committee and wider Members can provide meaningful input into key issues, reducing the likelihood of call-ins. Some examples include:
- Commenting and providing input into corporate projects.
 - Providing input during the Policy development process.
 - Considering key strategies prior to approval by Cabinet.
- 3.3 Call-ins - All key decisions made by Cabinet that have not been pre-scrutinised are subject to a five day ‘call-in’ period, prior to implementation. This enables the Overview and Scrutiny Committee to consider whether any contentious decisions are appropriate, and provides the opportunity to recommend to Cabinet that the decision be reconsidered, if necessary.
- 3.4 Financial Scrutiny – This allows the Committee and wider Members the opportunity to review and comment on draft budget proposals, budget monitoring reports, the Medium Term Financial Strategy, and other financial strategies. Consideration of financial reports is a statutory requirement for the Overview & Scrutiny Committee’s work programme.
- 3.5 Performance Monitoring - This is a quarterly item for the Committee that provides an opportunity to ensure that service areas are meeting performance targets, or highlighting issues where further investigation may be required. It

is also important for holding the Cabinet to account, by considering whether the administration are meeting the objectives set within their Corporate Plan and subsequent Delivery Plans. Following requests by Members of the Committee, the Council has begun to explore benchmarking of performance with neighbouring authorities and CIPFA 'nearest neighbours'.

- 3.6 External Organisations - The Committee may request briefings on matters of concern from external organisations. These are usually followed by a Q&A session to gain further insight into the chosen subject. The Overview and Scrutiny Committee has a statutory obligation to oversee crime and disorder in the District, and this is usually achieved by a briefing from the Police and Crime Commissioner, accompanied by senior Police Officers.
- 3.7 Focused/Rapid Reviews - The Committee may choose to look at a topic in depth over a specific period of time to consider whether it is achieving the necessary outcomes. This could be undertaken by the whole Committee as a rapid review in a single day, or as a smaller review by a Task and Finish Group, usually lasting six months.
- 3.8 Petitions - The Committee has an obligation to consider petitions received from members of the public, which can be submitted electronically or by hard copy. There is a threshold of 750 signatures required from within the District in order for the petition to be subject of a full debate by the Committee.

4. Work of the Committee 2021-22

4.1 2021/22 was a positive year for the Committee with the many newly elected Councillors that joined the Committee in 2019 now fully settled into their roles and established as scrutineers. A new Vice Chair was appointed at the beginning of 2021 that has helped to strengthen the cross-party working of the Committee and ensure that debate remains a-political. Work has also continued to make use of all pre-scrutiny opportunities, with special reference to Strategy and Policy development. Eleven formal Committee meetings were held in the 2021-22 municipal year, with all meetings held back in the Council Chamber as social distancing and work from home requirements came to an end. The Committee did however continue to stream its meetings on YouTube, with select officers and other attendees able to join remotely to avoid overcrowding the Chamber whilst Covid-19 remained a potential risk.

4.2 Highlights from the 2021/22 Work Programme are listed below:

- Sheringham Leisure Centre (Reef) Project Monitoring: From the outset of the Sheringham Leisure Centre project, the Overview and Scrutiny Committee played an important role in receiving regular monitoring reports to observe progress of the project, recommended contingency options and maintain oversight of the project budget. The development and the unveiling of the new 'Reef' Leisure centre culminated in a soft opening and Members' visit in November 2021.
- Crime and Disorder: In May 2021 the Committee received a briefing on the Norfolk County Community Safety Partnership's draft Safer Norfolk Plan 2021-2024. In March 2022 the Committee followed this up with a briefing from the newly elected Police and Crime Commissioner for Norfolk on the Police, Crime and Community Safety Plan for Norfolk 2022 – 2024, and how this overlaps with the Safer Norfolk Plan 2021-2024.

Members will continue to monitor implementation of these Plans on an annual basis to ensure that policing of crime and disorder remains effective across the District, and focused on relevant issues.

- Ongoing Ambulance Response Times Monitoring: Whilst the outbreak of Covid-19 had a significant impact on health services across the globe, the monitoring of ambulance response times has continued at a local level on a six-monthly basis, with the addition of Cllr V Holliday taking up the issue with renewed vigour having worked in the medical profession and chaired a Parish-level Working Group monitoring coastal response times.
- Waste Contract Briefing: Now well into delivery of the waste contract, a gap analysis of the contractual obligations was completed to determine which elements of the contract were yet to be delivered. As part of this analysis, the waste contractor Serco has established a timeline for introducing a new target operating model expected to go live in September 2022, over which the Committee had continued to maintain close oversight.
- Pre-scrutiny of the Equality, Diversity & Inclusion Policy: Following a Full Council motion to adopt the HRA definition of anti-Semitism, it was determined that a full overhaul of the existing Equality and Diversity Policy was required. Whilst this work was significantly delayed by the impact of Covid-19 alongside a preceding management restructure, the Committee rejected the first draft and continued to monitor development with the final Policy approved early in the 2021-22 municipal year following extensive input and commentary from the Committee, officers and the Staff Focus Group.
- Pre-scrutiny of the Tree Planting and Net-Zero Strategies: As outlined as some of the Council's key priorities in the 2019-2023 Corporate Plan, pledges were made to plant a tree for every resident in the District and to achieve net-zero carbon emissions by 2030. Both of these projects required a detailed strategy to implement, with the Committee asked to provide input during development through workshop sessions and Committee debate. Now approved, the Committee continues to closely monitor the implementation of these strategies as part of its performance monitoring work.
- Review of NNDC Public Car Park Charges: Subject to annual review and conscious of budgetary pressures placed on the Council, the Committee made a number of recommendations to Cabinet to raise the cost of parking charges in-line with CPI inflation. Whilst the majority of the Committee's recommendations were accepted for general parking charges, Cabinet chose to maintain current prices for season ticket holders to help reduce the burden on residents.
- Planning Performance – the Committee continued its efforts to review the Council's planning performance in a wider context, by recognising the need to look beyond existing data sets and considering customer experience and outcome satisfaction. This is a work in progress, although the customer / user survey has been delayed by general data protection regulations.

- Establishment of a trial Environment and Quality of Life Scrutiny Panel: Established for a six-month trial period beginning in January 2022 the Panel has focused primarily on reviewing the Council's public conveniences over several months, creating significant additional capacity for the Committee. Work is well underway with final recommendations expected for consideration at the July 2022 Committee meeting.
 - Councillor Call for Action – Impact of Second Homes and Holiday Lets: In December 2021 a CCfA was called to request that the Committee consider the impact that second homes and holiday lets have on the District. The Committee determined that the best course of action would be to undertake a scoping exercise, which then led to a request for a formal investigation to collect data on the potential impacts and any mitigation actions implemented elsewhere across the Country. A small Member-Officer group was established from relevant service areas with results of the initial investigation expected in July 2022.
 - North Walsham High Streets and Heritage Action Zone Project Monitoring: 2021-22 saw the start of a new project for the Council in North Walsham with over £3m of funding secured for regeneration projects, implementing public realm improvements and exploring the cultural and historical roots of the town. As with all major projects, the Committee will monitor the project progress and budget closely, with the option available to make recommendations or propose suggestions if required.
- 4.1 In summary, the Committee reviewed approximately fifty-seven topics, though this number includes recurring items such as performance and budget monitoring. Seven of these topics could be defined as pre-scrutiny, in that they were reviewed by the Committee in advance of approval by Cabinet or Council. In total, the Committee again made over thirty recommendations to Cabinet/Council and requests to CLT. The formation of a Scrutiny Panel has greatly increased the capacity of the Committee and allowed extended or in-depth reviews to take place on matters relating to key priorities of the Corporate Plan. Overall the Committee remains keen to be actively involved in policy and strategy development, whilst also maintaining key oversight of ongoing projects and Cabinet decisions.

5. Conclusions


- 5.1 2021-22 was an interesting year for the Committee, with a return to physical meetings, hybrid attendance by officers and ongoing concerns regarding Covid-19. This resulted in attendance by wider Members being relatively low, but despite the challenges faced, the Committee continued to provide valuable and effective oversight for the Council, whilst providing input into policy development and service delivery, without need for any call-ins of Cabinet decisions.
- 5.2 Agreement and adherence to the Executive-Scrutiny Protocol continues to be a valuable asset for both the Committee and Cabinet, that has significantly improved working practices, and led to increased opportunities for pre-scrutiny, whilst improving cooperation with Cabinet.

5.3 Whilst the Committee has been very effective in delivering its roles, the following recurring limiting factors from last year remain to be resolved by both Members and Officers in the year ahead:

- There were twenty instances where apologies were given in the 2021-22 year with substitutes only available on nine of these occasions. Changes to Cabinet has also meant that previously reliable Committee substitutes are no longer available, and it is therefore necessary for all group leaders to reconsider their substitute appointments.
- Delays to reports remain a significant issue for the Committee and the wider business planning process, with the Work Programme planned well in advance meaning that any delay will have a knock-on effect for future meetings. Whilst these delays are in some cases unavoidable, efforts should be made to address all delays, where possible.
- Too many last minute requests to include items under 'urgent business' which degrades both the quality of scrutiny and the opportunity to add maximum value to the process. Better co-ordination and planning of work programmes is needed to resolve this systemic shortfall.

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North Norfolk District Council
Cabinet Work Programme
For the Period 01 July to 30 September 2022


Committee(s)	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision Details
July 2022					
Cabinet	11 July 2022	Engagement Strategy	Virginia Gay Steve Hems Director for Communities	Quality of Life	Pre-scrutiny
Cabinet	11 July 2022	Out-turn report 2021/2022	Eric Seward Lucy Hume Chief Technical Accountant	Financial Sustainability	
Scrutiny	20 July 2022				
Council	27 July 2022				
Cabinet	11 July 2022	Treasury Management Annual Report 2021/2022	Eric Seward Lucy Hume Chief Technical Accountant	Financial Sustainability	
Scrutiny	20 July 2022				
Council	27 July 2022				
Cabinet	11 July 2022	Property Transactions	Eric Seward Nicky Debbage Renata Garfoot	Financial Sustainability Local Homes for Local Need	 Possible Exempt information
Cabinet	11 July 2022 20 July 2022 27 July 2022	Debt Management Annual Report 2021/2022	Eric Seward Lucy Hume Chief Technical Accountant	Financial Sustainability	



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

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

North Norfolk District Council
 Cabinet Work Programme
 For the Period 01 July to 30 September 2022

September 2022					
Cabinet	06 Sept 2022	Managing Performance Q1	Tim Adams <i>Steve Blatch</i> <i>Chief Executive</i>		
Cabinet	06 Sept 2022	Property Transactions	Eric Seward Nicky Debbage Renata Garfoot	<i>Financial Sustainability</i> <i>Local Homes for Local Need</i>	 Possible Exempt information



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

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

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
May 2022				
Scrutiny	Anglian Water – Sewage Outflows Briefing/Q&A		To receive a briefing on sewage outflow events and efforts/investment made to address these + Q&A	Council Request
Cabinet Scrutiny	Officer Delegated Decisions	Emma Denny Cllr T Adams	To review officer delegated decisions	
Scrutiny	O&S Draft 2022/23 Work Programme	Matt Stembrowicz Cllr N Dixon	To review and approve the Committee's draft 2022/23 Work Programme	Annual
Scrutiny Cabinet	Pre-Scrutiny: Engagement Strategy	Karen Hill Cllr V Gay	Pre-scrutiny of the emerging wider Councils' Engagement Strategy prior to Cabinet approval	
Scrutiny Cabinet	Pre-Scrutiny: Parklands Property Disposal	Neil Turvey Cllr E Seward	Pre-scrutiny oversight of Cabinet decision on Parklands property transaction	
Scrutiny Cabinet	Levelling-Up Fund Round 2	Steve Blatch Cllr T Adams	Received as Urgent item	
June				
Cabinet Scrutiny Council	Debt Management Annual Report (Cabinet recommendation)	Sean Knight Cllr E Seward	Committee to consider recommendation to Council	Annual - Delayed
Cabinet Scrutiny Council	Treasury Management Annual Report (Cabinet recommendation)	Duncan Ellis Cllr E Seward	Committee to consider recommendation to Council	Annual - Delayed
Cabinet Scrutiny Council	Out-turn report	Duncan Ellis Cllr E Seward	To make any recommendations to Council – To include an update on savings proposals	Annual - Delayed
Scrutiny	Enforcement Board Update	Martyn Fulcher Cllr N Lloyd/J Toye	To receive an update on the work of the Enforcement Board	Bi-annual
Cabinet Scrutiny	Performance Monitoring Q4	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	Benchmarking Report	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
	Sheringham Leisure Centre Project Closedown Update			
Scrutiny Council	Overview & Scrutiny Committee Annual Report	Matt Stembrowicz Cllr N Dixon	To approve annual summary of Committee work for 2021-22	Annual

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
July				
Scrutiny	Ambulance Response Times: EEAST & Integrated Care Briefing		To receive an briefing on the status of ambulance response times issues in coastal areas of the District	Committee Request
Scrutiny	Impact of Second Homes & Holiday Lets – Data Report	Matt Stembrowicz Cllr L Withington	To review the Council's new Housing Strategy	Committee Request
Scrutiny	NWHSZ Project Monitoring	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
Scrutiny Cabinet	EQL Scrutiny Panel: Public Convenience Recommendations	Maxine Collis Cllr H Blathwayt	To review summary report and recommendations to Cabinet made by EQL Scrutiny Panel	TBC
Scrutiny	Waste Contract: Verbal update on TOM implementation	Steve Hems Cllr N Lloyd	A verbal update to provide assurance that TOM implementation remains on-track for September	Committee Request
Scrutiny	Sheringham Leisure Centre Project Review	Rob Young Cllr V Gay	To review the implementation of the Sheringham Leisure Centre Project	Committee Request
September				
Cabinet Scrutiny	Budget Monitoring P4	Duncan Ellis Cllr E Seward	To review the budget monitoring position	Periodical
Cabinet Scrutiny	Performance Monitoring Q1	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	Planning Service Improvement Plan	Martyn Fulcher Cllr J Toye	To review the Planning Service Improvement Plan and responses to the Customer Experience Survey	Committee Request
October				
Cabinet Scrutiny Council	Council Tax Discount Determinations (Cabinet Recommendation)	Lucy Hume Cllr E Seward	To determine the Council Tax discounts for 2023/24	Annual
Scrutiny	Car Park Usage Monitoring	Duncan Ellis Cllr E Seward	To undertake an annual review of the usage and revenue of the Council's public car parks	Annual
Cabinet WP Scrutiny	NWHSZ Project Monitoring	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
Scrutiny	Beach Huts & Chalets Monitoring	Renata Garfoot Cllr E Seward	To monitor the occupancy, condition and revenue of the beach huts and chalets.	Annual
Scrutiny	Waste Contract: Serco Briefing	Steve Hems Cllr N Lloyd	To receive a formal update on the implementation of the revised waste contract TOM	Committee request

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
November				
Cabinet Scrutiny	Budget Monitoring P6	Duncan Ellis Cllr E Seward	To review the budget monitoring position	Periodical
December				
Cabinet Scrutiny Council	Treasury Management Half-Yearly Report (Cabinet recommendation)	Duncan Ellis Cllr E Seward	Committee to consider recommendation to Council	Six Monthly
Cabinet Scrutiny	Performance Monitoring Q2	Steve Blatch T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	Enforcement Board Update	Martyn Fulcher N Lloyd/J Toye	To receive an update on the work of the Enforcement Board	Bi-annual

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
January 2023				
Cabinet Scrutiny Council	Pre-Scrutiny: Draft MTFS 2023-26 incorporating draft Base Budget 2023-24	Duncan Ellis Cllr E Seward	To review the proposed budget and projections	Annual
Cabinet WP Scrutiny	NWHSZ Project Monitoring	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
February				
Cabinet Scrutiny Council	Treasury Strategy (Cabinet recommendation)	Lucy Hume Cllr E Seward	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	Capital Strategy (Cabinet recommendation)	Lucy Hume Cllr E Seward	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	Investment Strategy (Cabinet recommendation)	Lucy Hume Cllr E Seward	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	Fees & Charges	Duncan Ellis Cllr E Seward	To undertake an annual review of the Council's fees and charges and consider any recommendations for changes	Annual
Scrutiny	Ambulance Response Times Monitoring	Cllr V Holliday	To monitor ambulance response times data across the District	Six-Monthly

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
March				
Cabinet Scrutiny	Budget Monitoring P10	Duncan Ellis Cllr E Seward	To review the budget monitoring position	Periodic
Scrutiny Cabinet	Performance Monitoring Q3	Steve Blatch T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	Crime and Disorder Briefing	Nigel Dixon M Stembrowicz	PCC Briefing and Q&A – Topic TBA	Annual
April				
Cabinet WP Scrutiny	NWHSZ Project Monitoring	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
	ITEMS TBC			
	Coastal Protection –		Review maintenance of sea defences, the impact of coastal erosion on residents and associated costs	
	Mental health services in North Norfolk TBC		Consider existing work of NHOSC in response to CQC rating	
	Economic Development Strategy – TBC awaiting production			
	Cost of living crisis		Consider options available to the Council to further assist residents	

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OVERVIEW & SCRUTINY: OUTCOMES & ACTION LIST - MAY 2022

REPORT, RECOMMENDATIONS & ACTIONS	ACTION BY	DATE
<p><u>10. ANGLIAN WATER SEWAGE OUTFLOWS BRIEFING</u></p> <p>RESOLVED</p> <p>1. To receive and note the briefing.</p> <p>ACTIONS</p> <p>Anglian Water to consider the following actions relating to combined sewer overflows (CSOs):</p> <p>1. To implement improved means of communication with residents and tourists in North Norfolk to notify of emergency discharge of raw sewage in coastal, river and broads locations to allow members of the public to make informed decisions about swimming or other waterborne activities and the related health risks in these areas.</p> <p>2. To develop partnership working with NNDC Environmental Health and other partners on data sharing of emergency sewage discharges and other pollution events harmful to human health and the environment, to identify trends and improve performance monitoring.</p> <p>To work with NNDC and communities most effected by emergency sewage discharges to ensure that the causes of current problems are understood, and that all possible mitigation measures are taken to relieve issues and ensure that discharge events are less frequent and shorter in duration.</p> <p>4. To facilitate an NNDC visit to a Water Recycling Facility, so that Members develop a better understanding of the practical challenges in managing CSOs.</p>	<p>O&S Committee</p> <p>Anglian Water</p>	<p>April 2022</p> <p>N/A</p>
<p><u>11. PRE-SCRUTINY: SALE OF PARKLANDS MOBILE HOMES SITE - PUDDING NORTON, FAKENHAM</u></p> <p>RESOLVED</p> <p>1. To note the robust process and extensive due diligence carried out regarding assessment of the bids received.</p> <p>2. That Officers present a report to Cabinet recommending sale of the Parklands mobile home site to the highest bidder on the basis of best value in accordance with section 123 Local Government Act 1972.</p>	<p>O&S Committee</p> <p>Estates & Asset Strategy Manager</p>	<p>May 2022</p> <p>June 2022</p>

<p><u>12. PRE-SCRUTINY: ENGAGEMENT STRATEGY</u></p> <p>RESOLVED</p> <p>1. To support approval of the Engagement Strategy in principle, subject to fulfilment of the Committee’s request for further discussions at a Member Workshop, and the inclusion of appropriate metrics within the action plan to measure Council engagement.</p>	<p>Director for Communities</p>	<p>June 2022</p>
<p><u>5. ITEM OF URGENT BUSINESS: LEVELLING UP FUND – ROUND 2</u></p> <p>RESOLVED</p> <p>1. To note the report.</p> <p>COMMITTEE OBSERVATIONS/COMMENTS</p> <p>1. The process by which proposals are promoted and prepared for short notice funding schemes needs to be transparent, objectively scored against agreed priorities and fairly distributed across the District.</p> <p>Page 228 Opportunities needed for Town & Parish Councils to submit possible project proposals well ahead of funding scheme announcements, so that they are defined in outline and added to an approved investment list to be matched to scheme criteria, strategic priorities and equitably distributed, to enable more detailed proposal submission work to be efficiently targeted.</p> <p>3. Both proposals had obvious merits; Fakenham facility appeared to be strongly supported for the BCA with clear infrastructure and regeneration benefits. Cromer proposal had to be seen in context of a wider range of possibilities across the NNCA. Given that there were no other outline project proposals for comparison or judgement, and the short funding scheme deadline, there was pragmatic agreement to support both proposals.</p>	<p>Chief Executive</p>	<p>N/A</p>
<p><u>13. OFFICER DELEGATED DECISIONS - FEBRUARY TO APRIL 2022</u></p> <p>RESOLVED</p> <p>1. To receive and note the report and the register of officer decisions taken under delegated powers.</p>	<p>O&S Committee</p>	<p>May 2022</p>
<p><u>14. OVERVIEW & SCRUTINY WORK PROGRAMME SETTING 2022/23</u></p> <p>RESOLVED</p> <p>1. To agree the draft Overview & Scrutiny Work Programme for the 2022-23 municipal year, with the inclusion of additional items proposed by Members.</p>	<p>O&S Committee</p>	<p>May 2022</p>