

# Overview & Scrutiny Committee



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Tuesday, 6 December 2022

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 14 December 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](mailto: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 P Fisher and Mrs S Bütikofer

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



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

**Chief Executive:** Steve Blatch  
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**Email** [districtcouncil@north-norfolk.gov.uk](mailto:districtcouncil@north-norfolk.gov.uk) **Web site** [www.north-norfolk.gov.uk](http://www.north-norfolk.gov.uk)

## A G E N D A

**1. TO RECEIVE APOLOGIES FOR ABSENCE**

**2. SUBSTITUTES**

**3. PUBLIC QUESTIONS & STATEMENTS**

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

**4. MINUTES**

1 - 12

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 9<sup>th</sup> November 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**

13 - 18

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. **CAR PARK INCOME DATA MONITORING - OCTOBER 2021 TO SEPTEMBER 2022**

19 - 26

**Summary:** This report and Appendix provides members of the Overview and Scrutiny Committee with details of the level of car park income earned by the Council over the last year

**Options considered:** This report is presented to Members for information and discussion.

**Conclusions:** Income from the Council's Off-Street parking charges continues to show moderate growth. However the recent growth in costs of repair and maintenance works for the car parks will reduce this growth in real terms.

The recent growth in income is expected to continue. However there are many external factors which are difficult to predict and may increase or reduce the income from car parking.

We need to ensure we continue to invest in maintenance and development of car parks to maximise future revenues.

We need to examine the cost base of the car parking provision to identify efficiencies and improvements in the way car parking is delivered.

**Recommendations:** **The Overview and Scrutiny Committee is asked to consider the information and data as appropriate to inform preparation of the 2023-24 budget, in relation to the proposal not to change car parking charges in the next financial year (2023-24).**

**Reasons for Recommendations:** Income from off-street car parking charges allows for the continuing provision, management and improvement of those facilities. This provision of car parking facilities is essential to support residents and the local economy.

**LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW**

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

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected All
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Contact Officer, telephone number and email:  
Sean Kelly; 01263516276; Sean.Kelly@North-Norfolk.gov.uk

11. FEES AND CHARGES 2023-24

27 - 68

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

**LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW**

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

Current fees and charges
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Cabinet Member(s)	Ward(s) affected: All
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Contact Officer, telephone number and email: James Moore, 01263 516430, <a href="mailto:James.Moore@north-norfolk.gov.uk">James.Moore@north-norfolk.gov.uk</a>
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12. **TREASURY MANAGEMENT HALF YEAR REPORT**

69 - 84

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

**Options considered:** This report is for information purposes.

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

**Recommendations:** **That Cabinet and Overview & Scrutiny Committee note the information provided on the mid year treasury activity.**

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

**LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW**

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

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

13. ANNUAL REVIEW OF BEACH HUTS AND CHALETS 2022

85 - 104

**Summary:** This report provides an annual review of Beach Hut and Chalets service, for a 12 month period following the previous 2020/21 review.

**Options considered:** Not applicable.

**Conclusions:** It has been a challenging period since the 2018 Beach Hut and Chalet review was completed due to the pandemic and various lock downs that initially preventing bookings and then resulted in an increase of staycations and tourism to the area.

The income during this period of review has seen an increase on the previous year, however with the expected economic challenges facing the tourism sector with the cost of living crisis that is likely to see this challenging period continue and could result in less weekly let income over the next review period.

**Recommendations:** To receive and note the update and consider any necessary recommendations or actions.

**Reasons for Recommendations:** To maintain effective service provision.

**LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW**

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

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected Cromer, Mundesley, Overstrand and Sherin
Contact Officer, telephone number and email: Renata Garfoot, Asset Strategy Manager tel: 01263 516086. Email. <a href="mailto:Renata.Garfoot@north-norfolk.gov.uk">Renata.Garfoot@north-norfolk.gov.uk</a>	

**14. NORTH WALSHAM MARKET PLACE IMPROVEMENT SCHEME**

105 - 112

**Summary:**

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

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

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

**Options considered:**

Alternative options would be:

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

**Conclusions:**

The jointly funded (Government and Local Authority) place-making scheme will be



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

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

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

**LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW**

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

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Cabinet Member(s) Cllr Richard Kershaw Cllr Eric Seward	Ward(s) affected All North Walsham wards
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Contact Officer, telephone number and email: Robert Young; 01263 516162; robert.young@north-norfolk.gov.uk
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**Summary:** The revised Managing Performance Report attached, as Appendix A, enables the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview of progress towards achieving the objectives in the Corporate Plan, assesses the achievements and issues identified in the second quarter of 2022/23, and the actions being taken to address these issues and proposes any further action needed.

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

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

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

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

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

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

#### **LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW**

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

Cabinet Member(s) Cllr Tim Adams	Ward(s) affected All
Contact Officer, telephone number and email: Steve Blatch, Chief Executive Email:- <a href="mailto:steve.blatch@north-norfolk.gov.uk">steve.blatch@north-norfolk.gov.uk</a> Tel:- 01263 516232	

## 16. NNDC PERFORMANCE BENCHMARKING

159 - 218

**Summary:** To provide Overview & Scrutiny Committee with 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. No action
2. Make recommendations to Cabinet.

**Conclusions:** Using the benchmarking information comparing NNDC performance to our CIPFA nearest neighbours will provide a valuable insight into the Council's performance in the context of the performance of similar local authorities.

**Recommendations:** **It is recommended that the Committee;**

- 1. Receive and note the benchmarking information.**
- 2. Make recommendations to Cabinet to investigate specific levels of performance and/ or to take action.**
- 3. Agree the measures that will be reviewed for the next two quarters**

**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)*

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Cabinet Member(s) Cllr T Adams	Ward(s) affected: All
Contact Officer, telephone number and email: Steve Blatch, Chief Executive Email:- <a href="mailto:steve.blatch@north-norfolk.gov.uk">steve.blatch@north-norfolk.gov.uk</a> Tel:- 01263 516232	

**17. ENFORCEMENT UPDATE - DECEMBER 2022**

219 - 224

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

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

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

**Recommendations:** **To note the continued progress of the Enforcement Board and the Combined Enforcement Team.**

**Reasons for Recommendations:**

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

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

Contact Officer, telephone number and email:  
Martyn Fulcher, Director for Place and Climate Change 01263  
[martyn.fulcher@northnorfolk.gov.uk](mailto:martyn.fulcher@northnorfolk.gov.uk)

**WORK PROGRAMMES**

**18. THE CABINET WORK PROGRAMME**

225 - 228

To note the upcoming Cabinet Work Programme.

**19. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE**

229 - 238

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.

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

To pass the following resolution, if necessary:

- a. 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.”
- b. That the public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:

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

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

**21. FORMER SHANNOCKS HOTEL SITE - SHERINGHAM**

239 - 274

**Summary:**

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

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

**Options considered:**

1. Pursue the CPO process by serving a General Vesting Document to take ownership of the site as the owner has failed to commence works to provide a new building on the site before 23 November 2022.
2. Demur from enforcing the terms of the CPO on commencement trigger (23 November 2022), deferring action until a subsequently agreed deadline, leaving the owner to continue with its own development plans to complete on agreed deadline. The risk being that without pressure from the Council, these works will not be progressed at all. This may result in the site remaining empty and

blighting the Sheringham Conservation Area.

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

**Conclusions:**

The owner has completed phase 1 of the agreed works by demolishing the former Shannocks Hotel building by June 2021. Beyond this, notwithstanding consistent pressure on the owner by the Council for a number of months, redevelopment of the Shannocks site remains stalled. The owners have stated that they are making their best efforts to start re-development of the site. However, progress has historically been either at a slow pace or non-existent. The owner has repeatedly asked to extend the agreed project start dates, whilst providing no practical evidence of being ready to commence redevelopment.

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

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

The actions of the Council in seeking a Compulsory Purchase Order for the Shannocks

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

**Recommendations:** **1. to confirm support for the serving of the General Vesting Document to take ownership of the site as soon as possible**

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

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

**LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW**

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

Valuation report October 2022	
Cabinet Member(s)	Ward(s) affected Sheringham North
Contact Officer, telephone number and email: Phillip Rowson, 01263 516135	

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## OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 9 November 2022 in the Council Chamber - Council Offices at 9.30 am

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

Ms L Withington	Mr H Blathwayt
Mr P Heinrich	Dr V Holliday
Mr N Housden	Mrs E Spagnola
Mr C Cushing	Mr P Fisher

**Members also attending:** Mr T Adams (Observer) Mr A Brown (Observer)

Mrs A Fitch-Tillett (Observer)	Mrs W Fredericks (Observer)
Mr N Lloyd (Observer)	Mr J Rest (Observer)

**Officers in Attendance:** Democratic Services and Governance Officer - Scrutiny (DSGOS), Chief Executive (CE), Group Accountant (GA), Director for Place & Climate Change (DFPCC), Coastal Manager (CMN), Director for Communities (DFC), Environmental Services Manager (ESM) and Head of Coastal Management (HCPE)

**Also in attendance:** Serco Contracts Manager (SCM)

### 70 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr S Bütikofer and Cllr A Varley.

### 71 SUBSTITUTES

Cllr J Toye.

### 72 PUBLIC QUESTIONS & STATEMENTS

None received.

### 73 MINUTES

Minutes of the meetings held on 28<sup>th</sup> September and 12<sup>th</sup> October 2022 were approved as a correct record and signed by the Chairman.

### 74 ITEMS OF URGENT BUSINESS

None received.

### 75 DECLARATIONS OF INTEREST

None declared.

### 76 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

**77 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER**

None received.

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

The DSGOS informed Members that he was in the process of arranging a meeting with the Leader and Cllr V Holliday to discuss the potential inclusion of further contextual information within performance reports.

**79 WASTE CONTRACT: SERCO BRIEFING - TARGET OPERATING MODEL & GAP ANALYSIS UPDATE**

The DFC introduced the report and informed Members that Serco were now several collection cycles into the new operating model and whilst performance had begun to improve, frustration remained around the rate of improvement. He added that repeated issues seen at Ward level needed to be bottomed-out to resolve ongoing issues for residents. The SCM reported that Serco was in week nine of the twelve week changeover period, with North Norfolk's changeover being the largest of the tripartite agreement. He added that collection crews had previously operated on an east or west basis, but this had changed to a near and far model, so most crews had new areas to learn, leading to some missed collections in new areas. It was noted that crew members had been mixed to ensure a base level of knowledge across the District, whilst six additional vehicles had been brought-in on a temporary basis to catch-up missed collections with agency crews. The SCM noted that it had been difficult to recruit drivers, which had impacted collections, though a full support crew was now in place with staff working overtime to ensure that bins were collected.

Questions and Discussion

- i. The Chairman sought an explanation for missed collections from Serco, to be followed by comment from NNDC officers. The SCM replied that the primary issue was the scale of the change, with over ninety percent of collection days changing, which had caused some residents to put their bins out on incorrect days. He added that drivers had also had to learn new routes as a result of the near and far model, and it could take several weeks for drivers to fully adapt, but maps had been shared with drivers to address problem areas. The DFC agreed that changes to collections had been significant, and it was accepted that there would be a settling-in period. He added that whilst the change would allow Serco to be more efficient, it did come with a degree of unfamiliarity for the drivers and crews. It was noted that there had also been national issues such as driver shortages, which had affected all sectors dependent on HGV drivers that Serco could not fully mitigate. The DFC noted that changeover plans were also based on the premise that everything would go as planned, but this could not account for unforeseen circumstances such as vehicle breakdowns, accidents or significant crew sickness, which would all have an impact on collections. He added that these issues had begun to be addressed with additional agency drivers and temporary vehicles, but there was more to be done.
- ii. The Chairman asked with the benefit of hindsight, what might have been done differently in the lead-up to the transition. The DFC replied that Serco

had undertaken a significant preparatory work and whilst the vast majority of residents had their bins collected successfully, all efforts were being made to ensure the service ran effectively as soon as possible. He added that it should be noted that some issues were not Serco specific, and that they were working within the constraints of a local government contract, that would not permit highly competitive salary offers for drivers. The SCM noted that driver salaries had risen by over thirty percent since taking on the contract, and this had been a significant challenge for Serco.

- iii. Cllr S Penfold asked why crews had been swapped from East to West if they were familiar with existing areas. The SCM replied that this was a result of the near and far model, with second trips local to the waste tip to improve efficiency. Cllr S Penfold noted that graphs showing pre and post go live missed collections used a different scale and suggested that these should be the same. He added that additional agency staff, vehicles and collection crew had been brought in for the twelve week transition period, and asked if there was scope to extend this if issues persisted. The SCM replied that he had discussed the potential to extend this period, and additional staff would stay on if required with Serco expected to cover any additional costs.
- iv. Cllr W Fredericks raised the possibility of industrial action and asked whether this was a concern. The DFC replied that most sectors had been going through pay negotiations as a result of the current economic climate, and industrial relations were a matter for Serco to address rather than the Council.
- v. Cllr E Spagnola noted that she had spoken to crews who had suggested that staff morale, retainment and mental health was an issue, and asked what support was offered to maintain staff wellbeing. The DFC replied that the question related to Serco labour relations, and whilst any major change would cause a degree of unsettlement amongst staff, it remained a matter for Serco to consider. The SCM stated that local teams were very supportive of staff and took time to speak to crews every day, with mental health taken seriously throughout the company and support services in place, where required.
- vi. Cllr N Housden asked whether Serco had a strategy in place to recruit and retain drivers through the Christmas period, as it was likely that many would be tempted away by increased supermarket pay offers. He sought clarification of whether managers were familiar with new collection routes, as drivers had suggested that they did not assist collections. It was suggested that putting managers and senior staff on collections would be beneficial for understanding the difficulties collections crews faced. The SCM replied that he had been in post for four weeks, but had previously worked on a different contract where he had regularly gone out with crews to assist with collections. He added that all managers were encouraged to do this and would be again in the future, with managers using additional vehicles to collect missed bins and better understand the difficulties faced by collection crews. On Christmas cover, it was suggested that magnetic advertisements for drivers should be placed on vehicles to promote recruitment. The SCM replied that Serco were constantly recruiting for drivers and he would consider whether this form of advertisement could be implemented. The DFC added that he expected less drivers would be inclined to leave this year, as supermarket and haulage contracts were short term over the Christmas period, or required working unsociable hours.

- vii. Cllr V Holliday thanked collection crews for their work, then referred to repeat missed collections and asked whether this was represented in the data, and whether the additional carbon emissions generated by collecting missed bins had been considered. The SCM replied that he could retrieve data on repeat missed collections and the time taken to resolve, and noted that the carbon footprint of collections was tracked and had been higher during the changeover period, but the overall expectation was that it would see a reduction.
- viii. Cllr P Heinrich suggested that overall crews appeared to be doing a good job, and asked how many missed collections could be attributed to Serco issues, as opposed to residents putting their bins out on incorrect days. The SCM replied that it would be difficult to separate information on the root causes of missed collections, as exceptions were raised where bins had not been placed out for collection, but these were still counted as missed bins. Cllr P Heinrich asked whether changes to Christmas collections had been advertised, to which the ESM replied that Christmas collection dates had been included in recent leaflets delivered by Serco, though a further reminder of Christmas collections and general collection information had been considered. He added that with regard to missed collections, Serco had been more flexible with exceptions as a result of the changeover, which made it difficult to differentiate between missed collections caused by Serco or residents. Cllr P Heinrich noted that collection rates in the past week had fallen to 93% which was not satisfactory, and asked for clarification of the target completion rate, and how this would be achieved. The SCM replied that the target completion rate was 100%, and noted that the 93% figure included garden waste, whereas residual and recycling waste collections rates were better. He added that in terms of improving completion rates, additional resources were being used on the same day to seek to bring completion rates up to 100% within two weeks. The DFC reminded Members that the NNDC website did have an option to check your collection day. He added that Members should also note that the successful garden waste collection service had not been subject to any changes, though it was likely that this would be considered in the new year.
- ix. Cllr J Toye suggested that the number of missed collections should be placed in context of the total number collected, and asked whether completion rate percentages related solely to the number of bins collected on a given day, or whether the figure included previously missed collections. He added that customer service responses had been raised at a previous meeting and asked whether these issues had been resolved. The DFC replied that he hoped that as the number of missed collections reduced, the level of detail reported would become less relevant. He added that with regards to missed collections, these were categorised as bins not collected on the correct day, however from a residents perspective, many of these were collected the following day, which did not present a significant issue. The ESM noted that there were approximately 70k bin collections per week, with 55k households and 12k trade waste collections. With regard to call centre responses, the DFC replied that a reduction in the number of calls received suggested that improvements were being made, and complaint handling officers had met with Serco and work was planned to improve this process.
- x. Cllr L Withington sought clarification on whether missed collections data

included every bin not collected on the correct day, to which the SCM replied that the final graph in the supplied data provided information on bins not collected on the correct day, whilst missed collections data included all reported missed collections. He added that he had included both sets of data to compare between the two, with the caveat that some bins not collected on the correct day may have been reported by residents on the same day, in which case it would appear in both data sets. Cllr L Withington noted that she had been in regular contact with officers regarding repeat missed collections, and asked whether there would be a review of rounds if particular locations were difficult to reach. The DFC replied that primarily, Serco should be allowed time for the TOM to settle into normal operating procedure, and if issues persisted, then routes could be reviewed to make adjustments. He added that round optimisation software did not account for difference in street furniture or minor layout differences, and as a result some small adjustments could be expected to simplify collection routes.

- xi. Cllr P Fisher stated that he represented Wells which had a high number of assisted collections, where it appeared that bins were not being returned to the correct location. He added that this had caused issues between residents and collection crews and asked if the matter could be rectified. The SCM replied that he would look in to the issue, and noted that for business rated properties such as holiday homes, assisted collections were not available as there was a pull and return scheme in place, and similarly assisted collections were not offered for vacant domestic rated second homes. He encouraged any issues to be reported to Serco so that they could be rectified as soon as possible.
- xii. Cllr H Blathwayt referred to a neighbouring authority's Binfluencer app, which could give real-time updates on bin collections and asked whether this had been considered for North Norfolk. The ESM replied that he had been contacted by the app developer, and had heard evidence of it being active in at least one Norfolk District, though it did not appear to offer any additional information than was already available on the Council's mobile optimised website. He added that there were potential benefits with phone reminders being available through the app, but there were no immediate plans for introduction in North Norfolk.
- xiii. Cllr S Penfold noted that residents often contacted him with issues, likely as they had not been able to get the required information elsewhere, and asked officers if they could be mindful of providing the same level of service and information to residents as Members.
- xiv. The Chairman referred to outstanding questions and asked whether officers were happy with the remedial actions being taken to address issues, and whether they were they satisfied with evidence that these measures were working. The DFC replied that whilst he was satisfied with the remedial actions being taken, these actions and issues were influenced by matters beyond the Council's control. He added that it was clear that Serco were working very hard to resolve issues, and in terms of the overall trend, service delivery was improving, though at a slower pace than desired. It was noted that there would be a seasonal impact on collections, with weather conditions having an impact on garden waste. The Chairman asked when collections performance could be expected to return to normal levels, to which the DFC replied that it was expected within the next two to four weeks.

- xv. The Chairman referred to the gap analysis and asked what progress had been made on meeting the contractual requirements. The DFC replied that the number of outstanding issues had been substantially reduced, with the first page of information showing agreed items pending implementation in green, whilst yellow items were subject to further discussion to ensure delivery. It was noted that the second page of items were outstanding items yet to be agreed, which in some cases may no longer be appropriate for delivery. The DFC stated that overall there had been reasonable progress analysis and work would continue to achieve full compliance with the contract by the end of 2023.
- xvi. Cllr N Housden asked whether Serco felt they were having to compromise with the terms of the waste contract, to which the SCM replied that he did not feel compromised, but the contract was agreed under different circumstances pre-Covid and pre-Brexit, which made some aspects more difficult to deliver. He added that as a result, Serco were in constant communication with the consortium to agree steps or concessions to move forward with delivery of the contract. The DFC noted that some circumstances could not be foreseen during development of the contract, and some compromise had to be expected to reach consensus between the Council and Serco to deliver outcomes.
- xvii. Cllr A Brown referred to in-cab systems and their ability to help support collection crews, and asked whether these were in all vehicles, and whether it supported all collections including residual, recycling and garden waste. The SCM replied that the software was used in all vehicles, though mobile phone reception was a challenge to ensure the system remained up to date throughout collections. He added that the system was used to report missed collections, and efforts were being made to improve the system to a point that it could direct collection crews to avoid missed collections. The DFC referred to an audio beep listed within the contractual requirements intended to alert crews to incoming messages, and noted that this remained outstanding.
- xviii. Cllr N Lloyd – Portfolio Holder for Environmental Services stated that he met regularly with Serco and despite concerns there had been a significant effort to resolve issues related to the changeover. He added that whilst 200 missed collections of 70k remained an unacceptable number, it was a very low percentage and the vast majority of residents had their waste collected without issue. It was noted that he was not yet satisfied with the level of service being provided, but he was satisfied with efforts to address issues and return to the pre-changeover level of service.
- xix. It was suggested that an update in the new year would be required, to which the DFC noted that the Christmas period would skew data as a result of changes to collection days. It was suggested that waiting until February would allow more time for adequate data to be prepared after the Christmas period.

## **RESOLVED**

### **1. To note the briefing.**

## **ACTIONS**

**1. To request that the next waste update be added to the Work Programme for February 2023.**

**80 COASTAL PARTNERSHIP EAST - UPDATE REPORT**

Cllr A Fitch-Tillett – Portfolio Holder for Coast introduced the report and informed Members that Coastal Management was a primary outward facing service of the Council, with the coast being a key economic driver that presented some of the most significant risks to the District.

Questions and Discussion

- i. The HCPE gave a presentation on the strategic aims of CPE and noted that significant work had taken place to address climate change, coastal erosion and flooding in the past five years, with many areas at high risk from rising sea levels and other climate change impacts. She added that responding to this would involve adaptation, alternative approaches to coastal management and further innovation that CPE were focused on delivering. It was noted that the skills and resources of CPE were shared across East Suffolk, Great Yarmouth and North Norfolk District Councils, with a joint business plan to address the Council's responsibilities and a wider aim to develop a climate resilient coast. The HCPE outlined the governance structure of CPE with two Councillors from each Council, alongside an operational officer group, and a wider team structure covering engineering, funding, resilience and special projects, amongst others. She added that CPE were also worked with several other groups including the National Coastal Group Network, the East Anglian Flood and Coastal Committee, and the LGA's Coastal Special Interest Group to share knowledge and learn from others across the Country. It was noted that officers would also attended Select Committee meetings in Westminster to ensure that coastal adaptation remained a priority on the national political agenda. The HCPE reported that CPE had a £200m funding programme to cover the next ten years, with £500k per year spent on maintaining existing defences. She added that as significant erosion continued, emergency works and temporary defence barriers would remain a key part of CPE's work, with an aim to transition from reactive to planned work to protect the coast.
- ii. Cllr H Blathwayt referred to the most vulnerable part of the coast between Cart Gap and Winterton that was managed by the Environment Agency (EA), and asked whether officers were satisfied that their work, communication and funding to defend this area was satisfactory. The CMN replied that as a risk management authority, NNDC had responsibility for erosion areas that extended to Cart Gap, with flanking flood risk areas covered by the EA. He added that EA were a highly capable body for coastal management, and the area referred to was part of the Broadland Futures Initiative, which meant that it was subject to regular monitoring under Hold the Line Policy, and was in good hands with the EA.
- iii. Cllr J Toye noted that many organisations were involved in coastal management and asked if this was too complex, and whether this delayed matters such as minor repairs. The HCPE replied that there had to be a lead authority, and whilst an alternative such as a national authority could be considered, the local level of understanding was not available at a national level, and as a result local bodies remained best placed to tackle the issues.

She added that collaboration with multiple bodies did make the process more complicated, but it was necessary to ensure that all bases were covered when undertaking projects to achieve the best outcomes. It was noted that partnership funding had created more opportunities for all bodies, but projects had to be aligned with funding timescales that was sometimes difficult to achieve. The CMN referred to repairs and maintenance and noted that this work was locally funded, and CPE had a good track record of ensuring that issues were repaired quickly.

- iv. Cllr C Cushing asked whether all areas of the coast could be realistically defended, or whether managed decline was more realistic. The CMN replied that following the events of 1953, there had been plans to surround the North Norfolk coast in a ring of concrete, however it was fortunate that this had not been built as all schemes had to be environmentally acceptable, technically viable and economically feasible. He added that such a project would have had a significant impact on the natural environment, with a loss of natural sediment from cliffs, which would have starved and lowered beaches, requiring more defences. It was suggested that coastal defence was a balancing act, and CPE made considerable efforts to ensure that defended and undefended areas were treated equitably.
- v. Cllr V Holliday suggested that whilst EA were highly capable, their communication could be improved and asked whether it was possible for CPE to help with this. The HCPE replied that through the Resilient Coast funding, CPE had gained additional resource with one role linked to the Broadland Futures Initiative that would improve understanding and influence of EA projects, which would enable more detailed updates to be provided to Members going forward.
- vi. Cllr S Penfold referred to non-human populations and asked for an explanation of CPE's relationship with wildlife bodies. The HCPE replied that at a strategic level CPE worked together with wildlife bodies on shoreline management plans and policies, and also maintained contact on upcoming projects to ensure that their views and priorities were taken into account. She added that the local nature recovery plans were being discussed to ensure that biodiversity and natural capital were taken into account. It was noted that coastal erosion had a significant impact on biodiversity, and CPE were careful to understand the value of this so that contributions could be sought to ensure its preservation.
- vii. Cllr A Brown noted that PPBHWP would soon consider the Coastal Adaptation planning document, which would feed into and support the work of CPE.
- viii. It was suggested that future annual updates should be considered following the May elections.

## **RESOLVED**

### **1. To receive and note the update.**

## **81 PRUDENTIAL INDICATORS 2021-22**

Cllr T Adams – Council Leader introduced the report and informed Members that it would ordinarily form part of the outturn report, in-line with CIPFA best practice.



### Questions and Discussion

- i. The recommendation was proposed by Cllr P Fisher and seconded by Cllr H Blathwayt.

### **RESOLVED**

- 1. To recommend to Full Council that the out-turn position in respect of the 2021-22 Prudential Indicators are approved**

## **82 BUDGET MONITORING REPORT 2022/23 - PERIOD 6**

Cllr T Adams – Council Leader introduced the report and informed Members that there were noticeable differences from the previous budget monitoring report, with the impact of inflation clearly having an effect on the Council's finances. He added that Members should note the impact of the staff pay award and energy price inflation, in addition to leisure centre, property and plant running costs. It was noted that despite these increases, the Council was in a better financial position than many, but work was needed to reduce cost pressures, with further inflation expected. Cllr T Adams stated that the Council remained committed to existing services, and whilst other authorities had reduced services, it was fortunate that the new more efficient Reef facility cost substantially less to run than its predecessor.

### Questions and Discussion

- i. The Chairman asked if the forecasted overspend was identified as a key risk on the corporate risk register, to which the CE replied that the Council's financial position was identified within the register and would be considered by GRAC in December. He added that he would consider whether the risk needed to be increased, with more focus placed on mitigation measures such as a review of vacant posts.
- ii. Cllr J Toye referred to borrowing interest and noted that whilst a strong investment position continued to outweigh borrowing costs, he asked how long this could be sustained. The GA replied that this had been forecast to March 2023, but beyond that time investments and borrowing would be reconsidered as part of the budget setting process.
- iii. Cllr V Holliday referred to mitigation measures and noted that reviewing service plans had not be prioritised, which she expected would be important to address the forecasted overspend. The CE replied that the Pandemic response had been prioritised over other actions, and whilst the Council was now operating in a different context, this would be considered as part of the upcoming budget setting process.
- iv. Cllr C Cushing reiterated that with the financial position deteriorating from a moderate surplus to an overspend, he was concerned that actions were not being taken to address efficiencies that would help balance the budget in the year ahead. Cllr T Adams replied that he did not feel that the Council was inefficient, but with a new S151 Officer being appointed, balancing the budget would be an absolute priority. He added that Government had to be asked what actions they would take to help alleviate the additional pressures caused by inflation.

- v. It was confirmed, following a question from Cllr N Housden that the staff pay award accounted for approximately £500k of staff inflation, and despite a two percent increase being expected, the agreed pay offer was just over five percent across the local government sector.
- vi. The Chairman suggested that given the concerns raised, it may be prudent to amend the third recommendation to suggest that the forecasted overspend be added to the corporate risk register to be considered by GRAC at its December meeting.
- vii. The recommendations were proposed by Cllr N Dixon and seconded by Cllr N Housden.

**RESOLVED**

- 1. To note the contents of the report and the current budget monitoring position.**
- 2. To recommend to Council that any outturn deficit is funded from a contribution from the use of the General Reserve.**
- 3. To recommend that the in-year forecast overspend be reflected in the Corporate Risk Register, that its RAG rating be reviewed by GRAC at its December 22 meeting, and that regular updates be provided to Members on the measures being taken to mitigate and reduce the current forecast deficit to achieve a balanced budget outturn for FY22/23.**

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

Cllr T Adams – Council Leader introduced the report and informed Members that he was very proud of the work achieved by officers across the Council, following a significant reprioritisation in response to the Pandemic. Despite this, he added that the Council had still achieved a number of priorities set-out within the Corporate Plan, and this report would outline which actions would be given priority in the lead up to the 2023 local elections.

Questions and Discussion

- i. Cllr J Toye referred to red RAG status items within the report such as the Growth Sites Delivery Strategy, and asked whether this would still be delivered. He added that a proposal to develop a procedure and guidance note for registered social landlords was also outstanding, and asked if this would be progressed. Cllr T Adams replied that the Economic Growth Strategy was expected to come forward for consideration in December, but he would need to seek clarification on the other action.
- ii. Cllr C Cushing stated that he was concerned that developing an economic strategy so late in the Council term would not be effective, and noted that the delay was difficult to justify. He added that KPIs for boosting business sustainability and growth did not appear within the Corporate Plan and asked why this was the case. Cllr T Adams replied that the Council had been granted an award for its efforts supporting businesses throughout the pandemic and noted that a more detailed response regarding the KPIs could

be supplied in writing.

- iii. The Chairman noted that it was unfortunate that this far into the Council term there was still not an Economic Growth Strategy in place to support the formation of the Local Plan and wider economy. He added that this was not a criticism of the reprioritisation, as this had been a necessary step during the Pandemic to provide vital support to businesses. It was suggested that it would have been prudent to enhance resources so that a strategy could have been brought forward at an earlier stage. The CE replied that whilst it would be appropriate for the Portfolio Holder to provide a written response on the preparation of an Economic Growth Strategy, discussions had taken place as to whether the Strategy would come to the Committee for pre-scrutiny in December, though this was yet to be confirmed. He added that the DFPC had stated that the Economic Growth Strategy was not critical as an evidence-base for development of the Local Plan, as this would be based on separate evidence prepared by the BE Group on land supply for existing and future business growth. The CE suggested that economic growth in the District's predominantly tourism-based economy relied on business support rather than land use, and the strategy was therefore not considered a prerequisite to the development and finalisation of the Local Plan.
- iv. Cllr J Toye noted that he had recently discussed support for rural businesses with the local MP, and whilst the Economic Development Team were small, they were very proactive in supporting businesses, but he was unsure whether they would have the capacity to bring plans forward at the current time. The Chairman replied that he recognised the size of the Team and the importance of supporting local businesses, but noted that it was right to question whether there was adequate resource to achieve the priorities set-out within the Corporate Plan.
- v. The recommendation was proposed by Cllr P Heinrich and seconded by Cllr H Blathwayt.

## **RESOLVED**

- 1. To review and comment on the progress made against the original and revised Delivery Plan objectives and those objectives where focus will be directed over the period to May 2023**

## **84 THE CABINET WORK PROGRAMME**

The DSGOS noted that there were a number of items expected in December including an updated RIPA Policy, though there were no substantive changes expected and it was therefore not expected to be reviewed by the Committee. He added that the potential for the Economic Growth Strategy to come forward in December had been raised, and he had made enquiries as to whether this could come for pre-scrutiny in advance of consideration by Cabinet, though a response remained outstanding. It was noted that the Cost of Living Summit had also taken place, and it was possible that actions were expected in the coming months, which the Committee may want to consider.

## **RESOLVED**

**To note the Cabinet Work Programme.**

## **85 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE**

- i. Cllr N Housden noted that he was still awaiting a written response from officers regarding the NWHAZ contingency funds, and asked that this be shared in advance of the next meeting. The DSGOS replied that he had chased a response but was yet to receive the information, though it would be shared accordingly once available.
- ii. The DSGOS informed Members that the Car Parking Usage report was expected in December, alongside the Fees and Charges report. He added that the Enforcement Update was expected, alongside the Beach Huts and Chalets Monitoring, and performance reports, which meant that December could be a busy agenda.
- iii. The CE referred to a request made by the Committee for an end of project review of the Reef Leisure Centre, and noted that there had been some confusion over when this report could be expected. He added that the report would cover the delivery of the project, various decisions taken throughout the Pandemic such as the early demolition of the old Splash facility. It was noted that whilst a completion report could have happened sooner, there were retention funds held until twelve months after completion which had to be agreed, and assessing occupancy levels could now be included in a single report. The CE stated that the report was due to be completed before Christmas and would be presented to the Committee at its January meeting, having been prepared by a new officer with no preconceptions of the project.

### **RESOLVED**

**To note the Work Programme.**

## **86 EXCLUSION OF THE PRESS AND PUBLIC**

The meeting ended at 1.00 pm.

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Chairman

## Registering interests

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

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

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

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

## Non participation in case of disclosable pecuniary interest

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

## Disclosure of Other Registerable Interests

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

## Disclosure of Non-Registerable Interests

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

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

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

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

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

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

**Table 1: Disclosable Pecuniary Interests**

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

<b>Subject</b>	<b>Description</b>
<b>Employment, office, trade, profession or vocation</b>	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
<b>Sponsorship</b>	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.
<b>Contracts</b>	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>
<b>Land and Property</b>	<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>
<b>Licenses</b>	<p>Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer</p>
<b>Corporate tenancies</b>	<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>
<b>Securities</b>	<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**

You have a personal interest in any business of your authority where it relates to or is likely to affect:

- 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
  - (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)



## CAR PARK INCOME DATA MONITORING – OCTOBER 2021 TO SEPTEMBER 2022

**Summary:** This report and Appendix provides members of the Overview and Scrutiny Committee with details of the level of car park income earned by the Council over the last year

**Options considered:** This report is presented to Members for information and discussion.

**Conclusions:** Income from the Council's Off-Street parking charges continues to show moderate growth. However the recent growth in costs of repair and maintenance works for the car parks will reduce this growth in real terms.

The recent growth in income is expected to continue. However there are many external factors which are difficult to predict and may increase or reduce the income from car parking.

We need to ensure we continue to invest in maintenance and development of car parks to maximise future revenues.

We need to examine the cost base of the car parking provision to identify efficiencies and improvements in the way car parking is delivered.

**Recommendations:** **The Overview and Scrutiny Committee is asked to consider the information and data as appropriate to inform preparation of the 2023-24 budget, in relation to the proposal not to change car parking charges in the next financial year (2023-24).**

**Reasons for Recommendations:** Income from off-street car parking charges allows for the continuing provision, management and improvement of those facilities. This provision of car parking facilities is essential to support residents and the local economy.

### LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected All
Contact Officer, telephone number and email: Sean Kelly; 01263516276; Sean.Kelly@North-Norfolk.gov.uk	

## **1. Introduction**

- 1.1 The Overview and Scrutiny Committee last year considered a report detailing car park income. Further to this report it was recommended that an annual car parking usage and income report would be provided at the end of the tourist season.

## **2. Car Park Income Comparisons – October to September 2021 and 2022**

- 2.1 North Norfolk District Council operates 30 Pay and Display Car Parks in locations across the District – with three charging regimes Standard, Coastal and Resort. During 2021/22 financial year the net income generated for the Council through the car parking service was £1,907,766 (excluding season ticket and penalty charge income).

- 2.2 The car park charges were amended this year with effect from July 2022. Excluding coaches and season tickets/permits, the charges levied between 08:00 and 18:00 in the different car parks is as follows:

- Standard (inland towns exc. Holt) – £1.20 for first 2 hours; thereafter additional £0.80 per hour; max charge £6.00 per day; £24 for 7 days
- Resort (largely town centre car parks in coastal towns and Holt) - £1.50 for the first hour; thereafter £1.20 per hour; max charge £8.50 per day; £34 for 7 days
- Coastal (largely long-stay car parks associated with beaches / attractions) - £1.80 per hour; max charge £8.50 per day; £34 for 7 days

- 2.3 Income figures for all car parks for the period October to September 2021 and 2022 are provided at Appendix 1 for information and comparison purposes.

## **3. Corporate Plan Objectives**

- 3.1 The provision of car parking facilities directly support a wide variety of economic and social activities within the district
- 3.2 The income from off street parking is a significant contributor to the finances of the Council.

## **4. Medium Term Financial Strategy**

The income raised from car parking charges provides a significant income to the Councils medium term financial strategy, which offsets the costs of providing car parks and keeping them maintained.

## **5. Financial and Resource Implications**

The costs and income relating to car parks form a significant part of the Councils budgets and it is important that charging levels are set correctly so that all direct and indirect costs of providing the car parks are captured.

## **6. Legal Implications**

There are no legal implications arising directly from this report

## **7. Risks**

This report does not in itself raise any issues in respect of risks.

**8. Sustainability**

This report does not in itself raise any issues in respect of sustainability.

**9. Climate / Carbon impact**

This report does not in itself raise any issues in respect of climate/carbon impact.

**10. Equality and Diversity**

This report does not in itself raise any issues in respect of equality and diversity

**11. Section 17 Crime and Disorder considerations**

This report does not in itself raise any issues in respect of Crime and Disorder.

**12. Conclusion and Recommendations**

The Overview and Scrutiny Committee is asked to comment on the information and data as appropriate to inform preparation of the 2023-24 budget, in relation to the proposal not to change car parking charges in the next financial year (2023-24).

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Town		Cromer	Cromer	Cromer	East Runton	Fakenham	Fakenham	Fakenham	Fakenham	Happisburgh	Holt	Mundesley	North Walsham
Name		Cadogan	The Meadow	Runton Road	Beach Road	Bridge Street	Community Centre	Queens Road	The Limes	Cart Gap	Albert Street	Gold Park	Bank Loke
		520002	520003	520004	520005	520006	520007	520010	520011	520014	520015	520019	520021
NET CAR PARK INCOME	Notes:					Two hours free parking at Millers Walk		Two hours free parking at Millers Walk			Two hours free in July		One hour free
October	2020	10,771.58	19,928.04	37,470.16	2,819.62	3,909.21	493.29	2,275.46	1,004.87	2,148.91	16,217.08	7,528.21	2,264.91
	2021	16,229.67	34,823.38	10,794.00	3,710.66	4,953.67	384.42	2,660.25	1,226.37	2,189.33	26,106.86	9,889.33	3,028.54
November	2020	11,753.08	19,695.87	17,620.78	3,831.45	3,909.96	301.67	2,381.04	657.92	1,875.12	15,180.91	6,394.26	2,311.53
	2021	8,833.00	20,550.08	7,983.75	1,836.29	5,408.41	926.21	3,177.21	1,150.21	1,410.08	24,264.21	3,267.26	3,757.00
December	2020	4,197.50	10,447.79	3,962.12	1,642.50	3,553.41	238.41	2,316.41	695.45	1,853.79	13,689.66	2,099.29	2,112.75
	2021	6,432.59	17,517.04	4,593.42	1,012.41	3,748.83	444.50	1,946.83	733.63	1,071.25	20,839.82	1,792.34	2,259.17
January	2021	967.67	43,534.08	1,443.58	879.95	1,425.17	73.17	674.75	294.17	394.33	2,471.33	1,217.38	687.21
	2022	7,586.71	19,389.88	13,103.51	2,910.87	4,490.67	618.66	2,715.04	1,272.46	3,500.75	16,211.54	4,241.83	3,193.79
February	2021	1,300.71	1,995.46	360.91	523.29	1,706.20	39.33	1,424.13	403.37	592.33	740.96	544.75	764.04
	2022	6,207.42	19,449.75	8,247.54	1,596.29	3,840.33	406.50	2,128.25	947.84	1,620.50	16,179.99	3,071.20	2,321.24
March	2021	1,690.87	4,094.87	2,868.33	696.74	1,599.03	46.50	1,126.79	402.09	1,159.75	766.62	1,842.00	1,071.34
	2022	8,892.75	22,351.23	11,338.12	42,077.29	4,297.78	836.88	3,079.50	1,095.04	2,672.08	18,793.46	5,103.29	3,429.71
April	2021	7,337.51	14,375.79	11,573.83	2,548.92	3,621.62	301.58	2,453.92	877.67	1,964.37	8,991.96	5,692.75	2,469.37
	2022	13,638.29	27,618.33	22,210.79	2,911.79	3,961.96	505.63	2,220.50	751.04	2,580.08	19,001.83	7,966.50	2,517.67
May	2021	14,426.66	25,726.83	29,010.32	6,984.88	4,862.50	534.34	2,887.46	1,107.54	3,234.63	21,059.95	6,290.67	2,916.67
	2022	15,673.29	32,632.29	25,931.84	3,280.12	5,429.12	1,292.96	3,066.71	1,258.62	3,218.41	23,329.58	9,677.46	3,873.25
June	2021	16,757.73	90,234.62	32,496.34	8,062.00	8,175.12	679.58	4,526.83	1,705.70	4,976.41	26,086.16	17,108.09	5,065.42
	2022	10,549.83	25,071.46	18,487.50	2,727.92	4,031.62	832.83	2,704.41	1,304.37	2,555.29	13,189.84	8,079.75	2,756.38
July	2021	22,913.83	43,335.03	64,813.58	10,398.21	5,636.42	446.17	3,097.87	1,220.12	5,388.75	27,967.11	27,613.50	2,884.67
	2022	10,730.04	23,964.20	22,473.50	4,198.45	4,430.17	751.66	2,520.91	736.92	3,015.54	12,036.87	11,706.08	2,964.00
August	2021	23,863.54	52,623.66	76,314.14	12,177.24	9,070.62	1,085.58	5,965.42	2,241.54	7,069.09	32,117.62	31,066.75	5,325.00
	2022	11,407.26	25,768.75	29,640.67	6,194.54	4,422.46	704.42	2,536.79	1,700.79	4,270.58	12,121.87	15,334.91	2,899.71
September	2021	21,545.29	43,486.50	67,729.08	8,354.92	5,274.84	766.49	2,990.46	1,429.83	4,411.04	26,799.09	23,479.33	3,306.79
	2022	12,679.29	29,185.79	33,809.79	5,213.79	4,174.42	921.75	2,348.96	1,738.25	3,086.08	14,170.79	16,589.21	2,845.33
Total	2020/21	26,722.16	50,071.70	59,053.06	8,293.57	11,372.58	1,033.37	6,972.91	2,358.24	5,877.82	45,087.65	16,021.76	6,689.19
Total	2021/22	31,495.26	72,890.50	23,371.17	6,559.36	14,110.91	1,755.13	7,784.29	3,110.21	4,670.66	71,210.89	14,948.93	9,044.71
Difference	2020/21 - 2021/22												
Actual		-4,773.10	-22,818.80	35,681.89	1,734.21	-2,738.33	-721.76	-811.38	-751.97	1,207.16	-26,123.24	1,072.83	-2,355.52
Percentage		17.86	45.57	-60.42	-20.91	24.08	69.85	11.64	31.89	-20.54	57.94	-6.70	35.21

North Walsham	North Walsham	North Walsham	Overstrand	Sea Palling	Sheringham	Sheringham	Sheringham	Sheringham	Stalham	Holt	Wells
Mundesley Road	New Road	Vicarage Street	Pauls Lane	Clink Road	Chequers	East Cliff	Morris Street	Station Approach	High Street	Station Yard	Staithe Street
520023	520024	520025	520026	520028	520029	520030	520031	520032	520033	520037	520041
										Two hours free in July	
816.71	835.08	1,868.87	5,465.59	2,680.50	3,626.12	4,766.84	14,917.79	17,115.25	640.62	2,399.83	-23.33
1,034.33	995.21	2,488.13	3,255.62	2,963.54	5,155.42	4,997.00	12,537.00	29,736.49	670.91	2,862.04	945.58
657.70	767.92	1,612.01	4,057.62	1,323.21	3,906.29	4,411.17	7,584.09	14,671.08	642.21	1,153.46	0.00
1,052.84	1,239.45	2,711.46	3,313.50	1,171.58	3,510.71	3,100.37	7,588.75	14,873.21	1,083.49	2,450.70	770.58
480.66	698.08	1,602.71	1,548.50	617.50	1,368.63	743.08	3,065.62	8,550.48	524.49	908.25	0.00
714.84	742.54	1,981.41	1,146.74	665.84	2,164.59	1,501.25	12,330.38	8,111.59	467.75	2,159.21	488.25
257.09	178.50	411.53	1,010.09	796.58	471.08	359.33	2,168.50	724.00	125.41	399.92	0.00
1,085.46	1,057.66	2,688.25	3,372.83	2,917.58	2,504.38	2,027.38	6,339.79	11,732.12	685.50	1,566.33	697.46
98.87	42.67	349.09	342.87	145.58	290.54	177.42	658.46	698.09	323.67	0.00	1.92
773.75	761.33	1,951.29	1,870.09	935.50	2,512.00	1,734.00	4,759.87	10,721.46	384.92	1,024.58	144.00
230.25	200.09	1,073.83	822.08	43.25	474.09	298.66	1,114.26	1,704.00	172.91	90.58	8.25
1,136.62	1,245.84	2,848.87	2,767.96	1,725.13	3,889.91	2,700.88	6,847.12	15,135.96	893.42	1,667.12	867.62
745.54	5.17	1,818.67	2,681.54	2,802.12	1,241.92	2,150.92	3,733.21	12,254.37	649.51	703.34	299.91
1,001.96	1,003.25	1,460.25	2,252.91	3,221.04	3,754.04	3,816.67	6,484.04	26,498.25	536.42	1,212.50	356.25
6,020.12	668.62	2,538.84	5,101.84	4,415.46	210.42	5,779.49	9,211.54	28,814.42	823.96	2,074.00	839.25
1,414.62	139.34	2,992.41	2,774.95	3,650.17	4,934.16	4,835.91	12,410.29	30,108.21	1,040.33	2,327.87	947.25
1,985.78	2,201.21	4,330.16	10,052.59	14,617.71	54.83	6,369.12	15,276.58	35,437.58	2,221.58	3,253.45	1,068.00
1,196.37	593.96	2,302.62	3,538.92	3,929.96	3,465.46	3,054.67	10,930.07	19,874.75	645.25	2,396.00	1,017.92
1,132.75	929.54	2,578.29	10,001.70	16,810.62	1,904.50	11,220.54	19,374.75	43,957.08	899.92	4,337.75	1,359.04
1,112.00	273.33	2,654.75	4,322.83	7,241.50	2,878.66	3,850.79	11,845.04	17,480.00	555.75	2,520.58	648.50
1,524.95	2,084.34	5,305.55	11,832.83	18,746.20	6,078.80	9,602.67	23,907.62	51,877.67	1,842.08	4,658.38	1,428.21
1,230.79	1,139.63	2,682.96	5,688.33	15,621.54	3,013.21	4,690.16	12,547.62	19,164.25	1,058.59	2,573.62	955.75
1,229.87	1,027.46	3,090.88	10,033.42	12,091.79	4,964.79	9,870.66	22,084.79	39,954.50	996.50	4,258.08	1,449.79
697.58	718.96	780.21	4,152.75	9,966.87	3,346.17	4,640.71	15,396.67	18,347.29	9,780.04	2,510.52	628.41
1,955.07	2,301.08	5,083.59	11,071.71	4,621.21	8,901.04	9,921.09	25,567.50	40,336.81	1,807.32	4,461.54	-23.33
2,802.01	2,977.20	7,181.00	7,715.86	4,800.96	10,830.72	9,598.62	32,456.13	52,721.29	2,222.15	7,471.95	2,204.41
-846.94	-676.12	-2,097.41	3,355.85	-179.75	-1,929.68	322.47	-6,888.63	-12,384.48	-414.83	-3,010.41	-2,227.74
43.32	29.38	41.26	-30.31	3.89	21.68	-3.25	26.94	30.70	22.95	67.47	-9,548.82



Wells	Weyborne	Bacton	Cromer	Fakenham	Fakenham	Holt
Stearmans Yard	Beach Road	Coast Road	Promenade	Highfield Road	Millers Walk	Holt Country Park
520042	520043	520067	520069	520094	520215	531018
16,529.29	3,974.04	565.83	879.17	346.91	636.08	4,454.62
26,722.70	26,029.55	562.42	486.00	142.34	613.12	3,545.08
16,146.20	2,766.55	552.83	399.12	216.21	10,036.66	4,221.37
12,328.37	2,039.54	584.75	527.54	389.25	801.33	2,526.29
4,876.83	1,507.13	78.46	139.00	141.91	4,913.08	1,775.09
7,126.54	1,279.42	662.25	387.09	152.08	426.17	976.66
1,239.13	1,145.58	198.75	309.08	35.42	197.00	1,051.91
9,237.22	2,993.06	1,325.33	489.21	203.33	562.50	1,814.09
530.09	748.51	233.92	153.75	74.50	169.42	1,115.25
9,982.41	1,378.01	465.67	335.25	52.58	0.00	1,153.34
1,662.33	741.74	0.00	695.16	4.17	327.58	2,108.71
10,953.17	2,729.62	903.50	689.00	313.08	1,041.67	2,031.66
13,424.84	2,768.24	1,203.75	836.49	149.21	602.00	4,259.42
6,092.17	3,351.00	992.59	497.83	169.00	565.37	2,008.08
23,173.00	4,463.25	960.25	712.08	284.08	579.04	4,213.50
20,286.97	3,664.04	1,524.50	1,154.87	396.76	233.96	2,744.96
23,847.12	5,529.21	1,259.25	1,614.67	584.17	621.92	4,561.41
11,449.08	2,921.96	971.67	794.70	269.91	827.79	2,660.58
34,044.54	7,502.13	1,548.42	1,281.71	277.58	448.79	5,049.20
10,021.75	2,869.75	1,507.62	976.12	111.00	418.58	2,706.67
30,301.80	10,287.53	1,234.75	1,692.70	659.92	527.29	5,985.04
11,497.21	4,148.21	2,261.33	1,777.67	574.12	976.17	2,499.29
32,167.75	56,820.10	1,557.33	1,531.83	334.50	1,201.58	4,214.08
5,897.17	2,718.70	809.25	2,843.42	125.75	765.16	2,464.67
37,552.32	8,247.72	1,197.12	1,417.29	705.03	15,585.82	10,451.08
46,177.61	29,348.51	1,809.42	1,400.63	683.67	1,840.62	7,048.03
-8,625.29	-21,100.79	-612.30	16.66	21.36	13,745.20	3,403.05
22.97	255.84	51.15	-1.18	-3.03	-88.19	-32.56

Totals	%
189,327.15	
241,738.96	128% -52,411.81
161,039.29	
144,627.42	90% 16,411.87
80,348.58	
105,876.43	132% -25,527.85
65,141.69	
132,535.19	203% -67,393.50
16,550.10	
106,956.90	646% -90,406.80
29,136.87	
184,355.28	633% -155,218.41
114,539.46	
181,158.03	158% -66,618.57
219,925.61	
226,245.22	103% -6,319.61
350,760.34	
165,132.84	47% 185,627.50
380,374.11	
173,523.56	46% 206,850.55
448,498.53	
211,103.20	47% 237,395.33
418,453.36	
213,353.75	51% 205,099.61
430,715.02	
492,242.81	114% -61,527.79
-61,527.79	
14%	

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## FEES AND CHARGES 2023-24

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

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

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

**Recommendations:** **That Cabinet agree and recommend to Full Council:** a) **The fees and charges from 1 April 2023 as included in Appendix A.**  
b) **That Delegated Authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Heads of Service, to agree those fees and charges not included within Appendix A as required as outlined within the report**

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

### LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Current fees and charges
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Cabinet Member(s)	Ward(s) affected: All
Contact Officer, telephone number and email: James Moore, 01263 516430, <a href="mailto:James.Moore@north-norfolk.gov.uk">James.Moore@north-norfolk.gov.uk</a>	

## 1. Introduction

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

## **2. Fees and Charges 2023/24**

2.1 Fees and charges proposals for 2023/24 have been circulated by the finance team and reviewed by the relevant budget managers so that income budgets can be updated as part of the budget process. The proposal is to increase fees and charges by 5% (rounded to the nearest 50p or £1) in line with inflationary cost pressures. Appendix A to this report provides the detail of the proposed charges for 2023/24 from 1 April 2023.

2.2 Approval of these charges in advance of the approval of the annual budget for 2023/24 gives services the time needed to action the changes and notify users in advance of 1 April 2023. Also it enables more accurate projections for income to be factored into the budget for 2023/24 which will be presented to Members in the New Year. Any further work in this area will be reported in the budget reports in February 2023.

2.3 The proposed increases in fees and charges are due to one of the following reasons:

- Inflationary increases which reflect the inflationary increases in costs which the Council is facing.
- Increases in fees and charges which are set by central government, for example planning and premises licence fees.
- Increases in fees which have to be set on a cost recovery basis for example Land Charges, Building Control and the majority of our locally set licence fees.

### Significant changes to note:

- For Filming costs, these fees are charged on a case-by-case basis, these charges are dependent on the size of the filming request and applicant. In the event of a beneficial PR exposure these fees would be lowered/waived as the Council receives the benefit of this.
- The HMO licence fee has increased significantly to bring it up to a comparable level of other local authorities. This is following a recent review by the Public Protection team where NNDC licence charges were compared with other Local Authorities licence charges which identified that the Council is undercharging for the service.

2.4 In addition, Council facilities operated by an external contractor will also be excluded as the Council has no discretion on the setting of these fees.

2.5 Some fees are not published in this report e.g. those relating to trade waste collection and garden bin fees. This is because some of our costs are not

known this early in the year and to ensure that the services operate in a financially effective manner, the setting of the associated fees is done separately under delegated powers once we are more certain of future costs.

- 2.6 Car parking charges are not covered in this report as they are subject to a separate report which will be presented to Members in due course.

### **3. Conclusion**

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

### **4. Financial Implications and Risks**

- 4.1 The inflationary increases in fees and charges are required to meet the increases in costs that the Council is facing. Without these increases the Council will have to make savings in service delivery to meet the shortfall in the Council's budget for 2023/24 and future years.

- 4.2 For demand led services there is a risk that demand will fall, and the actual income received will fall short of the budgeted income. To mitigate this risk when producing income budgets assumptions will be made around the level of income to be achieved which will be based on best estimates calculated by service managers and the finance team working together.

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

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

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

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## FEES AND CHARGES 2023-24

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

### LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Current fees and charges
--------------------------

Cabinet Member(s)	Ward(s) affected: All
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Contact Officer, telephone number and email: James Moore, 01263 516430, <a href="mailto:James.Moore@north-norfolk.gov.uk">James.Moore@north-norfolk.gov.uk</a>
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## 1. Introduction

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

## **2. Fees and Charges 2023/24**

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

### Significant changes to note:

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



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

### **3. Conclusion**

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

### **4. Financial Implications and Risks**

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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## TREASURY MANAGEMENT HALF YEAR REPORT

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

## LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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

### 1. Introduction

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

### 2. Treasury Management Half Year Report

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

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

### **3. Corporate Plan Objectives**

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

### **4. Medium Term Financial Strategy**

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

### **5. Financial and Resource Implications**

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

### **6. Legal Implications**

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

### **7. Risks**

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

### **8. Sustainability**

None as a direct result of this report.

### **9. Climate / Carbon impact**

None as a direct result of this report.

### **10. Equality and Diversity**

None as a direct result of this report.

### **11. Section 17 Crime and Disorder considerations**

None as a direct result of this report.

### **12. Conclusion and Recommendations**

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

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

# Treasury Management Half Year Report 2022-23

## Introduction

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

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

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

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

## External Context

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

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

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

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

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

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

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

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

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

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

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

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



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

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

#### **Credit review:**

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

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

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

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

#### **Local Context**

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

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

## Treasury Management Summary

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

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

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

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

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

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

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

## **Borrowing**

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

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

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

## **Borrowing Strategy and Activity**

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

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

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

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

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

**Borrowing Position**

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

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

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

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

### Treasury Investment Activity

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

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

### Treasury Investment Position

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

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

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

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

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

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

### Financial Strength Rating

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

Updated: 29/09/2022

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

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

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

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

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

### Non-Treasury Investments

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

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

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

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

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

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

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

### Treasury Performance

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

#### Performance

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

## Compliance

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

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

## Debt Limits

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

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

## Investment Limits

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



### Treasury Management Indicators

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Background:**

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

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

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

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

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

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

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## Annual Review of Beach Huts and Chalets 2022

**Summary:** This report provides an annual review of Beach Hut and Chalets service, for a 12 month period following the previous 2020/21 review.

**Options considered:** Not applicable.

**Conclusions:** It has been a challenging period since the 2018 Beach Hut and Chalet review was completed due to the pandemic and various lock downs that initially preventing bookings and then resulted in an increase of staycations and tourism to the area.

The income during this period of review has seen an increase on the previous year, however with the expected economic challenges facing the tourism sector with the cost of living crisis that is likely to see this challenging period continue and could result in less weekly let income over the next review period.

**Recommendations:** To receive and note the update and consider any necessary recommendations or actions.

**Reasons for Recommendations:** To maintain effective service provision.

### LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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Cabinet Member(s) Cllr Eric Seward	Ward(s) affected Cromer, Mundesley, Overstrand and Sheringham
Contact Officer, telephone number and email: Renata Garfoot, Asset Strategy Manager tel: 01263 516086. Email. <a href="mailto:Renata.Garfoot@north-norfolk.gov.uk">Renata.Garfoot@north-norfolk.gov.uk</a>	

## 1. Introduction

- 1.1 In 2018 an Overview and Scrutiny Task and Finish Group was set up in order to review the Council's beach hut and chalet service. The review included the weekly and annual lets, with a full review of all processes, fees and charges in order to identify operational improvements and highlight options for future efficiencies and service enhancements.
- 1.2 Cabinet agreed the proposal and requested an annual review. Whilst a review report was provided in 2019, due to the pandemic a further review report was not completed until 2021. This report covers the period from September 21 – October 22 to enable any recommendations to be implemented for the forthcoming season.
- 1.3 An update of the actions from the 2018 Beach Hut and Chalet review can be found in Appendix A.

## 2. Booking Performance – Weekly lets

- 2.1 The Council has a total of 14 beach huts and 16 chalets as weekly lets based in Cromer, Mundesley and Sheringham. In 2022 a further 3 weekly beach hut lets were added to the portfolio in Cromer.
- 2.2 Summary of bookings for 2021 were taken as at 06.09.21. 2022 bookings from 07.09.21 – 06.09.22 are below

Month	2021 Number of bookings	2021 Number of bookings available (stock)	2021 % booked	2022 Number of bookings	2022 Number of bookings available (stock)	2022 % booked	2022 Comments
January	1	7	14%	0	0	0%	Improvement works being undertaken
February	3	6	50%	0	0	0%	
March	2	8	25%	0	0	0%	
April	3	65	5%	6	74	8%	
May	45	150	30%	9	64	14%	
June	64	119	54%	23	106	22%	
July	149	150	93%	77	165	47%	
August	101	120	84%	97	131	74%	
September	38	121	31%	12	78	15%	
October	7	79	9%				
November	None offered to book			26	26	100%	Winter/Spring Block Booking
December	None offered to book						
Total	413	825	39%	250	644	40%	

- 2.3 In 2017 occupancy rate of 28.2% (prior to the Beach Hut and Chalet review in 2018). 2020 occupancy was 29% which would have been somewhat negatively impacted by lockdown in the first half of the year. In 2021 there was an increase to 39% occupancy rate which was due to increased staycations. In 2022 the occupancy rate has marginally increased to 40%, although in 2022 there had

been less availability due to the chalet buildings being closed to enable the works to proceed and the winter/spring block booking also effects how the data is reported through the booking system.

- 2.4 It is disappointing that following the refurbishment and marketing campaign the number of bookings are down from 2021 in months May – September. This may be due to people being able to and wishing to travel and holiday overseas following the pandemic.
- 2.5 The new block booking over the winter/spring months has proved popular with 100% take up.

### **3. Tourism Information**

- 3.1 Visit East of England's recent tourism survey is a helpful insight as to the possible impact on the number of bookings during the period of this annual review. It states the following:
- 37% said trading for 2022 was worse than pre-pandemic and 27% said far better.
  - 45% said pre-bookings were as expected and 38% said current pre booking levels said levels were worse than expected.
  - Respondents agreed that "Demand was very unpredictable this year"
  - Respondents felt consumer spend overall was lower than in previous years.
- 3.2 There is limited published information currently available as to how the cost of living crisis might impact the North Norfolk tourism sector for the 2023 season.

### **4. Waiting Lists for 5 year leases**

- 4.1 During the review period we have found strong demand for 5 year leases of beach hut plots and chalets remains as demonstrated by the current waiting lists.
- 4.2 Beach huts at Sheringham East has the largest number of people on the waiting list and the longest waiting period is from 2013.
- 4.3 The waiting list has grown since the review was undertaken in 2018 with a total of 525 at that time which has increased to 861.
- 4.4 There is no waiting list for weekly lets, which are available on a first come first served basis, with bookings made online.
- 4.5 The waiting list fee was £25 and increased in 2022 to £45.
- 4.6 The waiting list summary is as follows:

Location	Type	Existing entries on list	2021 entries	2022 (to 17.10.22)	Total on list	Oldest entry
Cromer East	Chalet	89	13	17	119	16/08/13
Cromer West	Chalet	36	11	13	60	30/05/17
Sheringham	Chalet	93	9	12	114	15/08/13
Overstrand	Beach Hut plot	37	18	7	62	16/11/17
Cromer East	Beach Hut Plot	78	20	10	108	24/07/15
Cromer West	Beach Hut Plot	24	12	7	43	31/08/17
Sheringham East	Beach Hut Plot	120	29	12	161	25/03/14
Sheringham West	Beach Hut Plot	83	27	10	120	20/06/16
Mundesley	Beach Hut Plot	48	18	8	74	10/09/14
Total		608	157	96	861	N/A

## 5. Turnover of 5 year leases

- 5.1 At the time of writing the report there had been 8 tenants (2 chalet and 6 beach hut plot tenants) who have given notice that they wish to relinquish their lease. This figure may rise before the January deadline. It is unusual to have as many give notice this far in advance of the deadline and this may be as a result of the cost of living crisis.
- 5.2 Currently the turnover of leases is not of concern due to the high number of people on the waiting list.
- 5.3 Where leases are relinquished Officers consider if there is any merit in adding to the weekly let portfolio, repositioning weekly lets (switching with the leased site) to improve their location and desirability for bookings.

## 6. Lease and Booking Restrictions

- 6.1 There have been queries raised, asking if it is possible to restrict bookings or leases to only those who live in the locality as there is a perception that the local community would make more use of these facilities and/or to give notice to tenants who use the huts irregularly.
- 6.2 Whilst some customer's initial preference may be for a long lease, there is a 60% void period in weekly lettings meaning there is availability for the local community to make use of these facilities. The Council could consider offering an exclusive period of time for the local community to make bookings in advance of opening bookings to everyone. The current bookings system is quite simplistic and is not expected to have the capability to recognise a customer's address and it is not viable to have staff resources manually checking the validity of bookings. A restricted system could result in less income being obtained due to missed booking opportunities for those out of area customers that may be restricted from making a booking when they wish.



Due to the challenges raised above, it would not be recommended to implement such a regime.

- 6.3 The chalet and beach hut plots leases do not include any clauses regarding a required minimum period of use by tenants. It would be difficult to prove with any accuracy if there was a breach of this clause and if the tenant objected the Council would need to obtain a court order to evict. This would prove to be a costly and possible unsuccessful eviction process. Due to these factors it would not be a recommended course of action.
- 6.4 The majority of applicants on the waiting lists are from the District and wider Norfolk area and due to this any locality restrictions on leases, is not expected to significantly reduce waiting times.

## **7. Additional Beach Hut Plots**

- 7.1 The 2018 review gave a summary of resorts for possible additional hut sites and plots. (Appendix B)
- 7.2 New plots have been established within this review period, with 1 additional at Cromer and 5 at Mundesley which are being let on 5 year annual leases for the following 2022/23 season.
- 7.3 3 additional beach huts at Cromer West have joined the weekly lets portfolio during 2022/23 season.
- 7.4 The potential site at the Clink Road Car Park, Sea Palling was investigated and whilst some discussions with the landlord was held, it was not taken forward due to high demand for parking over peak months.
- 7.5 Cart Gap car park was investigated for additional huts however the preference was to retain the whole area for car parking as it is limited in that location.
- 7.6 Whilst there is an area of land in Overstrand that the Council has assumed responsibility for, it does not have legal title for it and therefore is not able to take forward any sub-letting or hiring of this land for additional beach huts. The existing beach huts and promenade in Overstrand was damaged by adverse weather and costal conditions over the winter period and there is an increased risk of future damage again in this location. With any new plots it would be recommended that huts are removed over the winter period.
- 7.7 The site at Beach Road, Weybourne was also investigated, however this site was used for tree planting.
- 7.8 The site at East Runton is currently being considered, but this would also result in the loss of car parking and therefore is not likely to proceed.
- 7.9 Increase of huts plots and weekly lets during 2022/23 - Total of 9.

## **8. Condition Survey and Maintenance**

- 8.1 Condition surveys were completed in 2019 with a three year work programme proposed for Council owned beach huts and chalets. A tender was undertaken to secure a contractor to undertake a range of maintenance works including internal and external decoration which completed this year at a cost of £112,310.
- 8.2 Roof replacement at Sheringham was not completed nor the chalets at the Donkey Shelter Cromer. Further testing of paint is being undertaken at Cromer and the building has also been included as part of the levelling up project seeking funding to enhance the building and provide additional accessible beach huts on the ground floor. An application for a capital bid has been submitted as an alternative funding source, if the Council's levelling up bid is not successful.
- 8.3 Replacement furniture and curtains was provided at a cost of £10,357 as part of the refurbishment programme to the weekly lets.
- 8.4 A 3 year programme of redecoration has been established alongside the day to day maintenance.
- 8.5 During January – March 2022 there were several incidents of adverse weather conditions that caused damage to some tenanted beach huts and the Promenade at Overstrand. The Council undertook the repairs to the Promenade at a cost of £9,000. It is envisaged that further storm damage will be likely in future years due to the changing coastline and due to the current Promenade construction it and the beach huts will be susceptible to damage. Upgrades to the Promenade/beach hut plots by constructing concrete bays would reduce the damage however the likely cost could mean it's not financially viable.
- 8.6 A consultation with tenants at Overstrand regarding the removal of beach huts over the winter period (as undertaken at Mundesley) to minimise damage to beach huts and debris entering the sea was not supported by the majority of tenants. Officers will monitor weather conditions and give notice to tenants to enable them to take measures to mitigate damage. Officers will also monitor and review removal of beach huts again in the future.

## **9. Marketing**

- 9.1 The marketing of beach huts and chalets for weekly lets has previously been limited mainly to local posters and leaflets. This year officers undertook a broader marketing programme advertising monthly in free magazine Just Regional and Just Summer, also utilising facebook and twitter. Officers ran a public competition through social media for a free week beach hut hire to generate wider interest. This achieved over 1000 "likes" and alongside this competition, information on how to hire them was also provided.
- 9.2 A specific filming request was also received and explored, unfortunately this did not progress.
- 9.3 Consideration regarding the use of a specialist agent for marketing and booking system management was also undertaken for 2022, but not taken forward due to the cost of 12.5% commission per booking and impact on the budget. This will be kept under review for future years.

## 10. Medium Term Financial Strategy

10.1 In terms of the current position of income the table below represent the gross income from weekly lets and leased beach hut and chalet income over a 12 month period.

Location	Weekly Lets 07.09.22 – 06.09.23 Beach Huts and Chalets		Leased (22/23) Beach Huts and Chalets	
	No. available	Income (gross)	No. available	Income (gross)
Cromer Chalets (East and West)	12	£14,485 (E) £4,340 (W)	52	£27,218 (E) £19,367 (W)
Cromer Huts (East and West)	3	Included in above	120	£47,386 (E) £19,686 (W)
Mundesley Beach Huts	7	£12,175	53	£32,118
Sheringham Chalets	4	£7,915	25	£27,700
Sheringham Huts (East and West)	7	£15,830	88	£43,529 (E) £5,211 (W)
Overstrand Huts	0	£0	51	£30,906
<b>Total</b>	<b>33</b>	<b>£54,745</b>	<b>389</b>	<b>£253,121</b>
Average income per unit per annum		£1658		£650

10.2 Whilst weekly lets per unit average is higher than a leased unit it is important to note that this is a gross figure and doesn't take into account resources required to manage the weekly lets which are generally more management intensive and require repairs and maintenance.

10.3 Out of all the types, the beach hut plots are the least management intensive as generally only require repairs and maintenance expenditure when adverse weather conditions damage the site (promenade) and the majority are expected to continue until lease expiry.

10.4 Income growth can be achieved from additional sites, however having reviewed the potential sites and being able to establish only a small number of extra beach hut plots, it is more likely that growth will come from rent reviews, increasing the number of bookings and/or fees.

10.5 The 2023/24 rents for leased beach huts and chalets will see no increase as per the lease provisions that was established as part of the original Beach Hut and Chalet Review as shown:

### Beach Huts (Leased)

Rent Summary						
	CROMER		SHERINGHAM		MUNDESLEY	OVERSTRAND
	WEST PROMENADE	EAST PROMENADE	WEST PROMENADE	EAST PROMENADE	PROMENADE	PROMENADE
BEACH HUTS	BEACH HUT SITES	BEACH HUT SITES	BEACH HUT SITES	BEACH HUT SITES	BEACH HUT SITES	BEACH HUT SITES
2020/21	£525.00	£500.00	£525.00	£500.00	£550.00	£550.00
2021/22	£551.25	£525.00	£551.25	£525.00	£577.50	£577.50
2022/23 Rent Review	£579.00	£551.00	£579.00	£551.00	£606.00	£606.00
2023/24 - Nil increase as lease provision	£579.00	£551.00	£579.00	£551.00	£606.00	£606.00
<b>Total</b>	<b>£19,686.00</b>	<b>£47,386.00</b>	<b>£5,211.00</b>	<b>£43,529.00</b>	<b>£32,118.00</b>	<b>£30,906.00</b>

### Chalets (Leased)

Rent Summary							
	CROMER				SHERINGHAM		
Site	WEST PROMENADE		EAST PROMENADE		WEST PROMENADE		
2021/22 inc 5% increase	£727.05	£925.50	£807.50	£955.50	£1,054.63	£1,125.50	£1,020.60
2022/23 Rent review Propose 5% increase	£763.00	£972.00	£848.00	£1,003.00	£1,107.00	£1,182.00	£1,072.00
2023/24 - Nil increase as lease provision	£763.00	£972.00	£848.00	£1,003.00	£1,107.00	£1,182.00	£1,072.00
	£3,815.00	£15,552.00	£21,200.00	£6,018.00	£11,070.00	£5,910.00	£10,720.00

Summary Leased Rental Income Expected 2023/24	
Beach Huts	£178,836
Chalets	£74,285
Additional plots Mundesley	£3,030
Additional plot Cromer	£525
<b>TOTAL RENT DUE</b>	<b>£256,677</b>

- 9.5 With the current economic climate it is difficult to predict the impact on weekly lets for the next season. There is a possibility that tourism overseas has a greater impact due to the higher cost to travel overseas and consumers seek a UK based holiday as an alternative. Even if tourism remains strong in the district, hiring a beach hut or chalet, may not be deemed an essential part of the holiday experience and if consumer expenditure reduces it could have a negative impact on the number of bookings.
- 10.6 The income for 2023/24 has been estimated below with a marginal increase for weekly lets, based on the assumption there is some growth in fees for the block bookings that saw a 100% occupancy rate and small increase to peak weeks and waiting list fee increases to £50.

Estimated Income for 2023/24	2023/24
Weekly Lets	£57,000
Waiting List	£1,500
TOTAL	£58,500

- 10.7 The weekly beach hut and chalet hire fees increased in 2022/23 which was the first time since the charges has been set in 2018 and is shown below, along with the fees proposed for 23/24.

Type/Period	Fee per week 2018 - 2022	Fees 2022/23	Fees proposed 23/24
Chalets - Peak unserviced Per Week	£210	£230	£235
Chalets - Peak serviced Per Week	£260	£285	£290
Chalets - Mid unserviced Per Week	-	£135	£135
Chalets - Mid serviced Per Week	N/A	£150	£150
Chalets - Low unserviced Per Week	£85	£95	£95
Chalets - Low serviced Per Week	£95	£105	£105
Chalets - Winter season unserviced Per Season	£21 (per week)	£350	£380
Chalets - Winter season serviced Per season	£21 (per week)	£385	£420
Beach Huts - Peak per Week	£195	£210	£215
Beach Huts - Mid per Week	N/A	£115	£115
Beach Huts - Low per week	£70	£80	£80
Beach Huts - Winter per season	N/A	N/A	N/A

- 9.7 In 2022/23 Along with an increase to the price, officers made changes to the previous format of Peak, Off Peak, winter charges by:
- Extending the traditional peak weeks beyond the 6 school week holidays
  - Introduced a mid-rate price between the low (former off peak) and peak rate that is to be used for early summer bookings, creating a more blended pricing strategy.
  - Removed the £21 winter fee that is not viable due to the cost of servicing the booking and replaced it with a block period that extends from the autumn to the following spring, which has proved popular.
  - Offer Long Weekend (Friday to Monday) rate during the Low period to encourage visitors in the area for short breaks to make a booking. This price would be an enhanced pro-rata.
- 9.8 Officers are considering if a “green levy” could be introduced, whereby a small sum is paid in addition to the weekly booking which is used to fund green initiatives either on the huts/chalets or in the nearby area.
- 9.9 Total combined income predicted for 2023/24 £315,177

## 10 Financial and Resource Implications

- 10.1 The expenditure for 2021/22 is shown below as a comparison with previous years. The data for 2022/23 is not complete at the time of writing the report.

	2019/20	2020/21	2020/22
Staff salaries and other expenses	£37,863.69	£43,187.44	£20,355.22
Repairs and maintenance	£12,192.23	£3,287.92	£13,045.78
Business rates	£4,761.74	£4,756.65	£5,205.95
Electric	£287.43	£817.69	£439.36
Insurance	£2,692.37	£2,749.72	£2,895.77
Other Services Recharge	£140,380.00	£104,015.00	£97,284.00
Beach hut removal	£14,495.00	£15,003.00	£15,184.00
Total	£212,672.46	£173,817.42	£154,410.08

- 10.2 Please note:

- The repairs and maintenance budget excludes the capital expenditure on improvement works.
  - Some staff salaries have been reallocated following the restructure and the expenditure in this budget is predominantly one part time administrator and salary on costs.
  - Seafront inspectors and tourist information staff who have some involvement in the management in the beach hut and chalet service are not included.
  - The majority of these costs relate to the management of weekly lets.
  - Expenditure for 2021/22 has seen a reduction but this is due to the reallocation of salaries and Other Services Recharge’s rather than a true reduction in expenditure.
- 10.3 It is not expected for 2022/23 and the forthcoming season that there will be any reduction in expenditure.

## **11 Future Strategy**

- 11.1 Levelling up initiative. The Council has submitted a bid for Levelling up funding for both Cromer and Fakenham. At Cromer the area of focus stretches from Runton Rd carpark towards Happy Valley and seeks to improve these area with visitor orientation hub, cycle routes, marrams pavilion/sports hub, new public toilets, accessible footpaths, North Lodge Park regenerations, play/education areas and 2 new accessible beach huts. If successful it is expected that this will not only provide 2 accessible beach huts to the portfolio but also that the improvements will encourage more visitors to the area and in turn bookings of nearby beach huts and chalets.
- 11.2 Additional weekly lets and beach hut plots. Officers will continue to review locations for additional sites, but is limited on the availability of new opportunities with existing sea front landholdings. Availability of seafront land is rare and the cost of acquiring land would impact on viability. With the original 5 year leases coming to an end (April 24) there would be opportunity for some of these to become weekly lets that would generate a high rate of income. This would need to be considered alongside the increased cost of managing the service.
- 11.3 Customer Service. Further consider how the Council could manage the service more efficiently and improve customer service.
- 11.4 Marketing. Further explore marketing opportunities and consider another competition.
- 11.5 Management Consider separation of the service (leases and weekly lets) to establish feasibility of different services taking a role in managing the service (to share knowledge and enhance customer service) and/or viability of appointing external managers for weekly lets.
- 11.6 Repairs Donkey Shelter refurbishment, Sheringham West chalet roofs, subject to capital bid approval and redecoration of areas of flaking paint.
- 11.7 Climate Change. Monitor storms surges and adverse weather conditions which may damage the current portfolio and tenants huts. If they continue to grow the viability and feasibility of this service may become too challenging.
- 11.8 Green levy. Consider feasibility of such a levy.
- 11.9 Income/Rent Reviews. Changes made to the rent review provision in the new leases this year, now enables the rent to be reviewed on an annual basis. With this provision it gives the Council greater scope to review the rent in line with market conditions at that time and increase the rent if appropriate. The first of the lease renewals will be due April 2024 and it is intended to update these leases at the same time with the annual rent review provision. This will be the be the next real opportunity to complete a rent reviews.

## **12 Legal Implications**

- 12.1 The beach hut/chalet 5 year leases documents have been reviewed and updated again in 2022. This includes adding an annual rent review provision and improved termination clauses. These will be used for new leases and brought in when the remaining leases come up for renewal.

## **13 Risks**

- 13.1 The current economic situation may have a negative impact on bookings for the

forthcoming season and income generation and arrears.

- 13.2 Adverse weather conditions and storm surges causing damage the portfolio and tenants huts.
- 13.3 Levelling up and capital funding may not be awarded, resulting in no improvements being undertaken.

#### **14 Sustainability**

- 14.1 Investigation into a Green Levey is being undertaken, which could see a small amount added to each lease and/or booking that could be spent on green initiatives in the locality. This might be used to fund sustainable timber and paints when redecorating, green roof installation, additional recycling bins, wildflower planting, water/energy saving measures in nearby public toilets, solar or PV.
- 14.2 Without regular maintenance the chalets and beach huts will fall into disrepair and the repairs could amount to a level where it is not financially viable to undertake and facilities then close for weekly bookings. To mitigate this they could be let on a 5 year lease so not to have a negative impact on the financial sustainability of the Council.

#### **15 Corporate Plan Objectives**

- 15.1 The key corporate priorities as contained within the current Corporate Plan that relate to this project are:
  - Boosting Business Sustainability and Growth
  - Customer Focus
  - Financial Sustainability and Growth
  - Quality of life

#### **16 Climate / Carbon impact**

- 16.1 The beach huts and chalets are being impacted by adverse weather conditions causing damage to them and the promenade. The cost of the Council rectifying the damage is expected to be not financially sustainable if adverse weather conditions increase in frequency. In high risk locations ne leases may be changed requiring beach hut tenants to remove their huts over the winter period when storm damage is more likely. In extreme/very frequent cases, officers may recommend that no beach huts leases are made available.

#### **17 Equality and Diversity**

- 17.1 Officers are considering installation to 2 accessible beach huts which would be available for weekly lets in Cromer. This is subject to feasibility and viability.

#### **18 Section 17 Crime and Disorder considerations**

- 18.1 There are no direct implications from this report.



## **19 Conclusion and Recommendations**

- 19.1 It has been a challenging period since the 2018 Beach Hut and Chalet review was completed due to the pandemic and various lock downs that initially restricted bookings and subsequently resulted in an increase of staycations and tourism to the area.
- 19.2 Income during this period of review has seen an increase on the previous year in both income from leases and weekly lets. Whilst the annual leases will continue to produce similar income during the next financial year, however, with the cost of living crisis, the forthcoming season may be negatively impacted by that and as a result less weekly let income is generated.
- 19.3 Whilst there is a proposed future strategy as outlined in Section 11, this is building on the actions already completed as part of the Beach Hut and Chalet Review in 2018 and therefore it is not expected that there will be any significant cost saving or income growth potential during the next review period.

## Appendix A

### Review of resorts for hut sites

Resort	Current provision	Issues	Conclusion
Sea Palling	None	No beach side land under NNDC ownership. Car Park under lease from Sea Palling and Waxham Trust	Huts on car parks could be considered although primarily for storage. This would be subject to Trust agreement and careful consideration should be given to increased security. The car park only reaches full capacity a few days of the year.
Cart Gap	None	Approx. 8 potential sites on dunes but this is not under NNDC ownership.	Potential for car park sites as above or may be worth discussing with EA.
Eccles	None	No NNDC land	No identified opportunities at this stage
Happisburgh	None	No NNDC land	No identified opportunities at this stage
Walcott	None	Limited land availability. No obvious sites. Walcott does suffer from tidal flooding.	No identified opportunities at this stage
Bacton /Keswick	None	No NNDC land	No identified opportunities at this stage
Mundesley	60 hut sites	Potential for couple more sites but area subject to recent cliff slip. Land to the east of the café is subject to various ownership.	No identified opportunities at this stage
Trimingham	None	No suitable NNDC land. Coast suffers particularly from cliff slip.	No identified opportunities at this stage
Sidestrand	None	No NNDC land and few facilities.	No identified opportunities at this stage
Overstrand	51 hut sites	Increased from 37 to 51 in 2017. Capacity for more sites but poor facilities.	Consideration needs to be given to improving facilities on the promenade.
Cromer	65 chalets 122 hut sites	Recently increased numbers of hut sites (from 89 to 122)	Given the recent review and expansion of sites , without tiered or other works involving cliff piling Cromer is at full capacity.
East Runton	None	No beach-side land but potential for some sites on grassed area of car park.	Pursue the siting of 6 – 8 beach huts overlooking the sea on the northern aspect of the car park.
West Runton	None		No identified opportunities at this stage
Sheringham	29 chalets 89 hut sites		Some additional sites available
Weybourne	None	No beach-side land but potential for some sites on grassed area of car park.	Potential use as leisure huts to be considered if improvements are made to the car park and surrounds to increase viability
Blakeney to Wells	None	Little suitable NNDC land west of Weybourne. Wells beach huts are under the management of Holkham Estates.	No identified opportunities at this stage

# BEACH HUT AND CHALET REVIEW 2018 ACTION LIST

## Weekly Lets

**WEEKLY LETS Stage 1: within 12 months**

**By October 2019**

	PROCESS EFFICIENCIES	MARKETING	QUALITY AND MONITORING	MITIGATE RISK	REVIEW CHARGES	OPPORTUNITIES
Action	Move to on line booking and charge collection asap	Create a marketing strategy	Set standards and keep quality consistent	Install removable shutters to a selection of chalets to better facilitate off peak lets	Keep charges same for 2019 until changes take place and outcomes reviewed	Offer weekend bookings
Update	Completed	Completed	Delayed	To reduce costs of installing new shutters, the existing will not be fitted unless of adverse weather conditions	Completed	DELAY - awaiting results of 2022 marketing campaign
Action	Agree process for charging to facilitate bookings 18 months in advance	Make better use of on-site advertising, TICs etc.	Obtain feedback from users and make improvements where possible	Monitor bookings to be able to react in a timely way to optimise bookings during events and good weather	Monitor competition and if possible service to visit local facilities to evaluate and make comparisons relative	Use automation of system to allow better use of staff resources to obtain and react to feedback effectively and plan improvements accordingly
Update	Previous recommendation not to set prices 18 months in advance as it limits the ability to react to the market conditions at that time.	Partially completed	Feedback form prepared.	Insufficient skilled resource to fulfil this on a weekly basis.	Ongoing	Requested made for system not yet developed.

Action	Make better use of resources by concentrating on marketing, monitoring and quality control	Provide better customer service through targeted correspondence	Ensure continued ongoing maintenance / improvement programme	Agree plan of action to ensure continuity of offer should bookings increase significantly (i.e. ensure cover for cleaning, off peak contacts, problem resolution etc.)		Obtain certainties over pricing and obtain income at time of booking – up to 18 months in advance.
Update	Partially completed	Ongoing	Improvement works to Chalets completed (except Donkey Shelter and some roofing works) during 2021/22 Some beach huts repainted.	Investigations into professional cleaning company were undertaken and additional officer resources are developing skills in this service		Previous recommendation not to set prices 18 months in advance as it limits the ability to react to the market conditions at that time.

Action	Ensure adequate training is provided for staff and ensure the system is developed to allow some flexibility (i.e. weekend booking)	Allow 'offers' to encourage off season use and take advantage of good weather and local events	Monitor quality regularly through spot checks and feedback forms			Consider weekly lets at other locations (i.e. East Runton)
Update	Partially completed	Winter/Spring block booking taken forward	Delayed			Sites investigated see main report for further details

Stage 2: Undertake a review of service following Stage 1				
	MARKETING	QUALITY AND MONITORING	REVIEW CHARGES	OPPORTUNITIES
Action	Review and revise communication plan and marketing strategy	Review feedback and determine desire for improved offer. If yes complete business case and submit capital bid	Compare competitors prices and offer. Review feedback on charges and take up of offers before considering price changes	Consider weekly lets at other locations (i.e. Weybourne and Cart Gap)
Update	Updated plan produced	Awaiting feedback system	Undertaken annually as part of pricing review	Sites investigated see main report for further details.

<b>Stage 3: Weekly lets – If necessary review further options/opportunities</b>			
	<b>MARKETING</b>	<b>QUALITY AND MONITORING</b>	<b>OPPORTUNITIES</b>
Action	Review marketing – ask people how they found out about NNDC. What is working that is cost effective? Try new means if necessary	Review feedback and determine desire for improved offer. If yes complete business case and submit capital bid	If income from weekly lets does not exceed the annual rent achieved at this time then consider a. Reducing or eliminating the weekly let offer b. Outsourcing blocks of chalets or huts to suitable hospitality organisations to manage under tenancy agreement
Update	Delayed- awaiting feedback system	Delayed - awaiting feedback system	Partially completed

<b>Annual lets</b>						
<b>Stage 1: within 12 months</b>						By October 2019
Page 101	<b>PROCESS EFFICIENCIES</b>	<b>MARKETING &amp; COMMUNICATIONS</b>	<b>QUALITY AND MONITORING</b>	<b>MITIGATE RISK</b>	<b>REVIEW CHARGES</b>	<b>OPPORTUNITIES</b>
Action	Move from 1 to 5 year licences	Actively engage through annual newsletter.	Obtain feedback to evidence change and direct improvements	Mitigate risk of storms to ensure ‘time-out’ is minimised – ensure chalets are part of contingency programming	Graded increase in charges – open and transparent charging mechanism	Review opportunities for huts at other non-promenade locations
Update	Completed	Delayed	Delayed	Completed	Rent reviews undertaken reflecting the market conditions at the time to determine a fair rent	Sites investigated see main report for further details.

Action	Move to on-line licence issue and receipt	Seek ways to highlight advantages of chalets/huts. I.e.: Health / relaxation/ hobbies etc.	Monitor comparative charges in East Anglia to ensure ongoing competitiveness	Use newsletter to highlight and negate risk (storms, vandalism, property)	Set 3 year term based on approvals – aim to reach target price within 2 years.	Increase/maximise the number of lets at Key resorts
Update	The leases need to be individually drafted with personal information	Partially completed through advertising undertaken	ongoing as part of rent review process	Officers will be directly contacting relevant tenants regarding potential storms.	On going	Completed where additional plots have been established.

Action	Continue to encourage DD payment	Promote and encourage community spirit and improvements using events/competitions etc.	Ensure all issues raised are dealt with efficiently and effectively.		Use matrix for determining charges to ensure clarity and transparency	
Update	Ongoing	Delayed	Ongoing		Completed	

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**Stage 2:** Undertake a review of service and implement changes following Stage 1 years 1 - 2 October 2019 - 2020

	MARKETING	QUALITY AND MONITORING	OPPORTUNITIES
Action	Advertise / promote waiting lists if necessary	Evaluate feedback and use results for future planning.	Consider use of currently redundant lower art deco block as new chalets if other options do not progress
Update	Not currently required	Delayed	This was considered however it a single tenant has taken occupation.

Action		Review charging matrix – is it working?	If feedback suggests need for improved quality of offer (i.e.: designer chalets), submit business case and seek capital funding.
Update		The matrix was helpful in establishing base pricing. Any increases need to reflect the market conditions at that point in time	Delayed

**Stage 3: years 3 - 5**

October 2021 - 2023

Page 103	MARKETING	QUALITY AND MONITORING	OPPORTUNITIES
Action	Advertise / promote waiting lists if necessary	Review prices for year 3 against market prices /local comparatives. Set for further two years. Repeat process to ensure continuity	Move from Annual lets to weekly lets if more viable to do so
Update	Not currently required - continue to monitor	The lease rent review has an annual provision and the rents are reviewed annually in accordance with this.	5 year leases have not yet expired. Any relinquished sites are considered for weekly lets.
Action			Consider selling or long term leasing (25yrs) of chalets and hut sites

Update			To consider
Action			Consider outsourcing chalets to local businesses to manage maintenance and lettings
Update			To consider



## **NORTH WALSHAM MARKET PLACE IMPROVEMENT SCHEME**

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

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

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

**Options considered:**

Alternative options would be:

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

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

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

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

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

**LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW**

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

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

**1. Introduction**

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

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

## **2. The scope and impacts of the scheme**

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

### **Church Approach**

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

### **Transport Hub**

- 2.3 A complementary (but separately funded) part of the programme was the establishment of a transport hub on the site of New Road Car Park, where the creation of three new bus bays and ancillary facilities (seating, shelters etc.) has enabled the removal of buses from the main Market Place and from

nearby roads, where congestion and pollution detracted from the environmental quality and safety of town centre streets. This has improved accessibility to the town centre by public transport and has improved passenger comfort. In doing so, it has enabled a redesign of the Market Place to materialise. This scheme was jointly funded by Norfolk County Council, North Norfolk District Council (through land, lost income and staff resources) and North Walsham Town Council (contributing to the bus shelters). It was not funded from the HSHAZ budget, although there were economies of scale achieved through its delivery alongside the place making works. The site has been fully operational for some three months.

### **Market Place**

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

### **The Lokes**

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

#### *Black Swan Loke*

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

collaboration with local organisations, to establish a community/wellbeing garden within the site, if that is the chosen option.

#### *Bank Loke*

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

### **3 Budget**

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

Place that were originally planned, and no budget is in place to fund the anticipated improvements to the Lokes.

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

#### **4 Programme**

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

#### **5 Corporate Plan Objectives**

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

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

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

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

#### **6 Medium Term Financial Strategy**

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

#### **7 Financial and Resource Implications**

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

#### **8 Legal Implications**

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

#### **9 Risks**

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

**10 Sustainability**

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

**11 Climate / Carbon impact**

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

**12 Equality and Diversity**

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

**13 Section 17 Crime and Disorder considerations**

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

**14 Conclusion and Recommendations**

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

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## MANAGING PERFORMANCE QUARTER 2 2022/23

**Summary:** The revised Managing Performance Report attached, as Appendix A, enables the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview of progress towards achieving the objectives in the Corporate Plan, assesses the achievements and issues identified in the second quarter of 2022/23, and the actions being taken to address these issues and proposes any further action needed.

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

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

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

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

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

### Reasons for

**Recommendations:** To ensure the objectives of the Council are achieved.

### LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s) Cllr Tim Adams	Ward(s) affected All
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Contact Officer, telephone number and email: Steve Blatch, Chief Executive  
Email:- [steve.blatch@north-norfolk.gov.uk](mailto:steve.blatch@north-norfolk.gov.uk) Tel:- 01263 516232

## **1.0 Introduction**

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

## **2.0 Overview**

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

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

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

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

- July when, with exceptional summer heat, the District saw a number of localised wildfires, one of which saw the loss of two private residential properties at Ashmanhaugh where the Council's Civil Contingencies and Housing staff provided an emergency response and support to re-house the two households who lost their homes in this unprecedented local situation.

- Submission of Levelling Up bids for Cromer and Fakenham and our UK Shared Prosperity Fund Local Investment Plan.

- The passing of Her Majesty The Queen and Proclamation of King Charles III, including an additional Bank Holiday for the State Funeral.

2.4 Two exceptions to the Council's normally good levels of performance have been experienced during this quarter – particularly during the month of September. This saw the Council's refuse and recycling contractor SERCO introduce new waste and recycling collection rounds (the first such change in over ten years and implemented to reflect housing growth in the District and more efficient routing of refuse vehicles) which initially saw quite high numbers of missed collections. This also created related pressures on the Council's Customer Contact Centre and increased telephony response times as customers sought to contact the Council to report missed bin collections at the same time as the Customer Contact Centre took on responsibility for first point of contact calls from the Revenues Team to improve back-office capacity. These two service changes saw high caller numbers into the Council meaning that telephone answering times increased quite significantly as shown within

the Appendix to this report. This shows a spike in telephone answering waiting times, which has peaked and is now improving (during October) but is still not back to pre-September levels.

### 3.0 Quarter 2 - 2022/23 - Managing Performance Report

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

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

3.3 The report takes the following amended format:-

Chief Executive's Overview	Overview of the Chief Executive outlining the progress in achieving the Corporate Plan and managing services
Key	Key to Delivery Plan action symbols and performance measure symbols
Key Priorities Overview	Graphic and table showing the number of Key Priorities actions for each RAG status (Red, Amber, Green). Table showing the number of actions that are at each of the stages possible for actions (Not Started, InProgress, Completed, Blocked, Parked, Cancelled).
Pages for each of the Corporate Plan Themes Local Homes for Local Need Boosting Business Sustainability and Growth Customer Focus Climate, Coast and the Environment Quality of Life Financial Sustainability and Growth	Key Performance Indicators. Graphic and table showing the number of actions for each RAG status (Red, Amber, Green).  Final progress reports for Delivery Plan actions completed during the quarter (if any).  Exceptions reports – progress reports for those actions that: <ul style="list-style-type: none"> <li>• Have been identified by the lead officer as Red or Amber, or</li> <li>• Have a planned start date that is in the past but is still in the Not Started stage, or</li> <li>• Have a planned due date that is in the reporting quarter or before but the action has not yet reached the Completed stage.</li> </ul>
<i>Note on Key Performance Indicators</i>	<i>Shows performance for the Corporate Plan Key Performance Indicators (KPIs). The</i>

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

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

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

##### **4.1 Local Homes for Local Need**

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

##### **4.2 Boosting Business Growth and Sustainability**

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

Place Environmental Improvements commencing on 12<sup>th</sup> September and proceeding throughout the autumn months. Progress was also made in delivery of the first two Building Improvement Grants, with four other applications being approved during the quarter.

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

### **4.3 Customer Focus**

- 4.3.1 The Council's performance under the Customer Focus heading has seen a reduction in service levels during the last month of the quarter – i.e. September – particularly in telephony response times to the Council's main contact centre number. This was due to the Contact Centre taking on first point of contact calls from the Revenues Team to improve back-office capacity at the beginning of the month, alongside the introduction of the new refuse and recycling collection rounds, coinciding with the additional Bank Holiday declared as a mark of respect for the state funeral of Her Majesty The Queen.
- 4.3.2 The introduction of the new waste and recycling collection rounds by the Council's refuse and recycling contractor SERCO (the first such change in over ten years and implemented to reflect housing growth in the District and more efficient routing of refuse vehicles) initially saw quite high numbers of missed collections and incomplete rounds in the first weeks of the new collection schedules. This generated a high volumes of calls to both SERCO and the Council leading to lengthened call answering times. As this position was understood the Council provided a dedicated online reporting form on our website so that people could leave details of missed bins on a self-serve basis rather than needing to report a missed bin over the phone.
- 4.3.3 This position meant that telephone answering times increased quite significantly during September as shown within the Appendix to this report. This shows a spike in telephone answering waiting times, which has peaked and is now improving (during October) but is still not back to pre-September levels.
- 4.3.4 Beyond the telephony issues, the Council's other frontline Customer Service activity over the summer – including Property Services response to issues at car parks, public toilets and seafront areas and the Environmental and Leisure Services response to amenity cleansing, foreshore and beach issues during the peak summer holiday weeks was strong.
- 4.3.5 The Council also managed the District response to the passing of Her Majesty The Queen, opening Books of Condolence at both the Cromer and Fakenham offices and holding a small public event, attended by approximately 100 people, on Sunday 11<sup>th</sup> September for the Proclamation of King Charles III.

### **4.4 Climate, Coast and the Environment**

- 4.4.1 Due to the sad passing of Her Majesty The Queen on the evening of Thursday 8<sup>th</sup> September, the Council decided, as a mark of respect, that it would be inappropriate to stage the Greenbuild Live event in Fakenham town centre on

Saturday 10<sup>th</sup> September. Arrangements had therefore to be made at short notice to advise participants in the event and members of the public that the event had been cancelled.

- 4.4.2 As a partner to the Norfolk Climate Change Partnership (NCCP), the Council attended the first NCCP conference event in September which discussed two feasibility reports funded through the UK Community Renewal Fund programme – one on the possible use of locally produced hydrogen to fuel refuse vehicles and a second on Local Energy Kickstarter project proposals – which we will now consider further in the context of North Norfolk.
- 4.4.3 Work continues to assess the energy performance of the Council's property assets and how these might be improved in support of the Council's declared ambitions and aspirations in support of the recently adopted Net Zero Strategy and Action Plan and of the potential for the Council to install solar car ports over some public car parks and extend public provision of Electric Vehicle Charging Points.
- 4.4.4 In terms of the Coast, detailed work has been progressed for a variation of the funding profile for the Phase 2 Cromer Coastal Management Scheme and an updated Outline Business Case for the Mundesley Coastal Management Scheme. Work has also been progressed in the preparation of an Outline Business Case for submission to the Environment Agency for initial project interventions for the Coastal Transition Accelerator Programme, as announced by Government back in March. Work has also been completed with partners in Coastal Partnership East in preparing a draft Supplementary Planning Document for Coastal Adaptation. This has been presented to the Planning Policy and Built Heritage Working Party and will be subject to public consultation in the New Year.

#### **4.5 Quality of Life**

- 4.5.1 During this quarter the North Norfolk Health and Wellbeing Board was formally established, strengthening the local partnership working arrangements between the District Council, local health providers and the voluntary and community sectors – particularly around the prevention and social prescribing agendas being taken forward by the newly appointed Community Connectors team.
- 4.5.2 Works have also been progressed on the new Wells toilets and Changing Place facility although the completion date for the scheme has been delayed because of material supply issues. Work has however started on the new Queens Road, Fakenham toilets and Changing Place facility and plans approved for a similar scheme at Vicarage Street Car Park, North Walsham where orders for the modular units have been placed and development is scheduled to commence on site in early January.

#### **4.6 Financial Sustainability and Growth**

- 4.6.1 Work has been progressed in respect of the implementation of a new finance system by the Accountancy and IT teams, scheduled to go-live by the end of the calendar year.
- 4.6.2 Advertisement and recruitment of a new Director of Resources commenced and progressed during September.

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

## **5.0 Conclusion**

5.1 Continued strong progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report, despite peak holiday season demands on many public-facing discretionary service areas provided by the Council – car parks, public toilets, Blue Flag beaches and foreshore, cleansing, Cromer Pier, Green flag woodland sites etc and some unexpected events such as extreme heat, localised wildfires and the sad passing of Her Majesty The Queen and Proclamation of King Charles III.

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

## **6.0 Implications and Risks**

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

## **7.0 Financial Implications and Risks**

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

## **8.0 Sustainability**

8.1 There are no negative sustainability implications of this report.

## **9.0 Equality and Diversity**

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

## **10.0 Section 17 Crime and Disorder considerations**

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

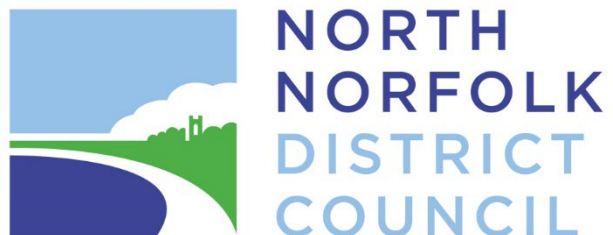
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# Managing Performance

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# Managing Performance

## Quarterly Report Chief Executive's Overview

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

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

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

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

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

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

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

### **Local Homes for Local Need**

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

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

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

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

### **Boosting Business Growth and Sustainability**

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

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

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

### **Customer Focus**

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

# Managing Performance

Quarterly Report Chief Executive's Overview continued

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

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

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

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

## **Climate, Coast and the Environment**

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

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

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

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

### **Quality of Life**

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

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

### **Financial Sustainability and Growth**

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

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

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






### **Conclusion**

Continued strong progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report, despite peak holiday season demands on many public-facing discretionary service areas provided by the Council – car parks, public toilets, Blue Flag beaches and foreshore, cleansing, Cromer Pier, Green flag woodland sites etc and some unexpected events such as extreme heat, localised wildfires and the sad passing of Her Majesty The Queen and Proclamation of King Charles III.

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## Actions and Performance Measure Keys

### Actions - key to symbols

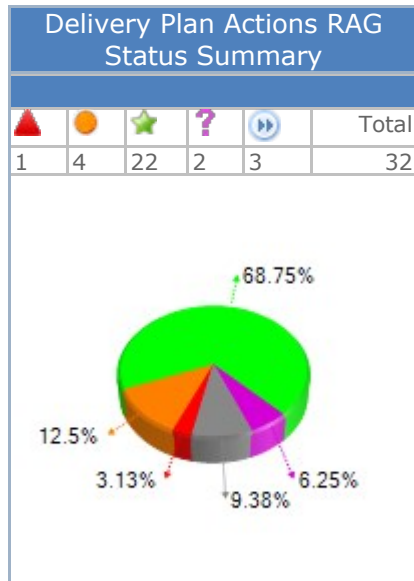
	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action has been completed as planned
<b>n/r</b>	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
<b>not set</b>	The action is an ongoing activity throughout the life of the Corporate Plan so does not have a set Due Date
<b>?</b>	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	
<b>-</b> Measure is a quarterly measure so there is no data reported for this month	

## Key Priorities Overview



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

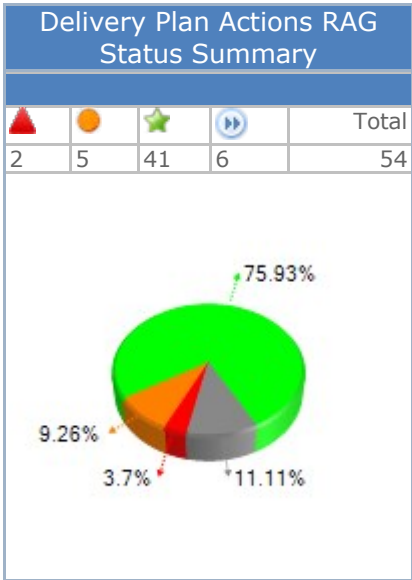
## Local Homes for Local Need

### Local Homes for Local Need Key Performance Indicator Update

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

		Mar 2022
CE 002 Number of long term empty homes (6 months or more as at October each year)	Performance (YTD)	n/a
	Comments	This is the yearly indicator reported in October each year to Government as part of the CTB1 Government Return and the figures have decreased from 564 in October 2020 to 477 in October 2021. The reasons for this are likely to be due, in part at least, to the market but also the financial impact of the council tax levy, amongst other things. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Combined Enforcement Team Leader and the Revenues Manager monitors these properties. Given current capacity within the teams legal interventions are constrained not least given the time and complexity of tackling this issue. The new Housing strategy includes this issue but any resources will need to be targeted given local housing needs and recognise that there are rarely instant solutions in bringing long-term empties back into use via the corporate Enforcement board.
	Actual (YTD)	477
	Target (YTD)	
	Direction of change (YTD)	↓ ✓
	Planning Pattern	Annual





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

**Local Homes for Local Need delivery plan actions completed this quarter**

Objective(s)/ Department	Action	30/09/2022	
<ul style="list-style-type: none"> <li>■ Objective 1.3.1c: Improving Housing Stock Condition - Private - energy &amp; fuel poverty - Target</li> <li>■ Strategic Housing</li> <li>■ Key Priorities</li> </ul>	<input checked="" type="checkbox"/> 1.3.1c.1 Encourage landlord take up of energy efficiency improvement works	Performance	✔
		Comments	n/r
		Owner	Graham Connolly
		Start Date	01/01/2022
		Due Date	31/03/2022
		Estimated end date/ Completion date	30/06/2022
<ul style="list-style-type: none"> <li>■ Objective 1.3.2: Improving Housing Stock Condition in the Private Sector - Tackling disrepair</li> <li>■ Strategic Housing</li> </ul>	<input checked="" type="checkbox"/> 1.3.2.1 Report on good practice. to tackle disrepair	Performance	✔
		Comments	n/r
		Owner	Graham Connolly
		Start Date	01/04/2022
		Due Date	30/06/2022
		Estimated end date/ Completion date	30/06/2022
<ul style="list-style-type: none"> <li>■ Objective 1.3.3: Improving Housing Stock Condition in the Private Sector - Tackling empty homes</li> <li>■ Strategic Housing</li> </ul>	<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
		Start Date	01/04/2022
		Due Date	30/06/2022
		Estimated end date/ Completion date	30/06/2022
<ul style="list-style-type: none"> <li>■ Objective 1.5.1a: Supporting Vulnerable Residents - Prevent Homelessness - Prevent crisis</li> <li>■ Strategic Housing</li> <li>■ People Services</li> </ul>	<input checked="" type="checkbox"/> 1.5.1a.1 Identify people 'at risk of crisis' and develop action to help prevent crisis	Performance	✔
		Comments	5/10/22 - Review complete, new structure in place, some recruitment ongoing
		Owner	Nicky Debbage
		Start Date	01/07/2022
		Due Date	30/09/2022
		Estimated end date/ Completion date	01/07/2022

Local Homes for Local Need delivery plan actions exceptions report

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

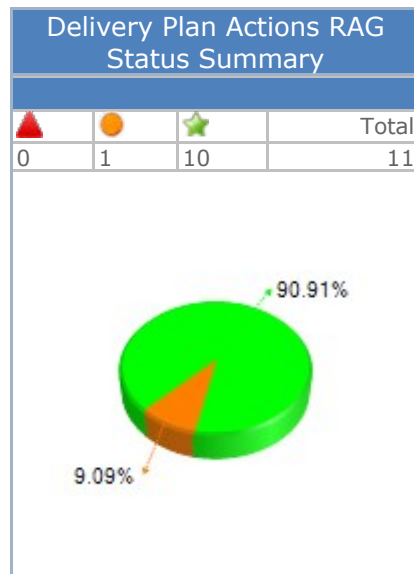
Objective(s)/ Department	Action	Stage	30/09/2022	
<ul style="list-style-type: none"> <li>■ Objective 1.2.3c: Increase the Supply of Housing - Supporting new types - Community-led</li> <li>■ Strategic Housing</li> </ul>	<input checked="" type="checkbox"/> 1.2.3c.1 Help grow existing community-led organisations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

Local Homes for Local Need delivery plan actions cancelled this quarter

# Boosting Business Sustainability and Growth

## Boosting Business Sustainability and Growth Key Performance Indicator Update

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



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

## Boosting Business Sustainability and Growth delivery plan actions completed this quarter

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

Objective(s)/ Department	Action	Stage	30/09/2022
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Objective(s)/ Department	Action	Stage	30/09/2022												
<ul style="list-style-type: none"> <li>■ Objective 2.2: Developing and implementing new Economic Growth Strategy</li> <li>■ Economic Growth</li> <li>■ Key Priorities</li> </ul>	<input checked="" type="checkbox"/> 2.2.1 Economic In Growth Strategy (2020 - 2023)	In Progress	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td data-bbox="722 107 874 136">Performance</td> <td style="text-align: center;"><span style="color: orange;">●</span></td> </tr> <tr> <td data-bbox="722 136 874 1904">Comments</td> <td data-bbox="882 136 1441 1904"> <p>Work is presently underway to develop a new 'online' platform, which will facilitate and enable a more modern, fluid and responsive approach to economic support delivery, particularly during this challenging climate for businesses and communities.</p> <p>The intention is to maintain effective methods of supporting the local economy and responding to the existing and changing needs of local businesses through the following activities.</p> <ul style="list-style-type: none"> <li>Preparing and analysing evidence relating to local economic context and business needs, including contextual data and that gathered through surveys and business engagement;</li> <li>Establishing a new digital 'hub' for engaging with the local business community. This will act as an interactive portal for businesses to access information and respond to relevant initiatives;</li> <li>Developing schemes under the anticipated UKSPF and REPF (once established by Government) and administering the consequential business support/grant initiatives. This will also include the project development with Levelling Up Funds, if the submitted bids are successful);</li> <li>Utilising, adapting and managing the Council's (business) estate (i.e. NNDC owned business premises) to help respond to demand for premises; and</li> <li>Continuing to engage with the local visitor and hospitality sector via Visit North Norfolk and to develop collaborative marketing campaigns, itineraries etc. and sector support;</li> <li>Liaising with, and where necessary helping to facilitate, organisations that represent commercial enterprises (chambers of trade, business forums, federations and groups) at the town, District and County level to establish and share best practice, foster collaboration and resilience.</li> </ul> </td> </tr> <tr> <td data-bbox="722 1904 874 1933">Owner</td> <td data-bbox="882 1904 1441 1933">Stuart Quick</td> </tr> <tr> <td data-bbox="722 1933 874 1962">Start Date</td> <td data-bbox="882 1933 1441 1962">01/04/2022</td> </tr> <tr> <td data-bbox="722 1962 874 1991">Due Date</td> <td data-bbox="882 1962 1441 1991">31/01/2023</td> </tr> <tr> <td data-bbox="722 1991 874 2020">Estimated end date/ Completion date</td> <td data-bbox="882 1991 1441 2020">31/01/2023</td> </tr> </table>	Performance	<span style="color: orange;">●</span>	Comments	<p>Work is presently underway to develop a new 'online' platform, which will facilitate and enable a more modern, fluid and responsive approach to economic support delivery, particularly during this challenging climate for businesses and communities.</p> <p>The intention is to maintain effective methods of supporting the local economy and responding to the existing and changing needs of local businesses through the following activities.</p> <ul style="list-style-type: none"> <li>Preparing and analysing evidence relating to local economic context and business needs, including contextual data and that gathered through surveys and business engagement;</li> <li>Establishing a new digital 'hub' for engaging with the local business community. This will act as an interactive portal for businesses to access information and respond to relevant initiatives;</li> <li>Developing schemes under the anticipated UKSPF and REPF (once established by Government) and administering the consequential business support/grant initiatives. This will also include the project development with Levelling Up Funds, if the submitted bids are successful);</li> <li>Utilising, adapting and managing the Council's (business) estate (i.e. NNDC owned business premises) to help respond to demand for premises; and</li> <li>Continuing to engage with the local visitor and hospitality sector via Visit North Norfolk and to develop collaborative marketing campaigns, itineraries etc. and sector support;</li> <li>Liaising with, and where necessary helping to facilitate, organisations that represent commercial enterprises (chambers of trade, business forums, federations and groups) at the town, District and County level to establish and share best practice, foster collaboration and resilience.</li> </ul>	Owner	Stuart Quick	Start Date	01/04/2022	Due Date	31/01/2023	Estimated end date/ Completion date	31/01/2023
Performance	<span style="color: orange;">●</span>														
Comments	<p>Work is presently underway to develop a new 'online' platform, which will facilitate and enable a more modern, fluid and responsive approach to economic support delivery, particularly during this challenging climate for businesses and communities.</p> <p>The intention is to maintain effective methods of supporting the local economy and responding to the existing and changing needs of local businesses through the following activities.</p> <ul style="list-style-type: none"> <li>Preparing and analysing evidence relating to local economic context and business needs, including contextual data and that gathered through surveys and business engagement;</li> <li>Establishing a new digital 'hub' for engaging with the local business community. This will act as an interactive portal for businesses to access information and respond to relevant initiatives;</li> <li>Developing schemes under the anticipated UKSPF and REPF (once established by Government) and administering the consequential business support/grant initiatives. This will also include the project development with Levelling Up Funds, if the submitted bids are successful);</li> <li>Utilising, adapting and managing the Council's (business) estate (i.e. NNDC owned business premises) to help respond to demand for premises; and</li> <li>Continuing to engage with the local visitor and hospitality sector via Visit North Norfolk and to develop collaborative marketing campaigns, itineraries etc. and sector support;</li> <li>Liaising with, and where necessary helping to facilitate, organisations that represent commercial enterprises (chambers of trade, business forums, federations and groups) at the town, District and County level to establish and share best practice, foster collaboration and resilience.</li> </ul>														
Owner	Stuart Quick														
Start Date	01/04/2022														
Due Date	31/01/2023														
Estimated end date/ Completion date	31/01/2023														

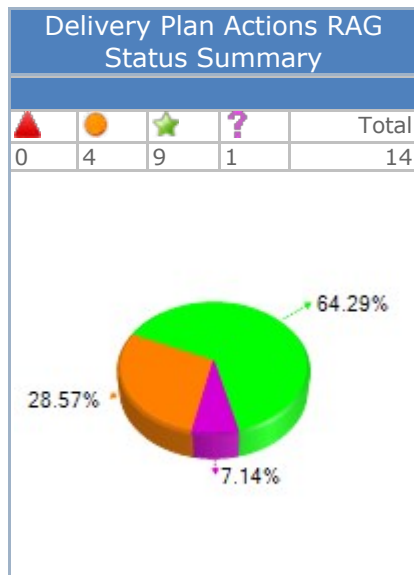




# Customer Focus

## Customer Focus Key Performance Indicator Update

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



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

**Customer Focus actions completed this quarter**

Objective(s)/ Department	Action	30/09/2022	
<ul style="list-style-type: none"> <li>■ Objective 3.1: Developing a new Customer Charter with published service standards</li> <li>■ Customer Services Management</li> </ul>	<input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter	Performance	
		Comments	n/r
		Owner	Stuart Harber
		Start Date	01/06/2020
		Due Date	31/12/2021
		Estimated end date/ Completion date	30/06/2022
<ul style="list-style-type: none"> <li>■ Objective 3.3: Benchmarking of the Council's services to learn from best practice elsewhere</li> <li>■ Corporate Delivery Unit</li> </ul>	<input checked="" type="checkbox"/> 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere	Performance	
		Comments	n/r
		Owner	Helen Thomas
		Start Date	29/05/2020
		Due Date	31/12/2021
		Estimated end date/ Completion date	30/06/2022

**Customer Focus actions exceptions report**

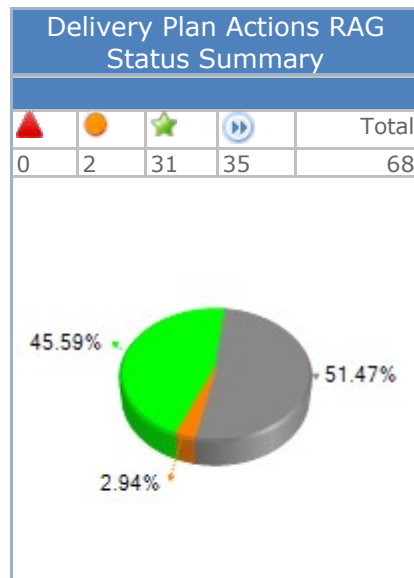
Objective(s)/ Department	Action	Stage	30/09/2022	
<ul style="list-style-type: none"> <li>■ Objective 3.1: Developing a new Customer Charter with published service standards</li> <li>■ Organisational Resources</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <input checked="" type="checkbox"/> 3.1.6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

**Customer Focus actions cancelled this quarter**

# Climate, Coast and the Environment

## Climate, Coast and the Environment Key Performance Indicator Update

		Mar 2022
EC 001 Council carbon footprint (tCO2e)	Performance (YTD)	?!
	Comments	The carbon footprint figure for 2021/22 will be available in autumn 2022. The most recent figure (for 2020/21) is 4866 tCO2e a decrease on the previous year (5034 tCO2e).
	Actual (YTD)	4,866
	Target (YTD)	
	Direction of change (YTD)	?
	Planning Pattern	Annual
EC 002 Number of trees planted	Performance (YTD)	★
	Comments	NNDC have now planted over 70,000 trees, with 50,000 trees planted in the 2021/22 planting season.
	Actual (YTD)	50,000
	Target (YTD)	40,000
	Direction of change (YTD)	↕
	Planning Pattern	Annual



**Delivery Plan Actions Summary**

Actions stage  
Not Started:38, In Progress:16, Completed:14

**Climate, Coast and the Environment actions completed this quarter**

Objective(s)/ Department	Action		30/09/2022
<ul style="list-style-type: none"> <li>■ Objective 4.04: Continuing to Take a Lead Role Nationally in Coastal Management Initiatives</li> <li>■ Coastal Partnership East</li> </ul>	<ul style="list-style-type: none"> <li>☑ 4.4.1 Agree the vision and business plan for Coastal Partnership East</li> </ul>	Performance	✔
		Comments	n/r
		Owner	Rob Goodliffe
		Start Date	04/02/2020
		Due Date	31/12/2021
		Estimated end date/ Completion date	30/06/2022
<ul style="list-style-type: none"> <li>■ Objective 4.09: Buildings and energy</li> <li>■ Climate &amp; Environment</li> </ul>	<ul style="list-style-type: none"> <li>☑ 4.09.BE01 Move urgently to the purchase of 100% renewable energy</li> </ul>	Performance	✔
		Comments	
		Owner	Kate Rawlings
		Start Date	01/04/2022
		Due Date	30/09/2022
		Estimated end date/ Completion date	30/09/2022

Climate, Coast and the Environment actions exceptions report

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

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

**Climate, Coast and the Environment actions cancelled this quarter**

Objective(s)/ Department	Action		30/09/2022
<ul style="list-style-type: none"> <li>Climate &amp; Environment</li> <li>Objective 4.05: Planting 110,000 trees, one for each resident to help offset our carbon emissions</li> </ul>	<input checked="" type="checkbox"/> 4.5.1 Collect and analyse data relevant to the tree planting project	Performance	?
		Comments	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.
		Owner	Kate Rawlings
		Start Date	01/04/2020
		Due Date	14/12/2023
		Estimated end date/ Completion date	01/07/2022
<ul style="list-style-type: none"> <li>Objective 4.01: Developing and implementing an Environmental Charter and Action Plan</li> <li>Climate &amp; Environment</li> </ul>	<input checked="" type="checkbox"/> 4.1.3 Promote energy efficiency and behavioural change towards greater sustainability	Performance	?
		Comments	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.
		Owner	Kate Rawlings
		Start Date	01/06/2020
		Due Date	30/06/2022
		Estimated end date/ Completion date	01/07/2022
<ul style="list-style-type: none"> <li>Objective 4.01: Developing and implementing an Environmental Charter and Action Plan</li> <li>Climate &amp; Environment</li> <li>Quality of Life Strategy 2022 - 2024 Action Plan</li> </ul>	<input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	Performance	?
		Comments	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.
		Owner	Kate Rawlings
		Start Date	01/09/2020
		Due Date	01/07/2022
	Estimated end date/ Completion date	01/07/2022	
	<input checked="" type="checkbox"/> 4.1.5 Monitor and review the implementation of the Environmental Charter and Action Plan	Performance	?
		Comments	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.
		Owner	Kate Rawlings
		Start Date	20/06/2021
Due Date		10/05/2023	
Estimated end date/ Completion date	01/07/2022		



Objective(s)/ Department	Action		30/09/2022	
<ul style="list-style-type: none"> <li>■ Objective 4.03: Measure the Council's baseline carbon footprint &amp; deliver a carbon neutral position</li> <li>■ Climate &amp; Environment</li> </ul>	<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 action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.	
		Owner	Kate Rawlings	
		Start Date	01/06/2020	
		Due Date	30/09/2022	
		Estimated end date/ Completion date	01/07/2022	
		<input checked="" type="checkbox"/> 4.3.4 'Green energy' initiatives	Performance	?
	Comments		This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.	
	Owner		Kate Rawlings	
	Start Date		01/09/2020	
	Due Date		02/07/2022	
	Estimated end date/ Completion date		01/07/2022	
	<ul style="list-style-type: none"> <li>■ Objective 4.03: Measure the Council's baseline carbon footprint &amp; deliver a carbon neutral position</li> <li>■ Democratic Services</li> <li>■ Key Priorities</li> </ul>	<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	?
			Comments	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.
Owner			Emma Denny	
Start Date			04/02/2020	
Due Date			30/09/2022	
Estimated end date/ Completion date			01/07/2022	
<ul style="list-style-type: none"> <li>■ Objective 4.05: Planting 110,000 trees, one for each resident to help offset our carbon emissions</li> <li>■ Climate &amp; Environment</li> </ul>	<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	Performance	?	
		Comments	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.	
		Owner	Kate Rawlings	
		Start Date	01/06/2020	
		Due Date	01/07/2022	
		Estimated end date/ Completion date	01/07/2022	
<ul style="list-style-type: none"> <li>■ Objective 4.06: Introducing Electric vehicle charging facilities</li> <li>■ Human Resources</li> </ul>	<input checked="" type="checkbox"/> 4.6.4 Review staff/member travel policies and future options that will reduce emissions	Performance	?	
		Comments	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.	
		Owner	James Claxton	
		Start Date	04/02/2020	
		Due Date	01/11/2022	
		Estimated end date/ Completion date	01/07/2022	

Objective(s)/ Department	Action		30/09/2022
<ul style="list-style-type: none"> <li>■ Objective 4.06: Introducing Electric vehicle charging facilities</li> <li>■ Planning Policy</li> <li>■ Quality of Life Strategy 2022 - 2024 Action Plan</li> </ul>	<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	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.
		Owner	Mark Ashwell
		Start Date	28/02/2020
		Due Date	01/04/2023
		Estimated end date/ Completion date	01/07/2022
<ul style="list-style-type: none"> <li>■ Objective 4.06: Introducing Electric vehicle charging facilities</li> <li>■ Property Services</li> </ul>	<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	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.
		Owner	Kate Rawlings
		Start Date	04/02/2020
		Due Date	01/07/2022
		Estimated end date/ Completion date	01/07/2022
<ul style="list-style-type: none"> <li>■ Objective 4.06: Introducing Electric vehicle charging facilities</li> <li>■ Sustainable Growth</li> </ul>	<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	Performance	?
		Comments	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.
		Owner	Robert Young
		Start Date	04/02/2020
		Due Date	31/03/2023
		Estimated end date/ Completion date	01/07/2022
<ul style="list-style-type: none"> <li>■ Objective 4.07: Waste Collection</li> <li>■ Communities</li> </ul>	<input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Performance	?
		Comments	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.
		Owner	Steve Hems
		Start Date	01/04/2020
		Due Date	01/07/2022
		Estimated end date/ Completion date	01/07/2022
<ul style="list-style-type: none"> <li>■ Objective 4.07: Waste Collection</li> <li>■ Environmental Services</li> </ul>	<input checked="" type="checkbox"/> 4.7.2 Waste & cleansing contract - investigate going beyond the minimum necessary	Performance	?
		Comments	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.
		Owner	Scott Martin
		Start Date	04/02/2020
		Due Date	01/07/2022
		Estimated end date/ Completion date	01/07/2022

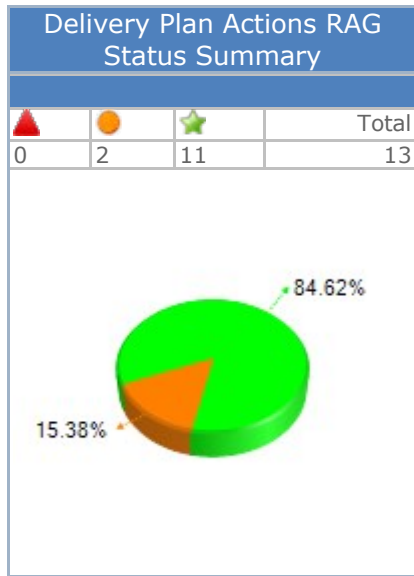
Objective(s)/ Department	Action	30/09/2022	
<ul style="list-style-type: none"> <li>■ Objective 4.07: Waste Collection</li> <li>■ Environmental Services</li> <li>■ Key Priorities</li> </ul>	<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance	?
		Comments	This action has been cancelled and replaced by the actions in the Net Zero 2030 Strategy and Climate Action Plan.
		Owner	Scott Martin
		Start Date	01/04/2020
		Due Date	31/03/2023
		Estimated end date/ Completion date	01/07/2022

## Quality of Life

### Quality of Life Key Performance Indicator Update

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



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



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

**Quality of Life actions completed this quarter**

**Quality of Life actions exceptions report**

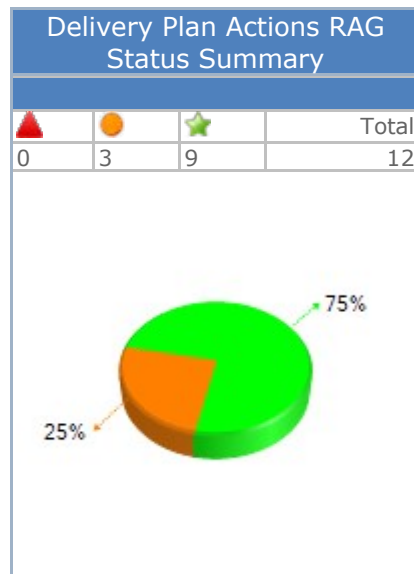
Objective(s)/ Department	Action	Stage	30/09/2022	
<ul style="list-style-type: none"> <li>■ Objective 5. 7: Public convenience investment programme to include Changing Places facilities</li> <li>■ Property Services</li> <li>■ Key Priorities</li> </ul>	<input checked="" type="checkbox"/> 5.7.1 Maintain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

**Quality of Life actions cancelled this quarter**

# Financial Sustainability and Growth

## Financial Sustainability and Growth Key Performance Indicator Update

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



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

## Financial Sustainability and Growth actions completed this quarter

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

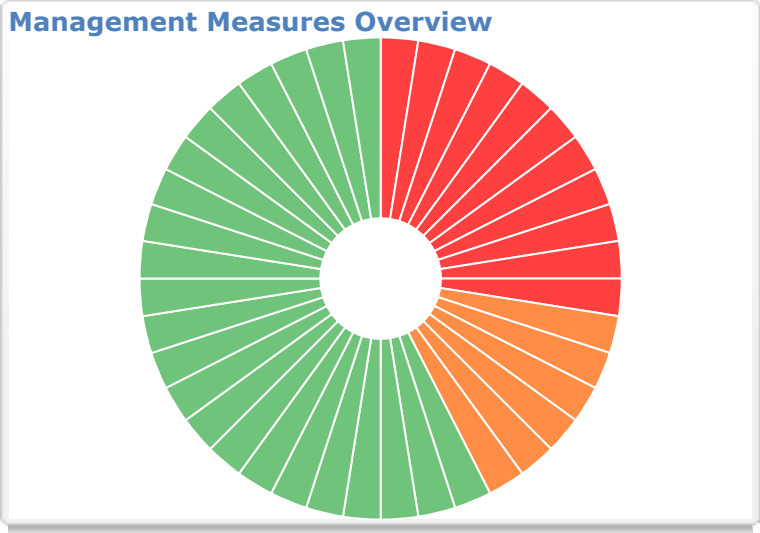
**Financial Sustainability and Growth actions exceptions report**

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

**Financial Sustainability and Growth actions cancelled this quarter**



# Performance Focus













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

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

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

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

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

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

## **NNDC PERFORMANCE BENCHMARKING**

**Summary:** To provide Overview & Scrutiny Committee with 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. No action
2. Make recommendations to Cabinet.

**Conclusions:** Using the benchmarking information comparing NNDC performance to our CIPFA nearest neighbours will provide a valuable insight into the Council’s performance in the context of the performance of similar local authorities.

**Recommendations:** **It is recommended that the Committee;**

- 1. Receive and note the benchmarking information.**
- 2. Make recommendations to Cabinet to investigate specific levels of performance and/ or to take action.**
- 3. Agree the measures that will be reviewed for the next two quarters**

**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)*

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Cabinet Member(s) Cllr T Adams	Ward(s) affected: All
Contact Officer, telephone number and email: Steve Blatch, Chief Executive Email:- <a href="mailto:steve.blatch@north-norfolk.gov.uk">steve.blatch@north-norfolk.gov.uk</a> Tel:- 01263 516232	

### **1. Introduction**

1.1 On 15 June 2022 the Overview & Scrutiny Committee resolved to review benchmarking on a quarterly basis at the same time as the performance reporting, using the CIPFA nearest neighbours comparator group, and chose seven benchmarking measures to review for the next six months.

## 2. Benchmarked measures

Measure	Quartile compared to CIPFA nearest neighbours
CIPFA 1 Council tax non-collection rate % (Annual figure – data unchanged from previous quarter)	2
CIPFA 2 Households on the housing waiting list (Annual figure – data unchanged from previous quarter)	3
CIPFA 3a Time taken to process housing benefit new claims	2
CIPFA 3b Time taken to process housing benefit change events	4
CIPFA 4 Number of affordable homes delivered (gross)	2
CIPFA 5 % of major development planning applications decided in time	1
CIPFA 6 % of minor development planning applications decided in time	2
CIPFA 7 % of household waste recycled	4

Reports on each of these measures are presented in Appendix A together with management commentary where provided.

## 3. Changes to measures

It was agreed that the measures that are reviewed would be amended, if necessary, every six months. Please refer to the LG Inform headline report, [Item 10 Managing Performance Quarter 2 2022/23, Appendix B](#) on the recent Cabinet agenda, for potential measures or review the full range of measures on [LG Inform](#).

## 4. Conclusion

Using the benchmarking information comparing NNDC performance to our CIPFA nearest neighbours will provide a valuable insight into the Council's performance in the context of the performance of similar local authorities.

## 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

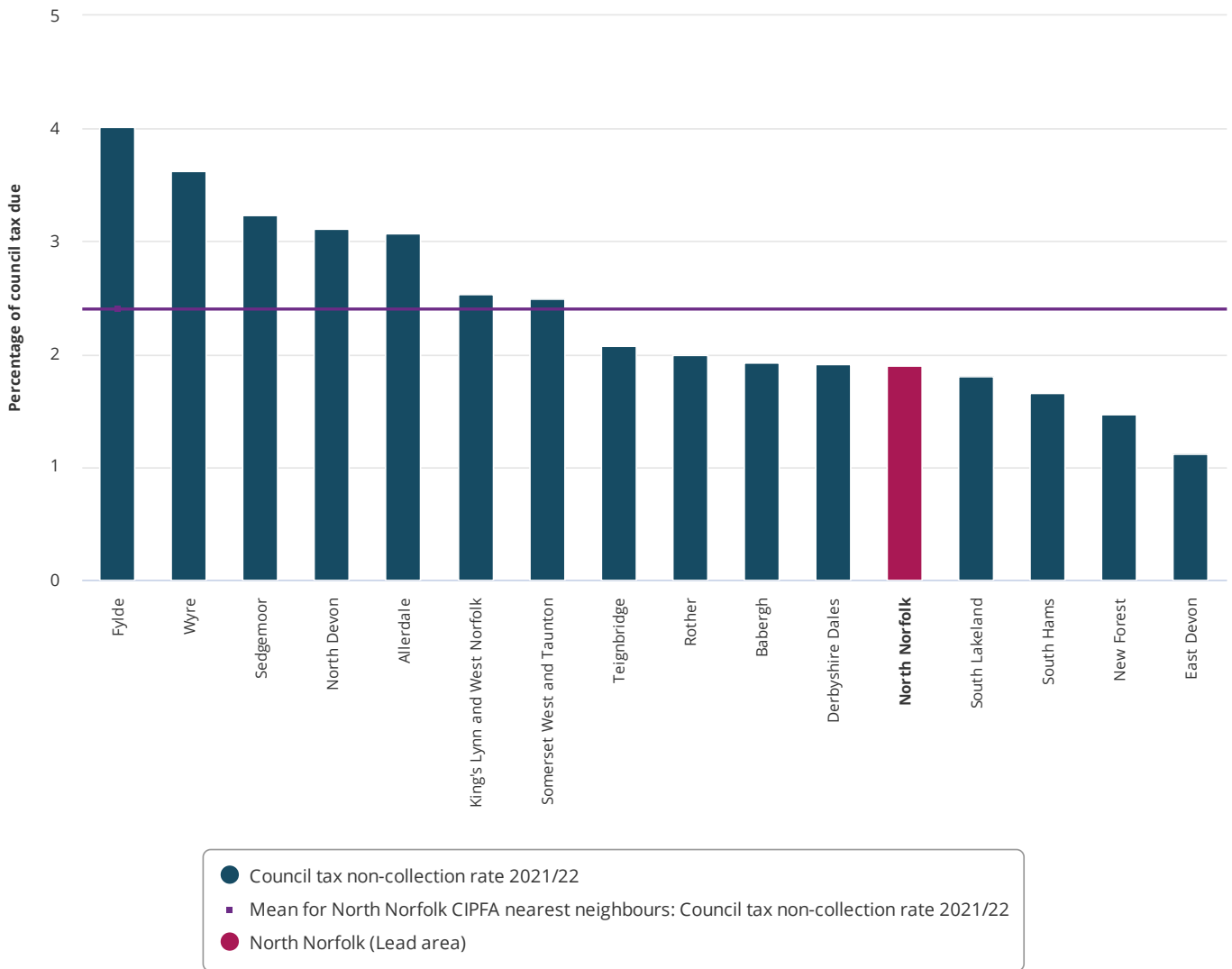
**Data last updated:** 27/06/2022

### Council tax not collected as a percentage of council tax due (from 2016/17 to 2021/22) for North Norfolk

Period	<a href="#">Council tax non-collection rate</a>			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2016/17	<a href="#">1.30</a>	0.99	1.94	3.83
2017/18	<a href="#">1.26</a>	1.02	2.01	3.16
2018/19	<a href="#">1.28</a>	1.19	2.03	3.20
2019/20	<a href="#">1.49</a>	0.38	2.04	3.23
2020/21	<a href="#">1.99</a>	1.30	2.90	4.85
2021/22	<a href="#">1.90</a>	1.12	2.40	4.02

**Source:**  
Department for Levelling Up, Housing & Communities

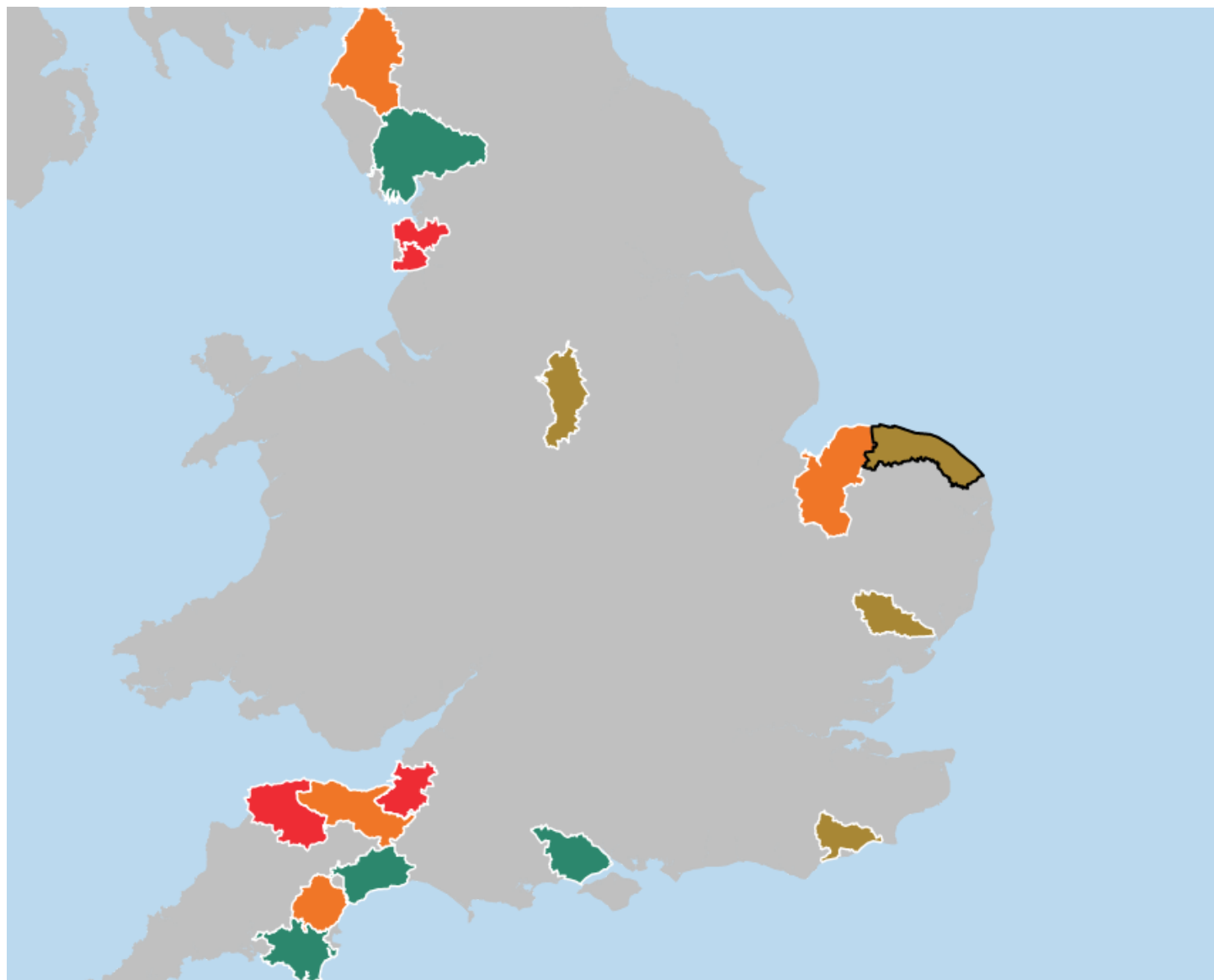
## Council tax not collected as a percentage of council tax due (2021/22) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:  
Department for Levelling Up, Housing & Communities

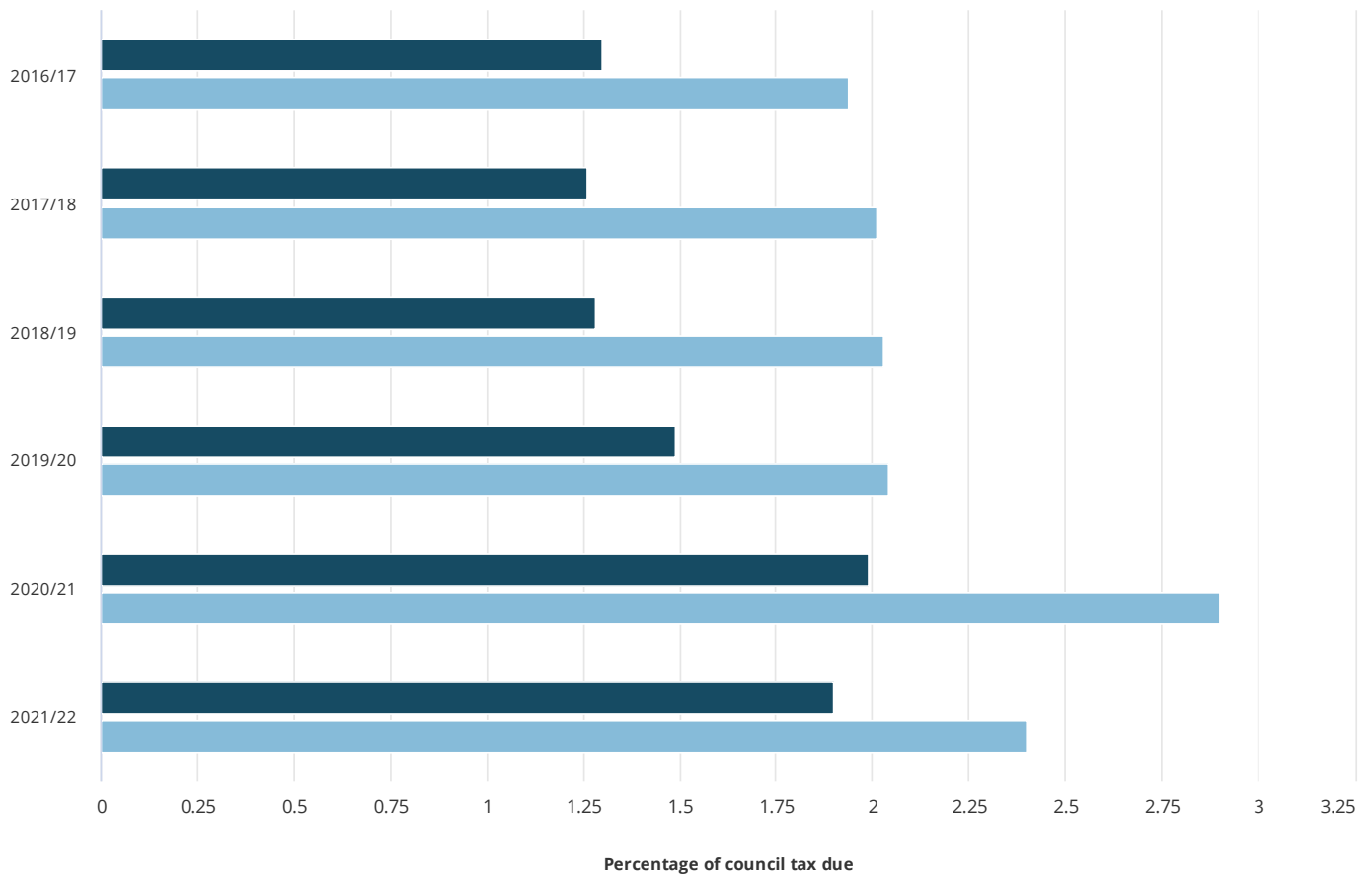
# Council tax not collected as a percentage of council tax due (2021/22) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



Source:  
Department for Levelling Up, Housing & Communities

## Council tax not collected as a percentage of council tax due (from 2016/17 to 2021/22) 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 2016/17 to 2021/22) for North Norfolk & North Norfolk CIPFA nearest neighbours**

Area	Council tax non-collection rate					
	%					
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Rother	<a href="#">1.49</a>	<a href="#">1.55</a>	<a href="#">1.56</a>	<a href="#">1.76</a>	<a href="#">3.25</a>	<a href="#">1.99</a>
East Devon	<a href="#">0.99</a>	<a href="#">1.02</a>	<a href="#">1.19</a>	<a href="#">1.31</a>	<a href="#">1.30</a>	<a href="#">1.12</a>
Teignbridge	<a href="#">1.46</a>	<a href="#">1.41</a>	<a href="#">1.45</a>	<a href="#">1.66</a>	<a href="#">1.87</a>	<a href="#">2.08</a>
King's Lynn and West Norfolk	<a href="#">2.31</a>	<a href="#">2.31</a>	<a href="#">2.29</a>	<a href="#">2.48</a>	<a href="#">2.80</a>	<a href="#">2.54</a>
South Hams	<a href="#">1.88</a>	<a href="#">1.85</a>	<a href="#">1.76</a>	<a href="#">1.70</a>	<a href="#">2.19</a>	<a href="#">1.66</a>
Babergh	<a href="#">1.61</a>	<a href="#">1.49</a>	<a href="#">1.58</a>	<a href="#">1.58</a>	<a href="#">2.34</a>	<a href="#">1.93</a>
Somerset West and Taunton	<a href="#">2.00</a>	<a href="#">2.29</a>	<a href="#">2.73</a>	<a href="#">2.74</a>	<a href="#">3.20</a>	<a href="#">2.49</a>
South Lakeland	<a href="#">1.38</a>	<a href="#">2.12</a>	<a href="#">1.84</a>	<a href="#">2.00</a>	<a href="#">2.54</a>	<a href="#">1.81</a>
Fylde	<a href="#">3.83</a>	<a href="#">3.16</a>	<a href="#">2.91</a>	<a href="#">3.23</a>	<a href="#">4.85</a>	<a href="#">4.02</a>
Sedgemoor	<a href="#">2.18</a>	<a href="#">2.08</a>	<a href="#">1.89</a>	<a href="#">0.38</a>	<a href="#">3.20</a>	<a href="#">3.23</a>
Allerdale	<a href="#">2.45</a>	<a href="#">2.63</a>	<a href="#">2.54</a>	<a href="#">2.63</a>	<a href="#">3.21</a>	<a href="#">3.07</a>
Wyre	<a href="#">2.32</a>	<a href="#">2.93</a>	<a href="#">3.20</a>	<a href="#">3.11</a>	<a href="#">4.54</a>	<a href="#">3.63</a>
Derbyshire Dales	<a href="#">1.34</a>	<a href="#">1.19</a>	<a href="#">1.31</a>	<a href="#">1.48</a>	<a href="#">2.49</a>	<a href="#">1.92</a>
North Devon	<a href="#">2.79</a>	<a href="#">2.97</a>	<a href="#">2.93</a>	<a href="#">3.19</a>	<a href="#">4.00</a>	<a href="#">3.11</a>
New Forest	<a href="#">1.01</a>	<a href="#">1.16</a>	<a href="#">1.23</a>	<a href="#">1.31</a>	<a href="#">1.69</a>	<a href="#">1.47</a>
North Norfolk	<a href="#">1.30</a>	<a href="#">1.26</a>	<a href="#">1.28</a>	<a href="#">1.49</a>	<a href="#">1.99</a>	<a href="#">1.90</a>

**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

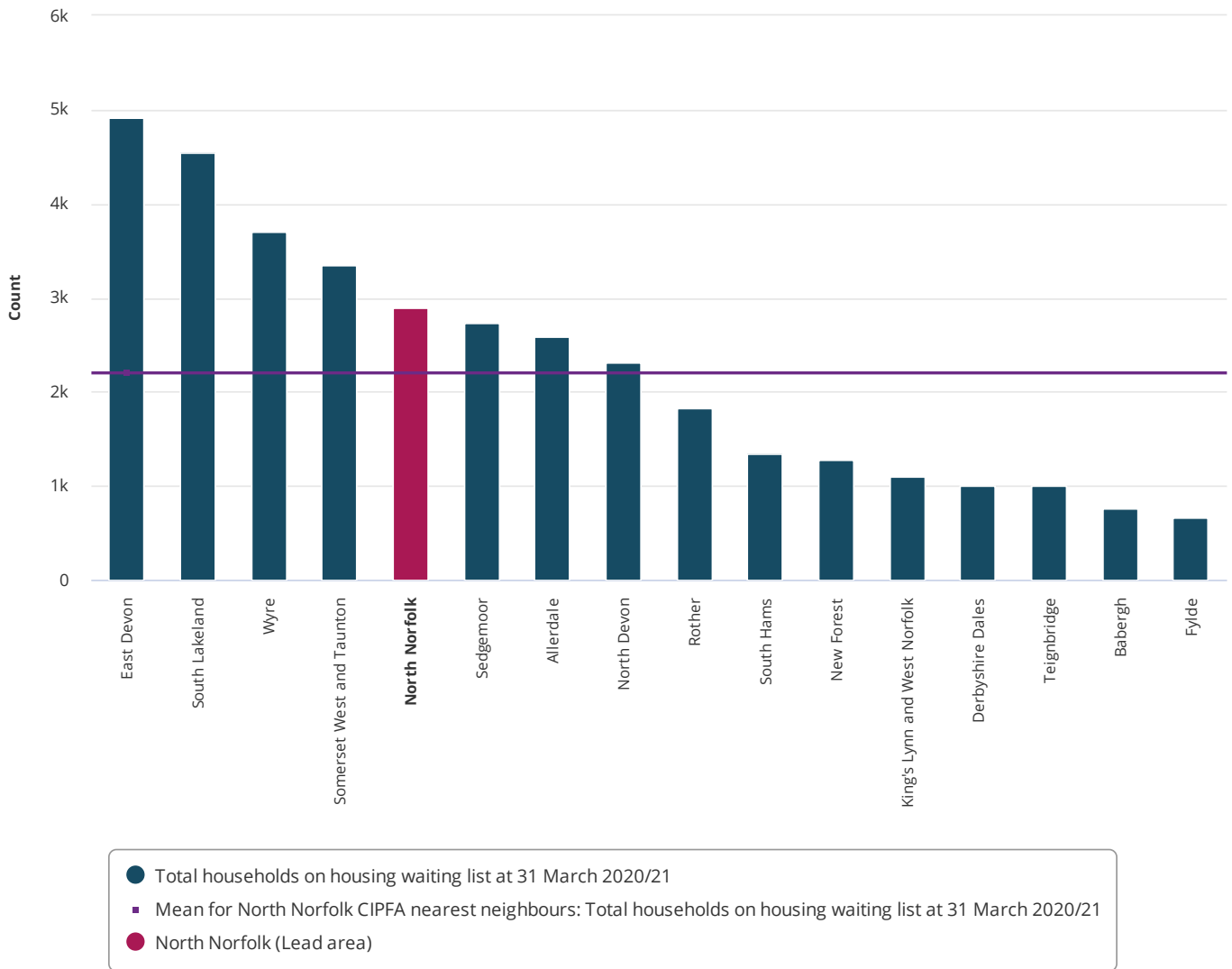
**Data last updated:** 29/06/2022

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

Period	<a href="#">Total households on housing waiting list at 31 March</a>			
	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	<a href="#">2,238</a>	0	2,411	5,049
2016/17	<a href="#">2,479</a>	0	2,317	5,024
2017/18	<a href="#">2,636</a>	0	2,169	4,452
2018/19	<a href="#">3,194</a>	850	2,114	4,694
2019/20	<a href="#">2,846</a>	830	2,102	4,708
2020/21	<a href="#">2,901</a>	663	2,206	4,914

**Source:**  
Department for Levelling Up, Housing & Communities

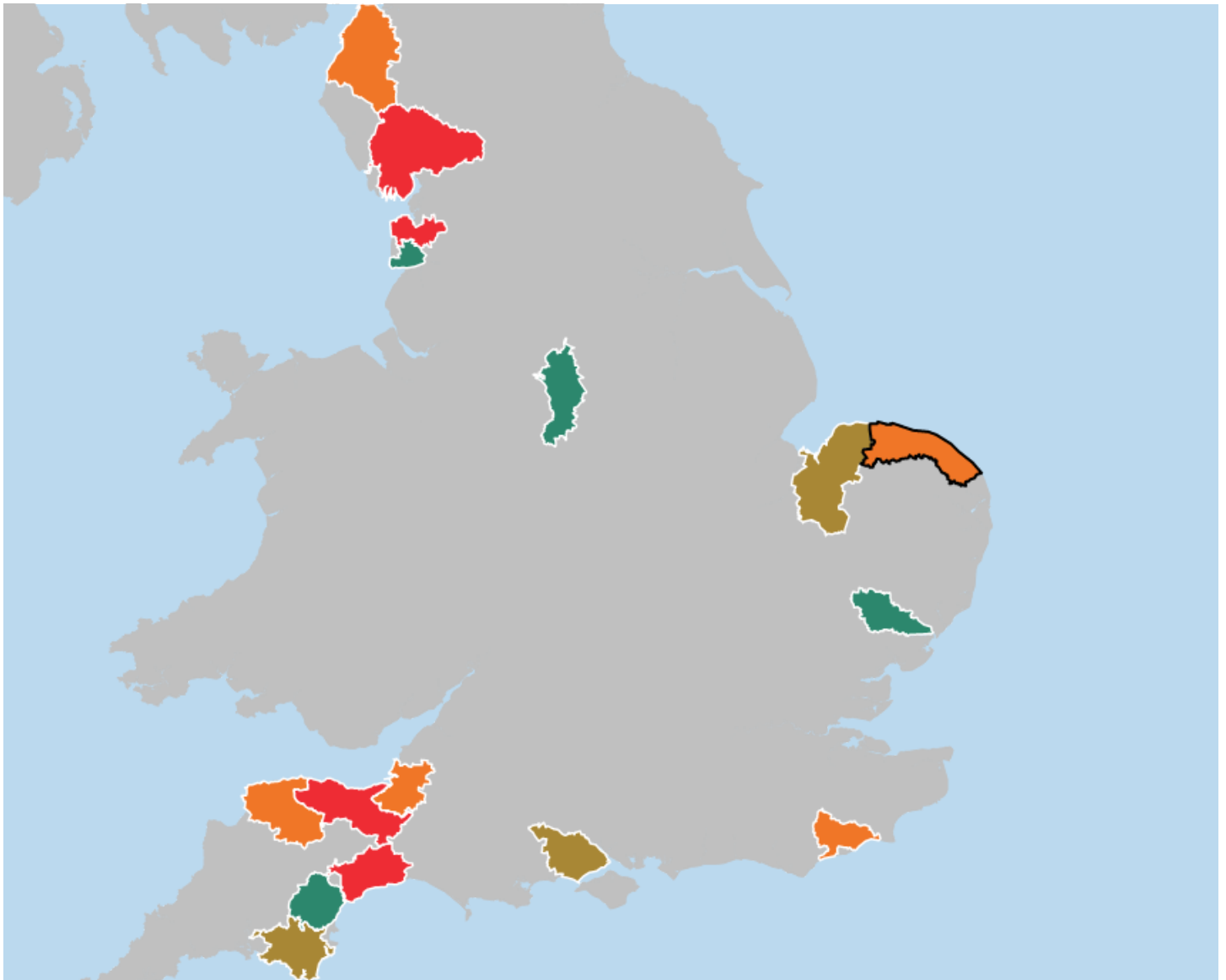
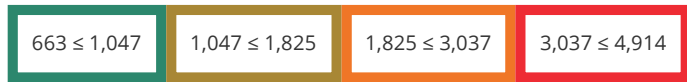
## Total households on the housing waiting list at 31st March (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:  
Department for Levelling Up, Housing & Communities

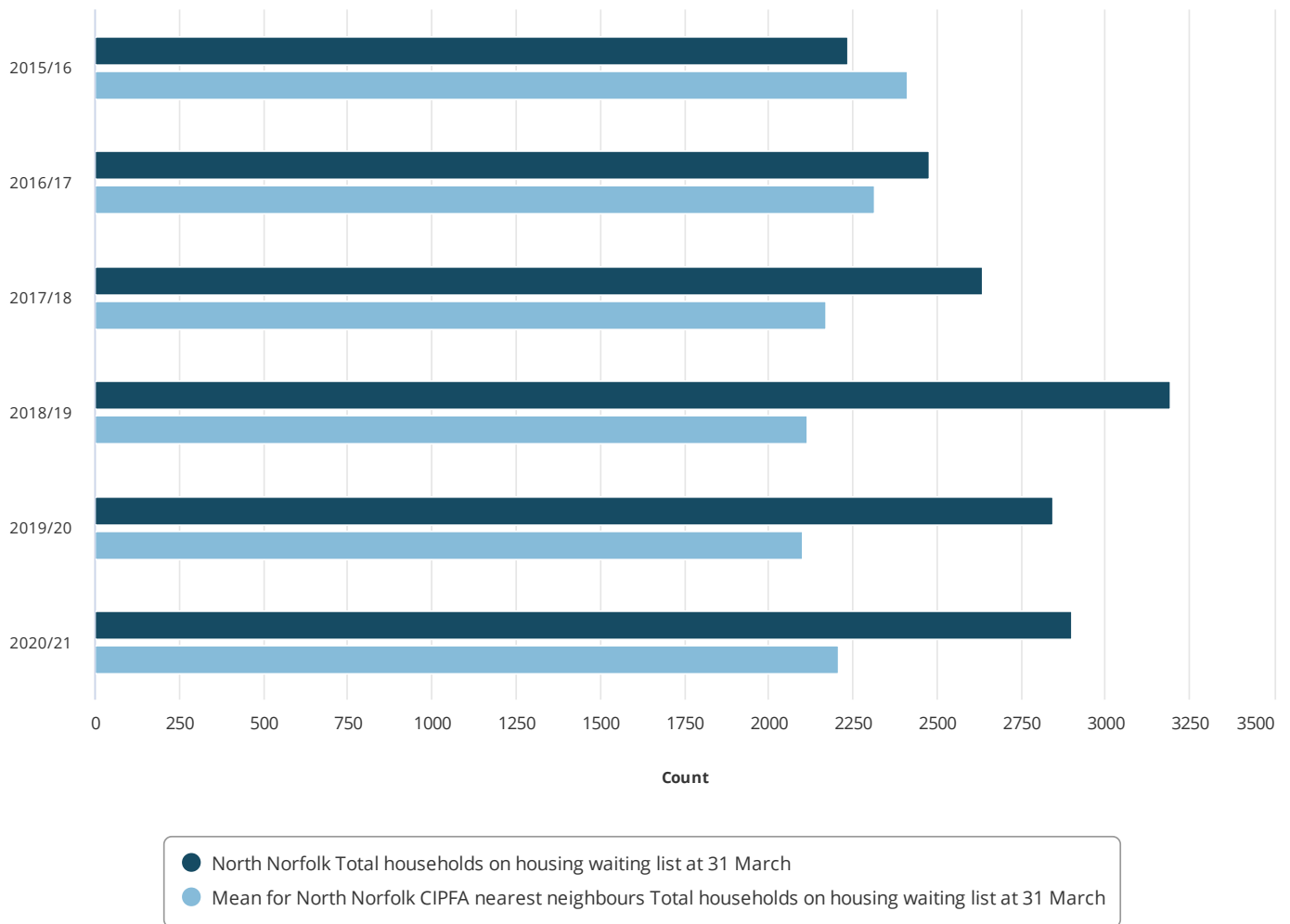
# Total households on the housing waiting list at 31st March (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for 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	<b>Total households on housing waiting list at 31 March</b>					
	<b>Households</b>					
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Rother	<a href="#">1,146</a>	<a href="#">1,105</a>	<a href="#">1,371</a>	<a href="#">1,640</a>	<a href="#">1,697</a>	<a href="#">1,825</a>
East Devon	<a href="#">2,557</a>	<a href="#">3,378</a>	<a href="#">3,914</a>	<a href="#">4,694</a>	<a href="#">4,708</a>	<a href="#">4,914</a>
Teignbridge	<a href="#">1,969</a>	<a href="#">947</a>	<a href="#">998</a>	<a href="#">1,038</a>	<a href="#">928</a>	<a href="#">998</a>
King's Lynn and West Norfolk	<a href="#">1,614</a>	<a href="#">1,264</a>	<a href="#">891</a>	<a href="#">1,146</a>	<a href="#">985</a>	<a href="#">1,093</a>
South Hams	<a href="#">1,684</a>	<a href="#">1,893</a>	<a href="#">1,356</a>	<a href="#">1,478</a>	<a href="#">1,295</a>	<a href="#">1,347</a>
Babergh	<a href="#">851</a>	<a href="#">761</a>	<a href="#">748</a>	<a href="#">912</a>	<a href="#">830</a>	<a href="#">754</a>
Somerset West and Taunton	<a href="#">2,571</a>	<a href="#">2,693</a>	<a href="#">2,680</a>	<a href="#">3,618</a>	<a href="#">4,155</a>	<a href="#">3,342</a>
South Lakeland	<a href="#">2,974</a>	<a href="#">3,015</a>	<a href="#">3,225</a>	<a href="#">3,453</a>	<a href="#">4,028</a>	<a href="#">4,539</a>
Fylde	<a href="#">5,049</a>	<a href="#">5,024</a>	<a href="#">4,450</a>	<a href="#">1,748</a>	<a href="#">1,239</a>	<a href="#">663</a>
Sedgemoor	<a href="#">2,511</a>	<a href="#">1,940</a>	<a href="#">2,036</a>	<a href="#">2,018</a>	<a href="#">2,433</a>	<a href="#">2,731</a>
Allerdale	<a href="#">0</a>	<a href="#">0</a>	<a href="#">0</a>	<a href="#">2,028</a>	<a href="#">2,313</a>	<a href="#">2,585</a>
Wyre	<a href="#">5,049</a>	<a href="#">5,024</a>	<a href="#">4,452</a>	<a href="#">2,026</a>	<a href="#">2,574</a>	<a href="#">3,710</a>
Derbyshire Dales	<a href="#">1,339</a>	<a href="#">967</a>	<a href="#">711</a>	<a href="#">850</a>	<a href="#">954</a>	<a href="#">1,000</a>
North Devon	<a href="#">3,035</a>	<a href="#">3,604</a>	<a href="#">2,634</a>	<a href="#">1,956</a>	<a href="#">2,389</a>	<a href="#">2,311</a>
New Forest	<a href="#">3,813</a>	<a href="#">3,144</a>	<a href="#">3,062</a>	<a href="#">3,112</a>	<a href="#">1,007</a>	<a href="#">1,283</a>
North Norfolk	<a href="#">2,238</a>	<a href="#">2,479</a>	<a href="#">2,636</a>	<a href="#">3,194</a>	<a href="#">2,846</a>	<a href="#">2,901</a>

**Source:**  
Department for Levelling Up, Housing & Communities







## Time taken to process housing benefit new claims - Quarterly in North Norfolk

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

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 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

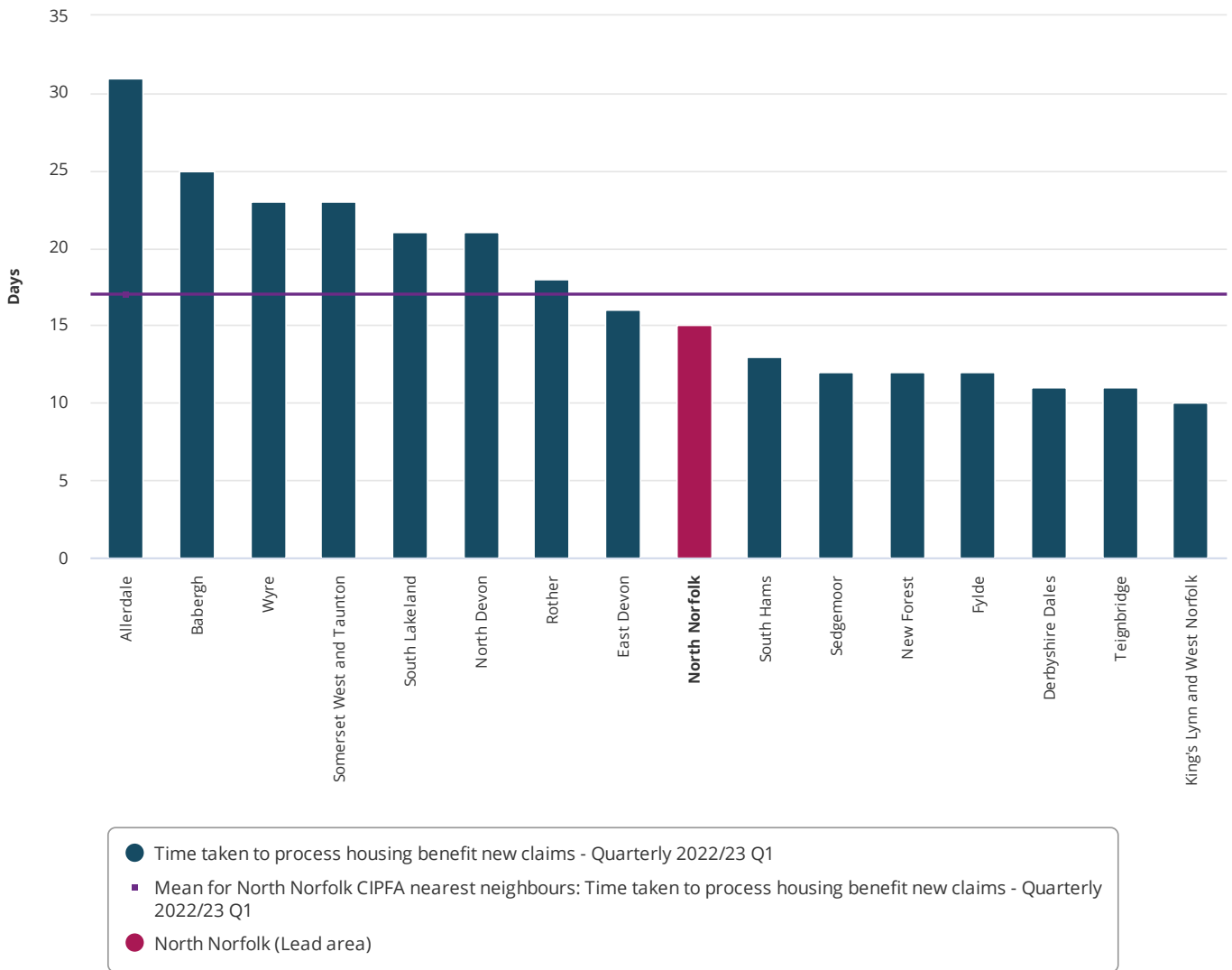
**Data last updated:** 26/10/2022

### Time taken to process housing benefit new claims - Quarterly (from 2020/21 Q4 to 2022/23 Q1) for North Norfolk

Period	Time taken to process housing benefit new claims - 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
2020/21 Q4	<a href="#">12</a>	6	15	24
2021/22 Q1	<a href="#">11</a>	8	15	24
2021/22 Q2	<a href="#">12</a>	10	16	25
2021/22 Q3	<a href="#">12</a>	10	15	25
2021/22 Q4	<a href="#">16</a>	9	15	25
2022/23 Q1	<a href="#">15</a>	10	17	31

**Source:**  
Department for Work and Pensions

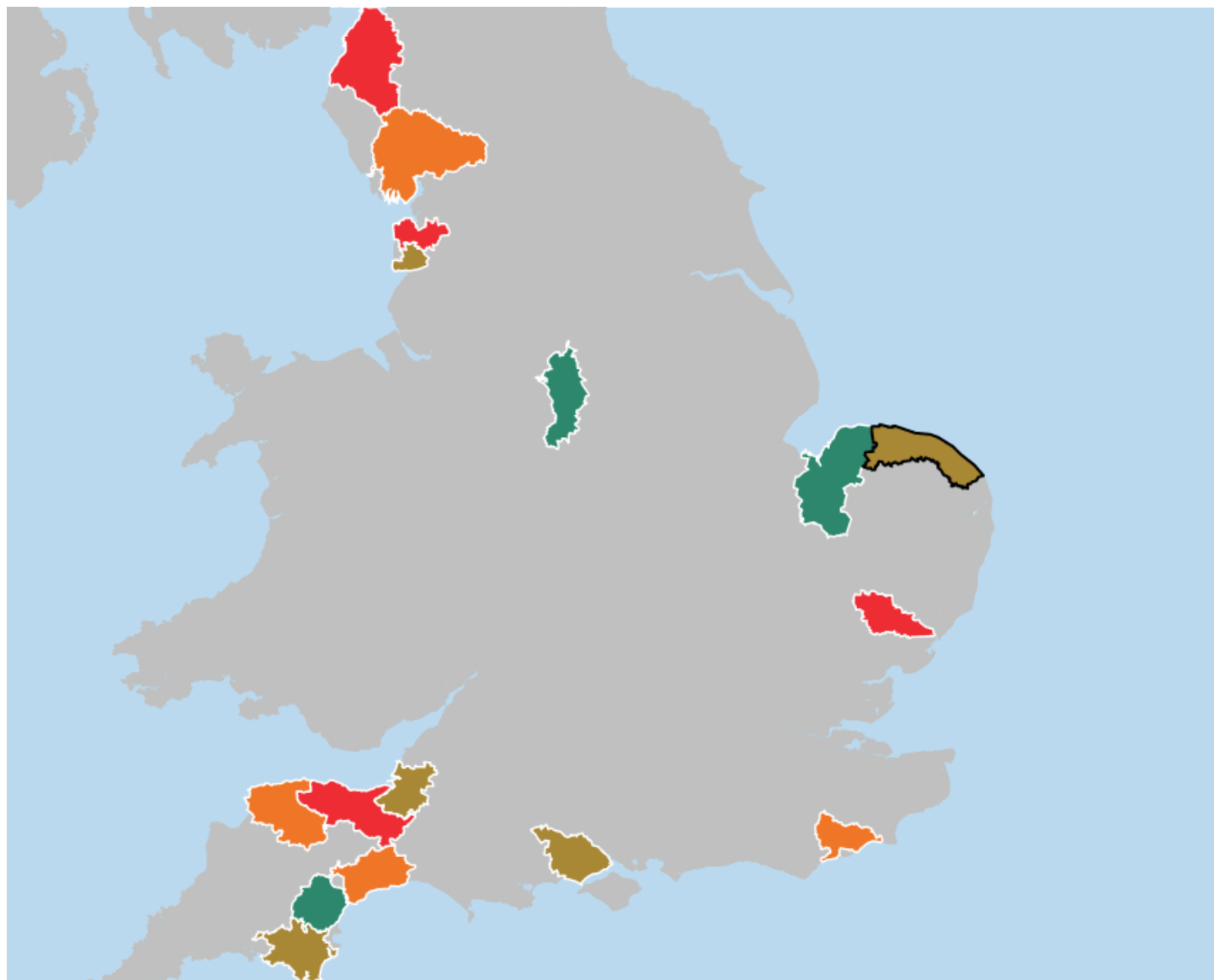
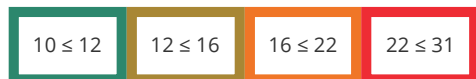
## Time taken to process housing benefit new claims - Quarterly (2022/23 Q1) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:  
Department for Work and Pensions

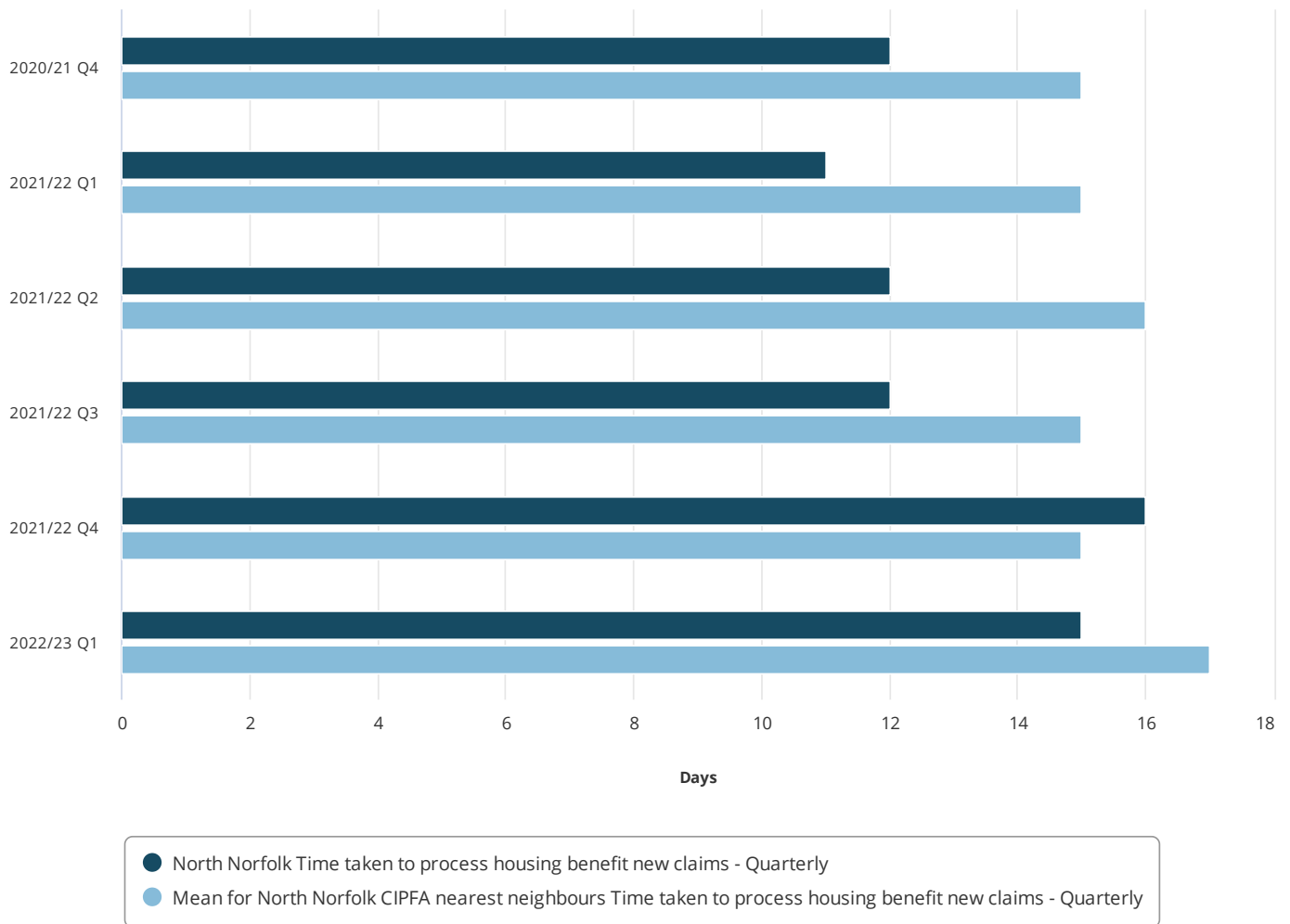
# Time taken to process housing benefit new claims - Quarterly (2022/23 Q1) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



**Source:**  
Department for Work and Pensions

## Time taken to process housing benefit new claims - Quarterly (from 2020/21 Q4 to 2022/23 Q1) for North Norfolk



**Source:**  
Department for Work and Pensions

**Time taken to process housing benefit new claims - Quarterly (from 2020/21 Q4 to 2022/23 Q1) for North Norfolk & North Norfolk CIPFA nearest neighbours**

Area	<a href="#">Time taken to process housing benefit new claims - Quarterly</a>					
	Mean					
	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3	2021/22 Q4	2022/23 Q1
Rother	<a href="#">16</a>	<a href="#">16</a>	<a href="#">16</a>	<a href="#">14</a>	<a href="#">13</a>	<a href="#">18</a>
East Devon	<a href="#">18</a>	<a href="#">14</a>	<a href="#">17</a>	<a href="#">13</a>	<a href="#">14</a>	<a href="#">16</a>
Teignbridge	<a href="#">13</a>	<a href="#">12</a>	<a href="#">16</a>	<a href="#">11</a>	<a href="#">13</a>	<a href="#">11</a>
King's Lynn and West Norfolk	<a href="#">9</a>	<a href="#">12</a>	<a href="#">10</a>	<a href="#">11</a>	<a href="#">9</a>	<a href="#">10</a>
South Hams	<a href="#">19</a>	<a href="#">14</a>	<a href="#">16</a>	<a href="#">13</a>	<a href="#">14</a>	<a href="#">13</a>
Babergh	<a href="#">19</a>	<a href="#">24</a>	<a href="#">25</a>	<a href="#">25</a>	<a href="#">22</a>	<a href="#">25</a>
Somerset West and Taunton	<a href="#">14</a>	<a href="#">16</a>	<a href="#">15</a>	<a href="#">16</a>	<a href="#">19</a>	<a href="#">23</a>
South Lakeland	<a href="#">20</a>	<a href="#">19</a>	<a href="#">22</a>	<a href="#">18</a>	<a href="#">17</a>	<a href="#">21</a>
Fylde	<a href="#">8</a>	<a href="#">8</a>	<a href="#">10</a>	<a href="#">11</a>	<a href="#">12</a>	<a href="#">12</a>
Sedgemoor	<a href="#">17</a>	<a href="#">19</a>	<a href="#">21</a>	<a href="#">19</a>	<a href="#">17</a>	<a href="#">12</a>
Allerdale	<a href="#">12</a>	<a href="#">11</a>	<a href="#">10</a>	<a href="#">11</a>	<a href="#">13</a>	<a href="#">31</a>
Wyre	<a href="#">14</a>	<a href="#">13</a>	<a href="#">16</a>	<a href="#">15</a>	<a href="#">20</a>	<a href="#">23</a>
Derbyshire Dales	<a href="#">6</a>	<a href="#">12</a>	<a href="#">19</a>	<a href="#">14</a>	<a href="#">11</a>	<a href="#">11</a>
North Devon	<a href="#">24</a>	<a href="#">24</a>	<a href="#">20</a>	<a href="#">24</a>	<a href="#">25</a>	<a href="#">21</a>
New Forest	<a href="#">12</a>	<a href="#">12</a>	<a href="#">10</a>	<a href="#">10</a>	<a href="#">10</a>	<a href="#">12</a>
North Norfolk	<a href="#">12</a>	<a href="#">11</a>	<a href="#">12</a>	<a href="#">12</a>	<a href="#">16</a>	<a href="#">15</a>

**Source:**  
Department for Work and Pensions





## Time taken to process housing benefit change events - Quarterly in North Norfolk

Time taken to process housing benefit change events - Quarterly - This measures the average time taken in calendar days to process all 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 changes of circumstances to existing Housing Benefit (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:** 26/10/2022

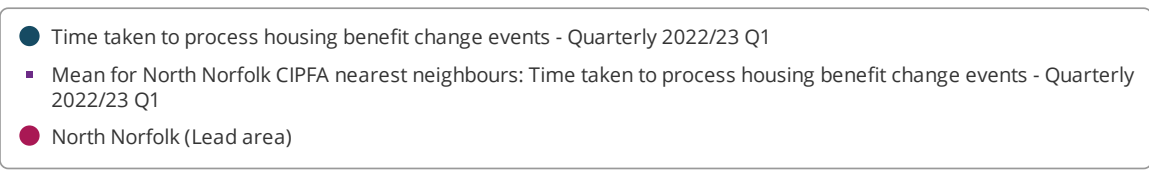
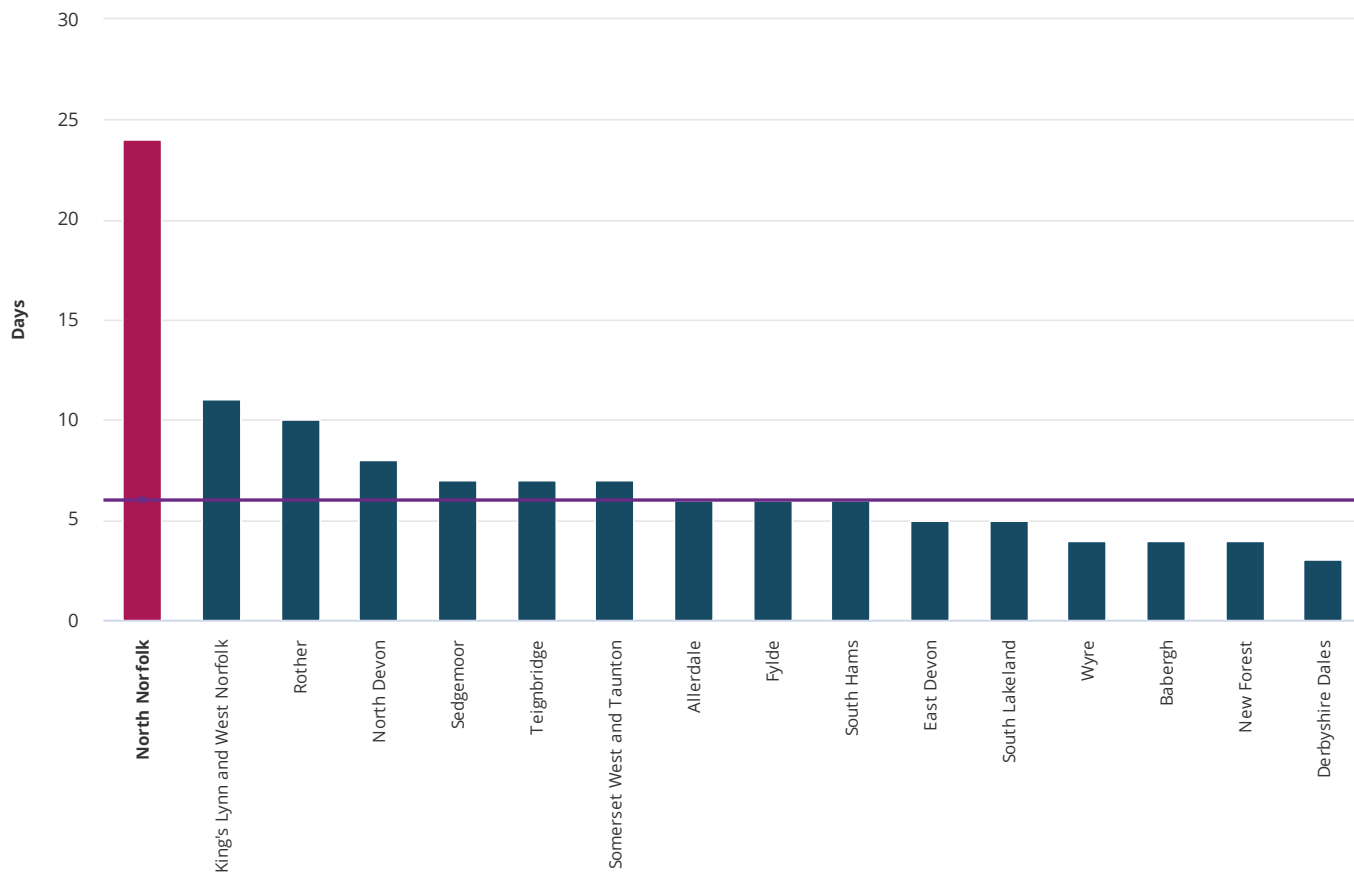
### Time taken to process housing benefit change events - Quarterly (from 2020/21 Q4 to 2022/23 Q1) for North Norfolk

Period	Time taken to process housing benefit 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
2020/21 Q4	<a href="#">6</a>	1	3	5
2021/22 Q1	<a href="#">11</a>	3	6	11
2021/22 Q2	<a href="#">13</a>	3	7	13
2021/22 Q3	<a href="#">18</a>	3	6	13
2021/22 Q4	<a href="#">5</a>	1	3	8
2022/23 Q1	<a href="#">24</a>	3	6	11

**Source:**  
Department for Work and Pensions



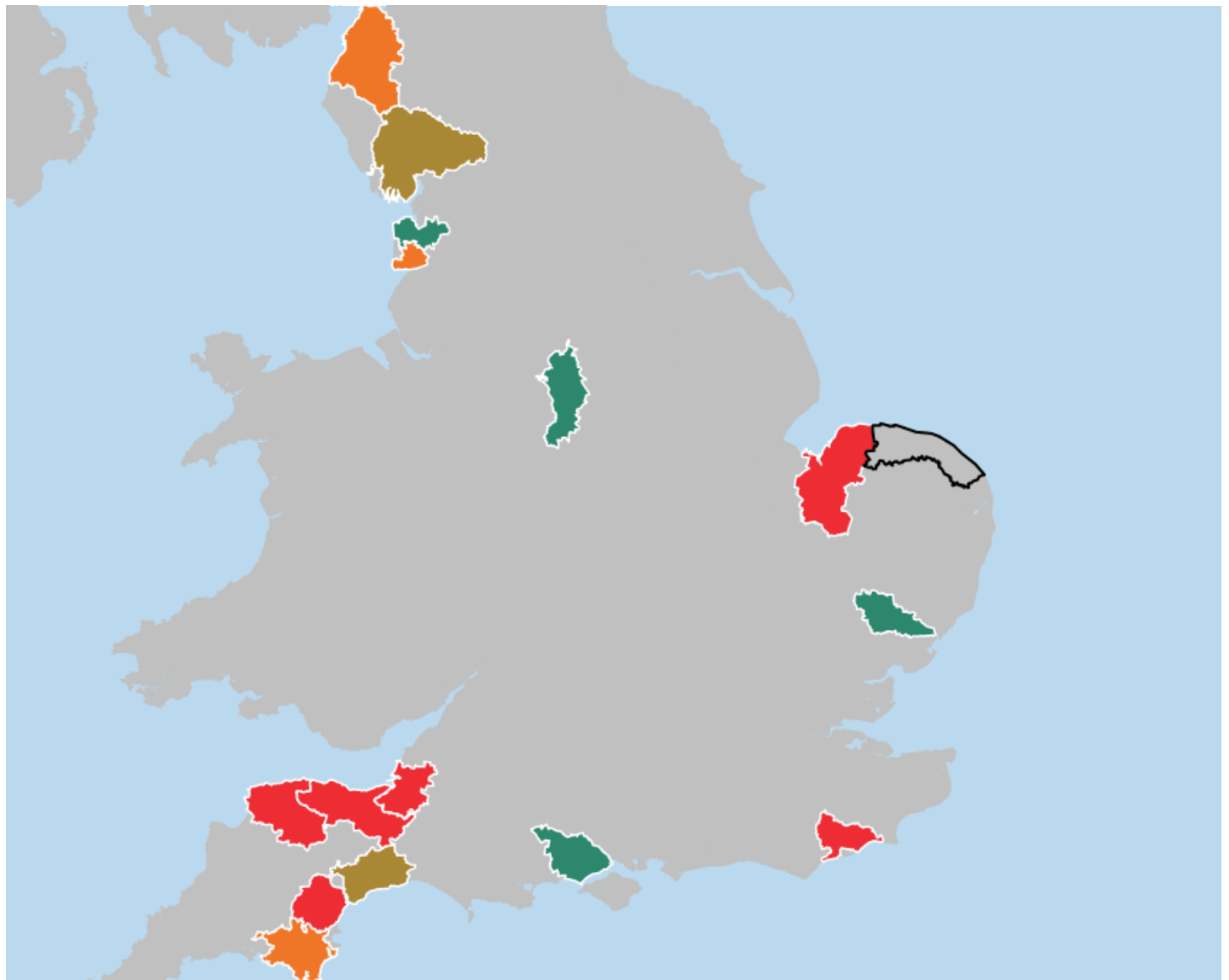
## Time taken to process housing benefit change events - Quarterly (2022/23 Q1) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:  
Department for Work and Pensions

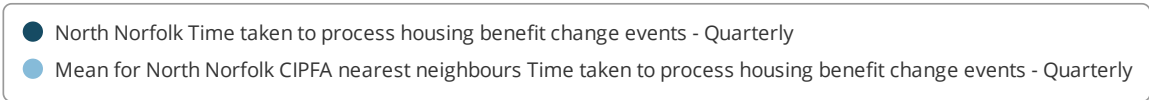
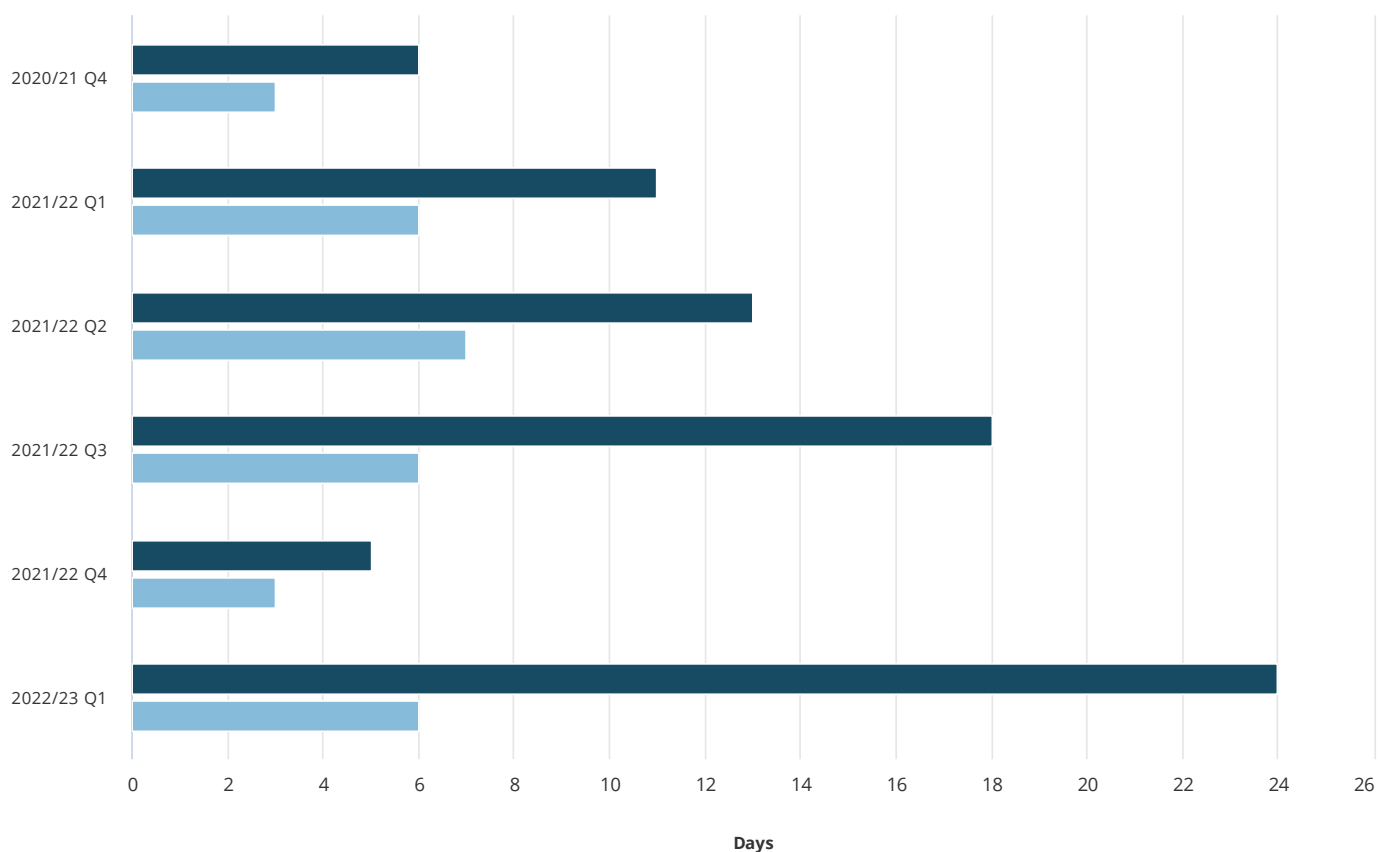
# Time taken to process housing benefit change events - Quarterly (2022/23 Q1) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



**Source:**  
Department for Work and Pensions

### Time taken to process housing benefit change events - Quarterly (from 2020/21 Q4 to 2022/23 Q1) for North Norfolk



**Source:**  
Department for Work and Pensions

Time taken to process housing benefit change events - Quarterly (from 2020/21 Q4 to 2022/23 Q1) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Time taken to process housing benefit change events - Quarterly					
	Mean					
	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3	2021/22 Q4	2022/23 Q1
Rother	<u>5</u>	<u>11</u>	<u>13</u>	<u>9</u>	<u>3</u>	<u>10</u>
East Devon	<u>3</u>	<u>6</u>	<u>6</u>	<u>5</u>	<u>2</u>	<u>5</u>
Teignbridge	<u>3</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>3</u>	<u>7</u>
King's Lynn and West Norfolk	<u>3</u>	<u>8</u>	<u>11</u>	<u>13</u>	<u>4</u>	<u>11</u>
South Hams	<u>2</u>	<u>5</u>	<u>6</u>	<u>6</u>	<u>3</u>	<u>6</u>
Babergh	<u>2</u>	<u>5</u>	<u>7</u>	<u>5</u>	<u>2</u>	<u>4</u>
Somerset West and Taunton	<u>3</u>	<u>5</u>	<u>4</u>	<u>5</u>	<u>2</u>	<u>7</u>
South Lakeland	<u>2</u>	<u>5</u>	<u>5</u>	<u>4</u>	<u>2</u>	<u>5</u>
Fylde	<u>3</u>	<u>6</u>	<u>7</u>	<u>5</u>	<u>2</u>	<u>6</u>
Sedgemoor	<u>3</u>	<u>8</u>	<u>12</u>	<u>10</u>	<u>8</u>	<u>7</u>
Allerdale	<u>3</u>	<u>6</u>	<u>10</u>	<u>7</u>	<u>2</u>	<u>6</u>
Wyre	<u>1</u>	<u>3</u>	<u>4</u>	<u>4</u>	<u>2</u>	<u>4</u>
Derbyshire Dales	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>1</u>	<u>3</u>
North Devon	<u>3</u>	<u>5</u>	<u>6</u>	<u>9</u>	<u>3</u>	<u>8</u>
New Forest	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>2</u>	<u>4</u>
North Norfolk	<u>6</u>	<u>11</u>	<u>13</u>	<u>18</u>	<u>5</u>	<u>24</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

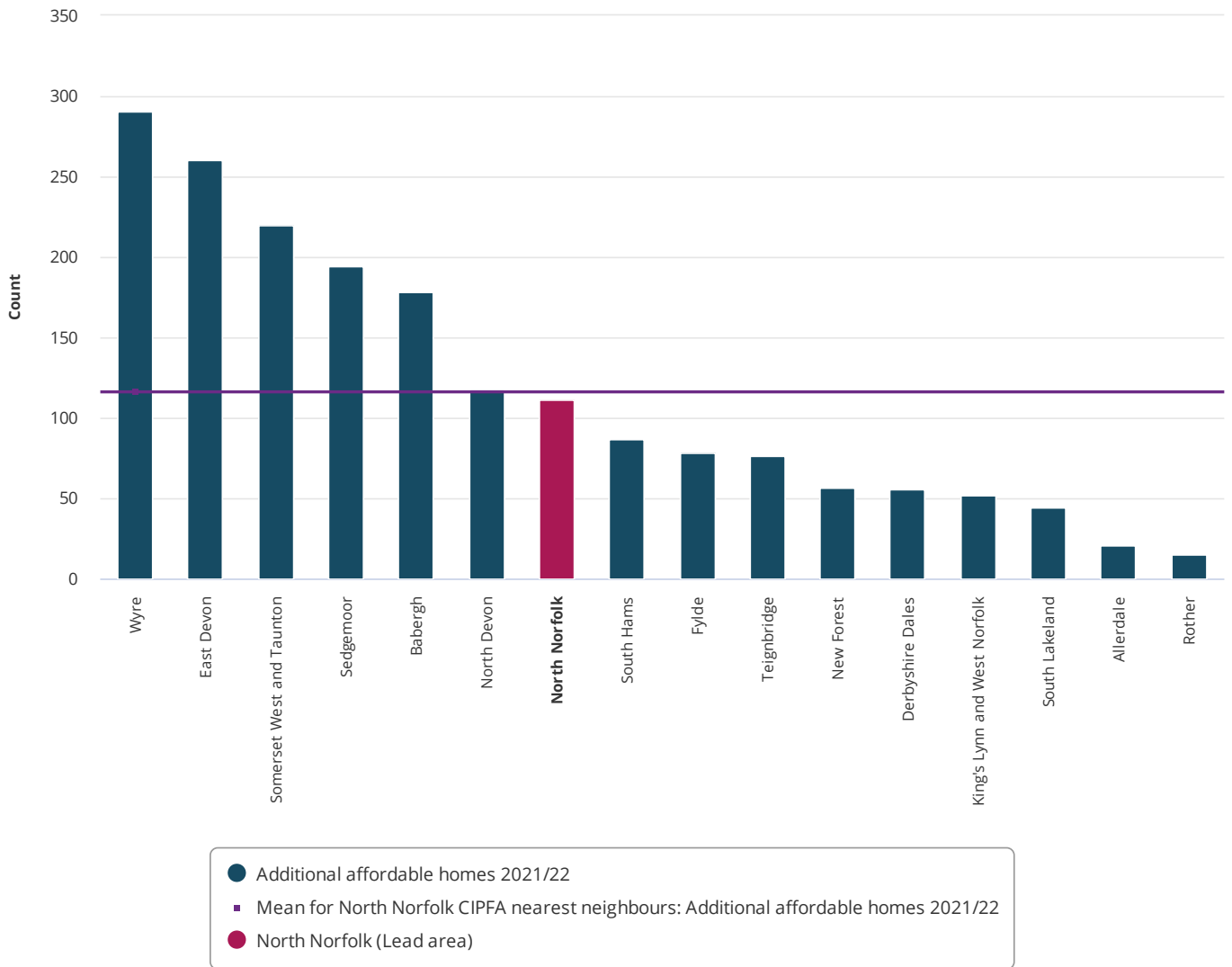
**Data last updated:** 18/11/2022

### Number of affordable homes delivered (gross) (from 2016/17 to 2021/22) for North Norfolk

Period	<a href="#">Additional affordable homes</a>			
	Dwellings			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2016/17	<a href="#">75</a>	11	86	236
2017/18	<a href="#">109</a>	24	89	220
2018/19	<a href="#">168</a>	23	118	396
2019/20	<a href="#">39</a>	23	132	343
2020/21	<a href="#">155</a>	22	92	221
2021/22	<a href="#">111</a>	15	116	291

**Source:**  
Department for Levelling Up, Housing & Communities

## Number of affordable homes delivered (gross) (2021/22) for North Norfolk & North Norfolk CIPFA nearest neighbours

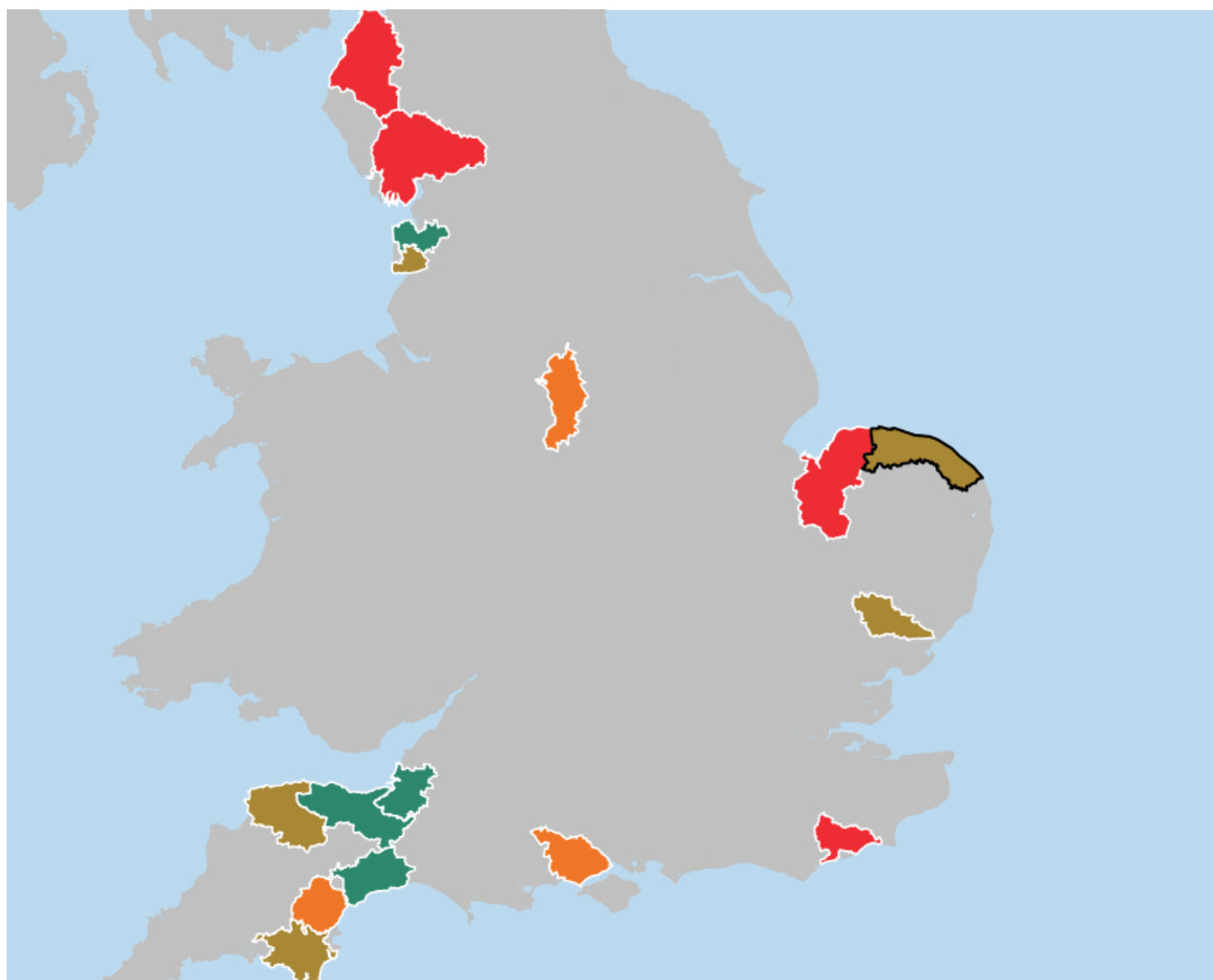
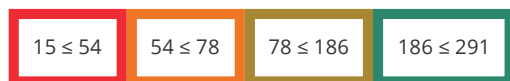


Source:  
Department for Levelling Up, Housing & Communities



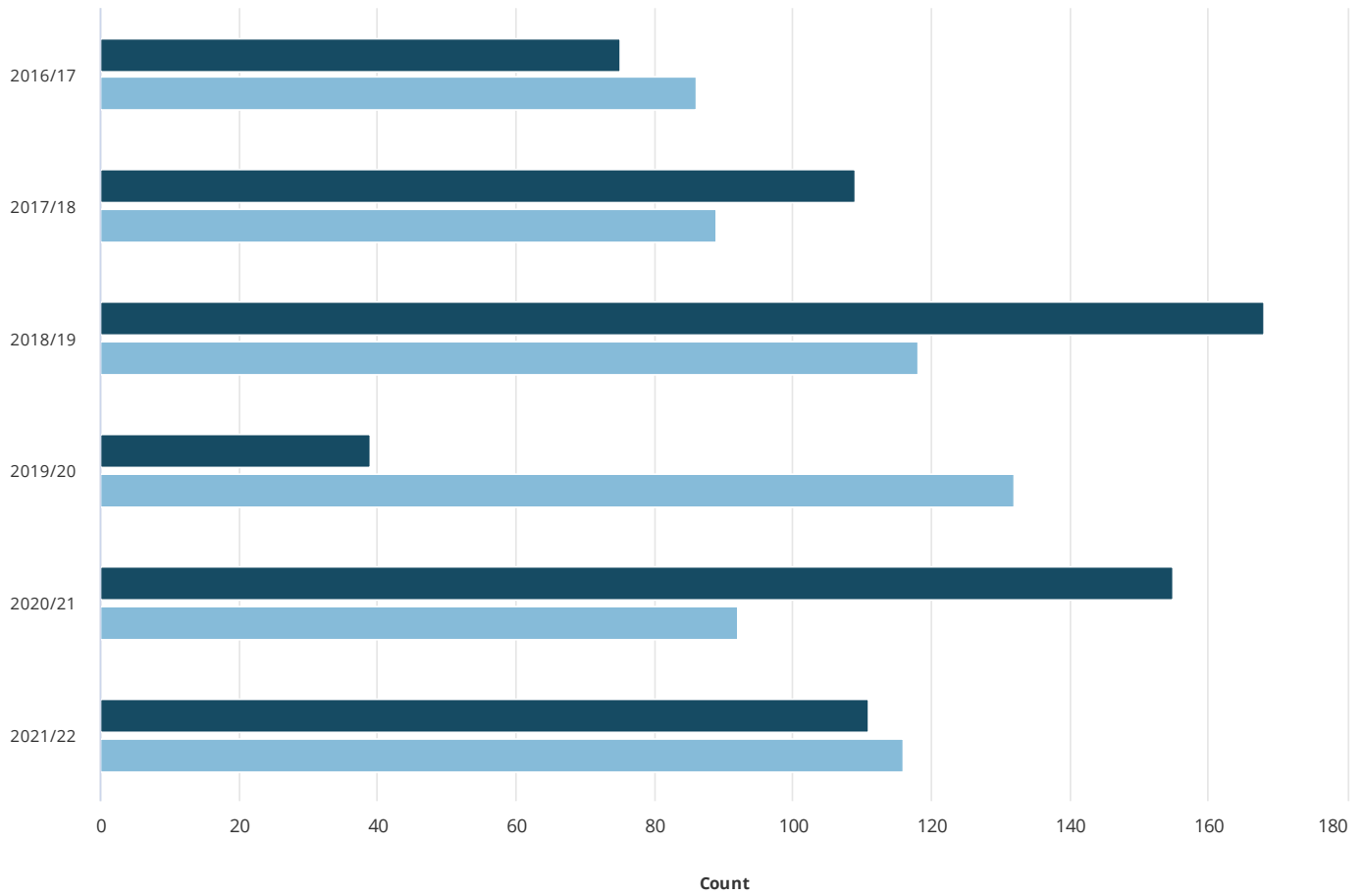
# Number of affordable homes delivered (gross) (2021/22) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



Source:  
Department for Levelling Up, Housing & Communities

## Number of affordable homes delivered (gross) (from 2016/17 to 2021/22) 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 2016/17 to 2021/22) for North Norfolk & North Norfolk CIPFA nearest neighbours**

Area	Additional affordable homes					
	Dwellings					
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Rother	<a href="#">20</a>	<a href="#">56</a>	<a href="#">60</a>	<a href="#">130</a>	<a href="#">126</a>	<a href="#">15</a>
East Devon	<a href="#">146</a>	<a href="#">220</a>	<a href="#">396</a>	<a href="#">343</a>	<a href="#">221</a>	<a href="#">260</a>
Teignbridge	<a href="#">107</a>	<a href="#">147</a>	<a href="#">114</a>	<a href="#">107</a>	<a href="#">121</a>	<a href="#">76</a>
King's Lynn and West Norfolk	<a href="#">31</a>	<a href="#">38</a>	<a href="#">71</a>	<a href="#">62</a>	<a href="#">59</a>	<a href="#">52</a>
South Hams	<a href="#">49</a>	<a href="#">106</a>	<a href="#">23</a>	<a href="#">179</a>	<a href="#">25</a>	<a href="#">87</a>
Babergh	<a href="#">60</a>	<a href="#">71</a>	<a href="#">42</a>	<a href="#">136</a>	<a href="#">71</a>	<a href="#">178</a>
Somerset West and Taunton	<a href="#">Not Applicable</a>	<a href="#">Not Applicable</a>	<a href="#">Not Applicable</a>	<a href="#">121</a>	<a href="#">113</a>	<a href="#">220</a>
South Lakeland	<a href="#">102</a>	<a href="#">76</a>	<a href="#">112</a>	<a href="#">53</a>	<a href="#">44</a>	<a href="#">44</a>
Fylde	<a href="#">69</a>	<a href="#">131</a>	<a href="#">115</a>	<a href="#">159</a>	<a href="#">47</a>	<a href="#">78</a>
Sedgemoor	<a href="#">236</a>	<a href="#">49</a>	<a href="#">163</a>	<a href="#">149</a>	<a href="#">171</a>	<a href="#">194</a>
Allerdale	<a href="#">136</a>	<a href="#">74</a>	<a href="#">66</a>	<a href="#">39</a>	<a href="#">25</a>	<a href="#">21</a>
Wyre	<a href="#">75</a>	<a href="#">47</a>	<a href="#">92</a>	<a href="#">139</a>	<a href="#">115</a>	<a href="#">291</a>
Derbyshire Dales	<a href="#">11</a>	<a href="#">24</a>	<a href="#">127</a>	<a href="#">23</a>	<a href="#">22</a>	<a href="#">56</a>
North Devon	<a href="#">107</a>	<a href="#">130</a>	<a href="#">155</a>	<a href="#">245</a>	<a href="#">113</a>	<a href="#">118</a>
New Forest	<a href="#">60</a>	<a href="#">70</a>	<a href="#">118</a>	<a href="#">100</a>	<a href="#">111</a>	<a href="#">57</a>
North Norfolk	<a href="#">75</a>	<a href="#">109</a>	<a href="#">168</a>	<a href="#">39</a>	<a href="#">155</a>	<a href="#">111</a>

**Source:**  
Department for Levelling Up, Housing & Communities





## Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly in North Norfolk

Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly - This is the percentage of major planning application decisions that have a Planning Performance Agreement (PPAs), Extension of Time (EoT) and/or Environmental Impact Assessment (EIA) that have been granted within the agreed timeframe, each financial quarter. 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

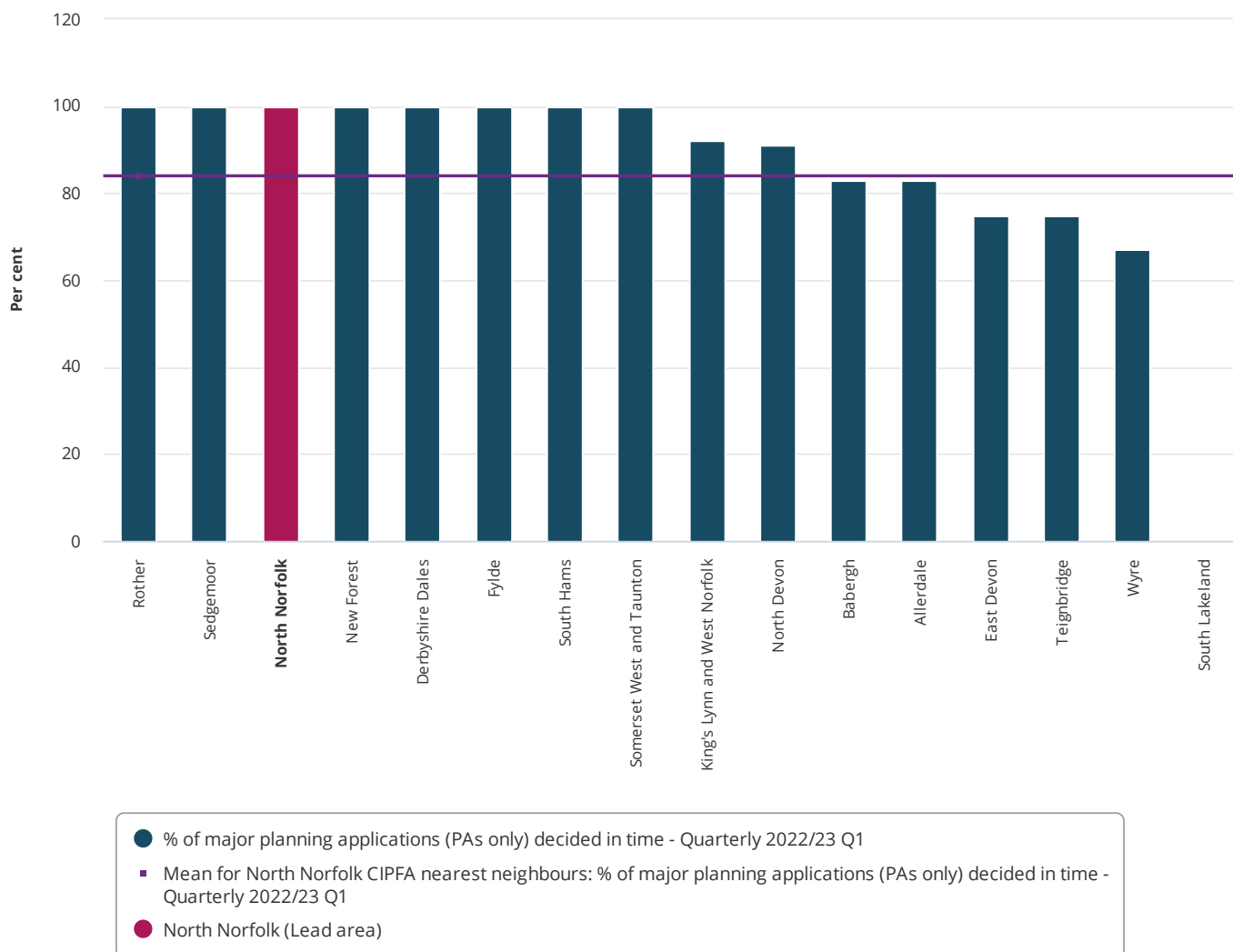
**Data last updated:** N/A

### Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q4 to 2022/23 Q1) for North Norfolk

Period	<a href="#">% of major planning applications (PAs only) decided in time - Quarterly</a>			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2020/21 Q4	<a href="#">57</a>	60	94	100
2021/22 Q1	<a href="#">75</a>	50	91	100
2021/22 Q2	<a href="#">100</a>	73	92	100
2021/22 Q3	<a href="#">100</a>	0	85	100
2021/22 Q4	<a href="#">100</a>	50	90	100
2022/23 Q1	<a href="#">100</a>	0	84	100

**Source:**  
Department for Levelling Up, Housing & Communities

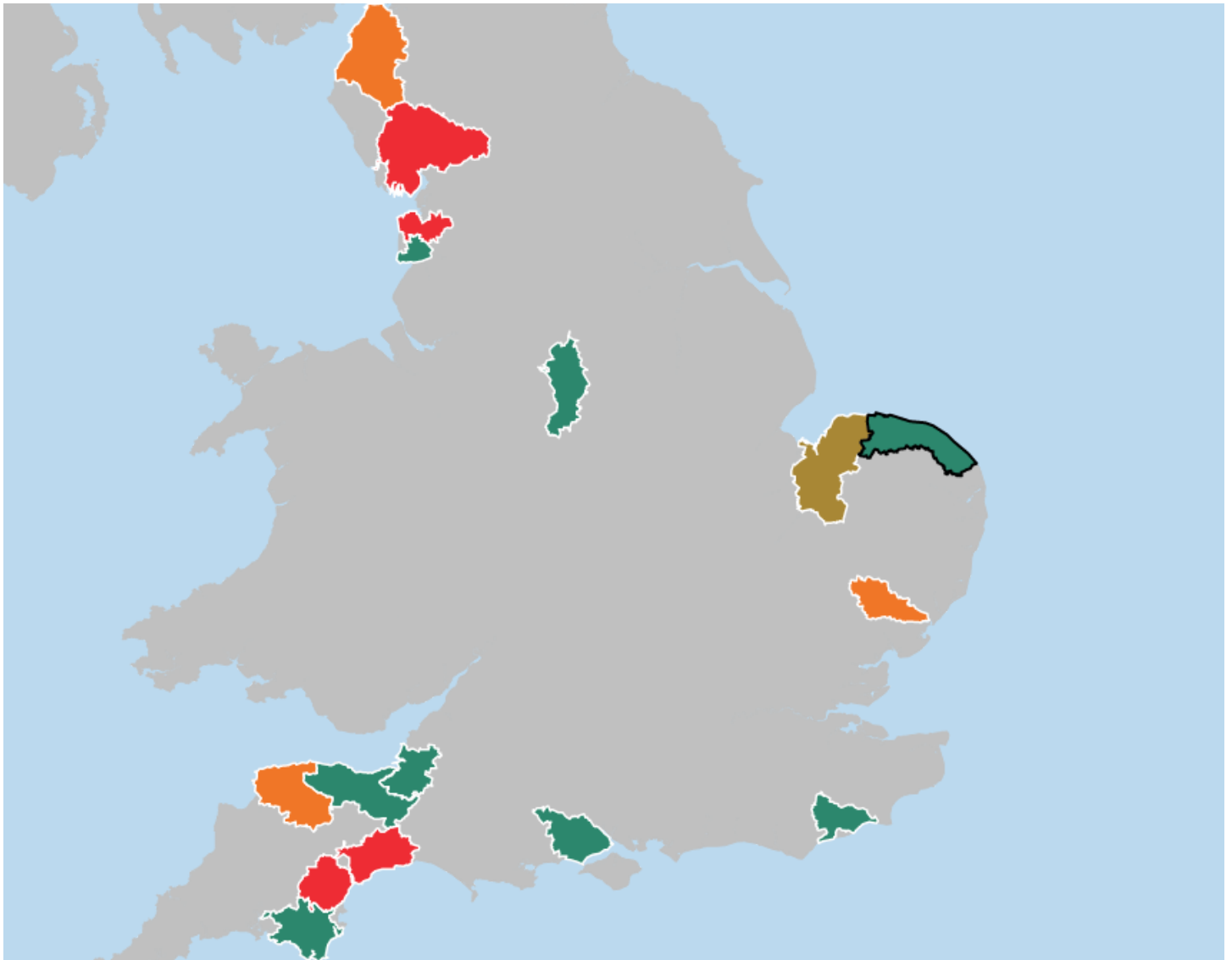
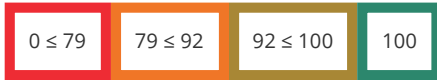
## Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (2022/23 Q1) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:  
Department for Levelling Up, Housing & Communities

Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (2022/23 Q1) for North Norfolk & North Norfolk CIPFA nearest neighbours

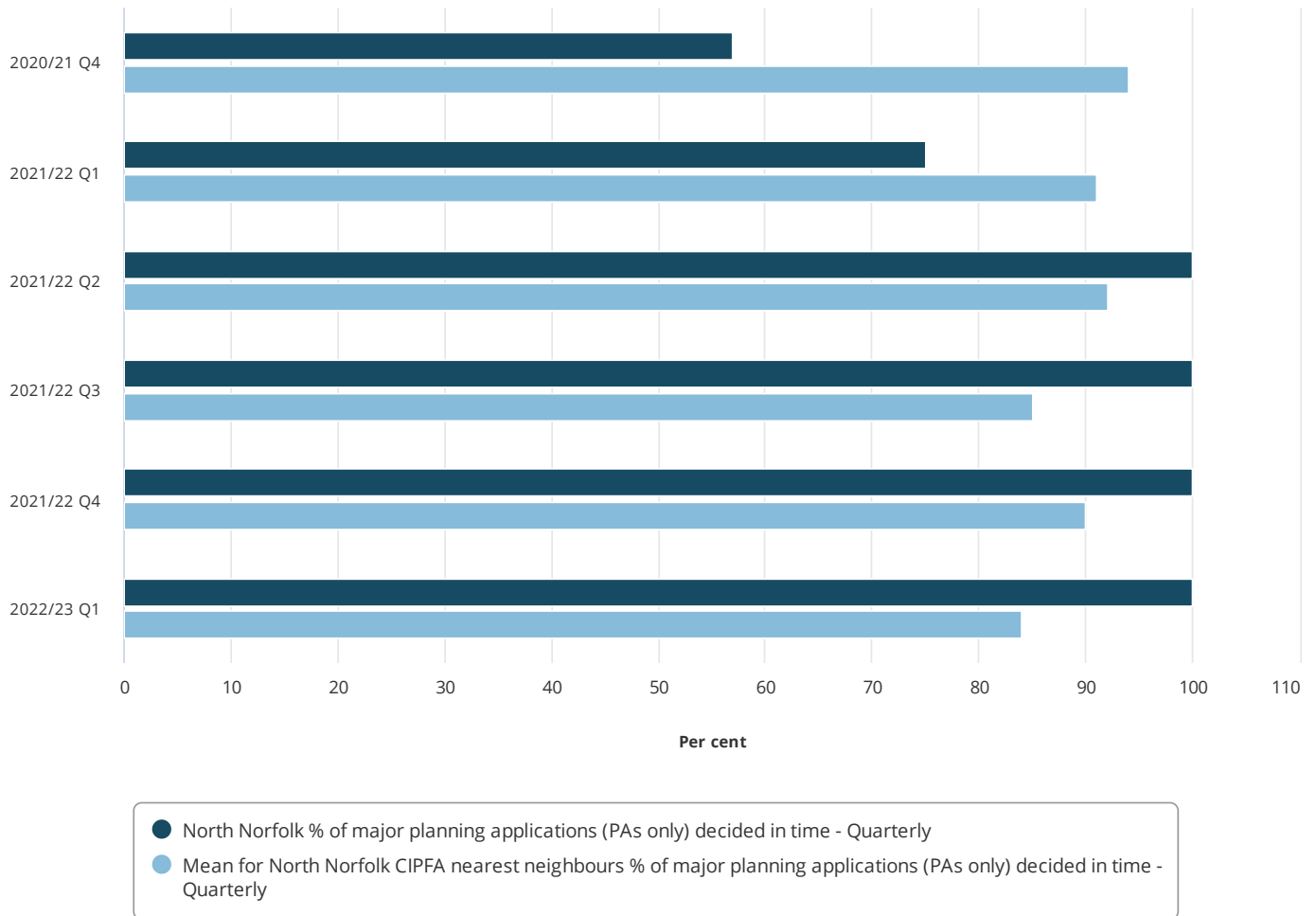
Quartiles for North Norfolk CIPFA nearest neighbours



Source:  
Department for Levelling Up, Housing & Communities



**Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q4 to 2022/23 Q1) for North Norfolk**



**Source:**  
Department for Levelling Up, Housing & Communities

**Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q4 to 2022/23 Q1) for North Norfolk & North Norfolk CIPFA nearest neighbours**

Area	<u>% of major planning applications (PAs only) decided in time - Quarterly</u>					
	%					
	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3	2021/22 Q4	2022/23 Q1
Rother	<a href="#">78</a>	<a href="#">80</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>
East Devon	<a href="#">100</a>	<a href="#">89</a>	<a href="#">73</a>	<a href="#">60</a>	<a href="#">67</a>	<a href="#">75</a>
Teignbridge	<a href="#">100</a>	<a href="#">50</a>	<a href="#">89</a>	<a href="#">100</a>	<a href="#">67</a>	<a href="#">75</a>
King's Lynn and West Norfolk	<a href="#">100</a>	<a href="#">100</a>	<a href="#">86</a>	<a href="#">100</a>	<a href="#">89</a>	<a href="#">92</a>
South Hams	<a href="#">100</a>	<a href="#">100</a>	<a href="#">75</a>	<a href="#">92</a>	<a href="#">75</a>	<a href="#">100</a>
Babergh	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">50</a>	<a href="#">83</a>
Somerset West and Taunton	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">50</a>	<a href="#">100</a>	<a href="#">100</a>
South Lakeland	<a href="#">60</a>	<a href="#">50</a>	<a href="#">100</a>	<a href="#">0</a>	<a href="#">100</a>	<a href="#">0</a>
Fylde	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>
Sedgemoor	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>
Allerdale	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">83</a>
Wyre	<a href="#">100</a>	<a href="#">100</a>	<a href="#">78</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">67</a>
Derbyshire Dales	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>
North Devon	<a href="#">75</a>	<a href="#">100</a>	<a href="#">80</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">91</a>
New Forest	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">75</a>	<a href="#">100</a>	<a href="#">100</a>
North Norfolk	<a href="#">57</a>	<a href="#">75</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>

**Source:**  
Department for Levelling Up, Housing & Communities





## Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly in North Norfolk

Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly - This is the percentage of minor planning application decisions that have a Planning Performance Agreement (PPAs), Extension of Time (EoT) and/or Environmental Impact Assessment (EIA) that have been granted within the agreed timeframe, each financial quarter. 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

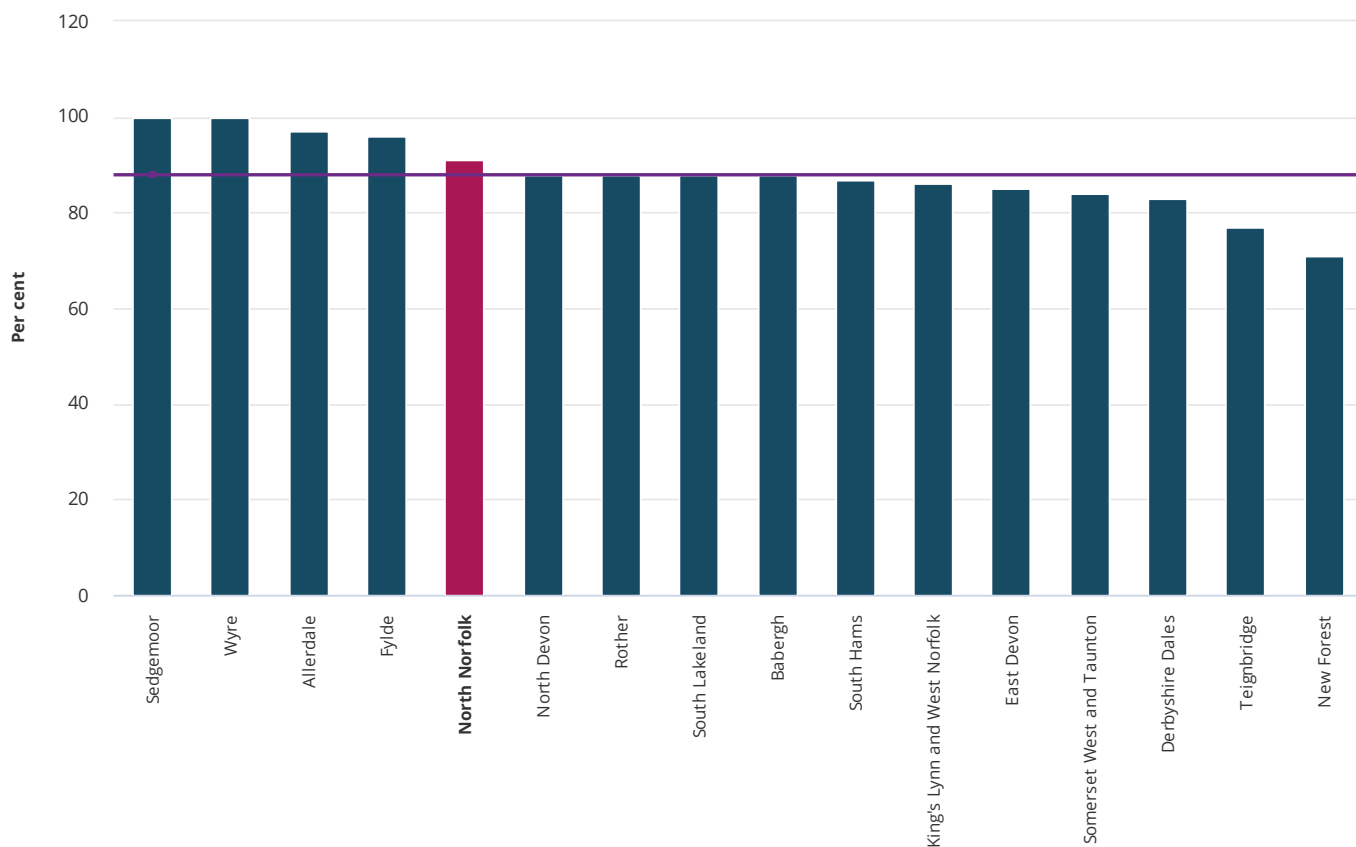
**Data last updated:** N/A

### Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q4 to 2022/23 Q1) for North Norfolk

Period	<a href="#">% of minor planning applications (PAs only) decided in time - Quarterly</a>			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2020/21 Q4	<a href="#">66</a>	76	92	100
2021/22 Q1	<a href="#">68</a>	38	85	100
2021/22 Q2	<a href="#">93</a>	62	89	100
2021/22 Q3	<a href="#">93</a>	71	92	100
2021/22 Q4	<a href="#">93</a>	77	91	100
2022/23 Q1	<a href="#">91</a>	71	88	100

**Source:**  
Department for Levelling Up, Housing & Communities

**Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (2022/23 Q1) for North Norfolk & North Norfolk CIPFA nearest neighbours**

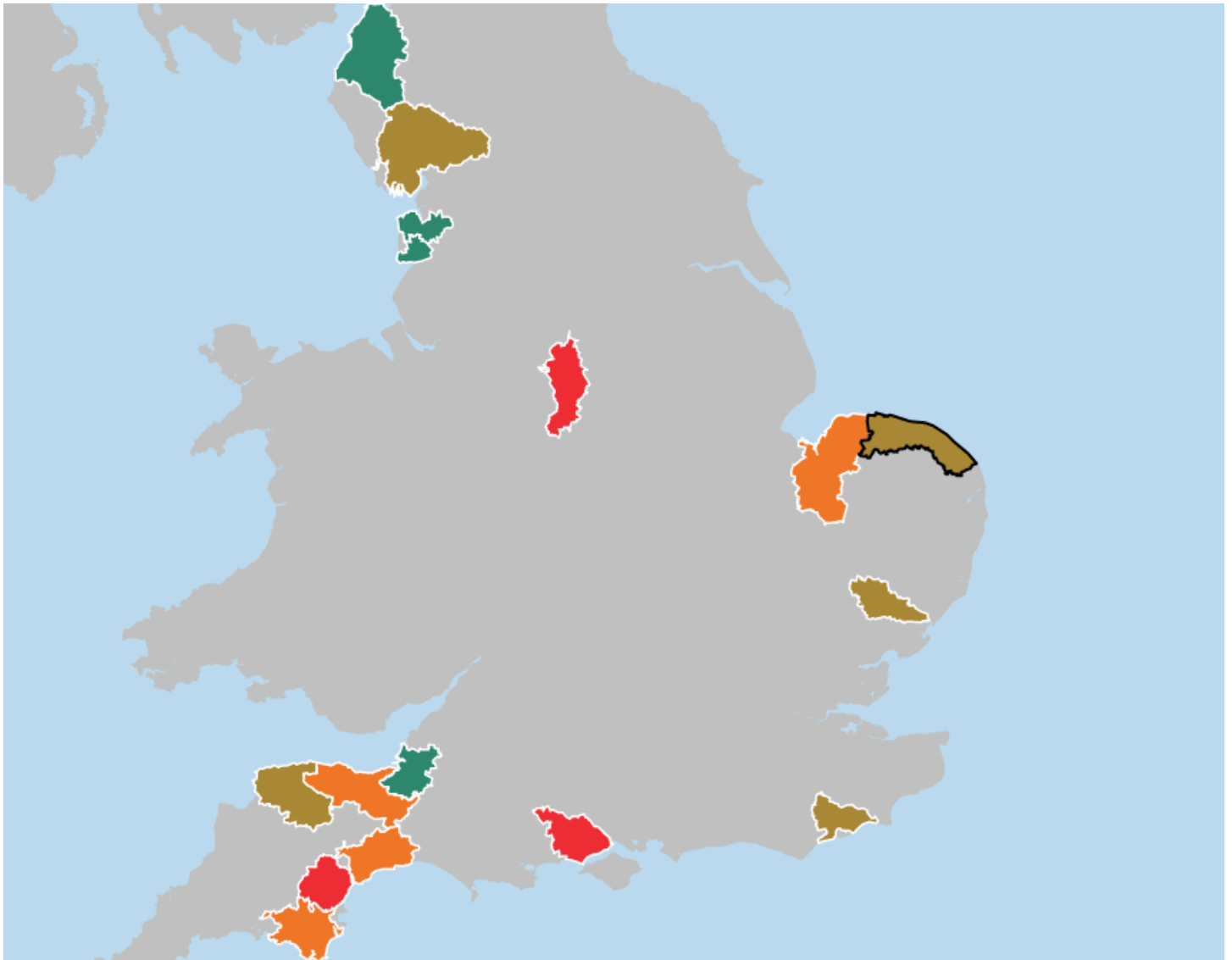
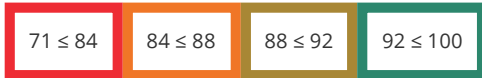


- % of minor planning applications (PAs only) decided in time - Quarterly 2022/23 Q1
- Mean for North Norfolk CIPFA nearest neighbours: % of minor planning applications (PAs only) decided in time - Quarterly 2022/23 Q1
- North Norfolk (Lead area)

**Source:**  
Department for Levelling Up, Housing & Communities

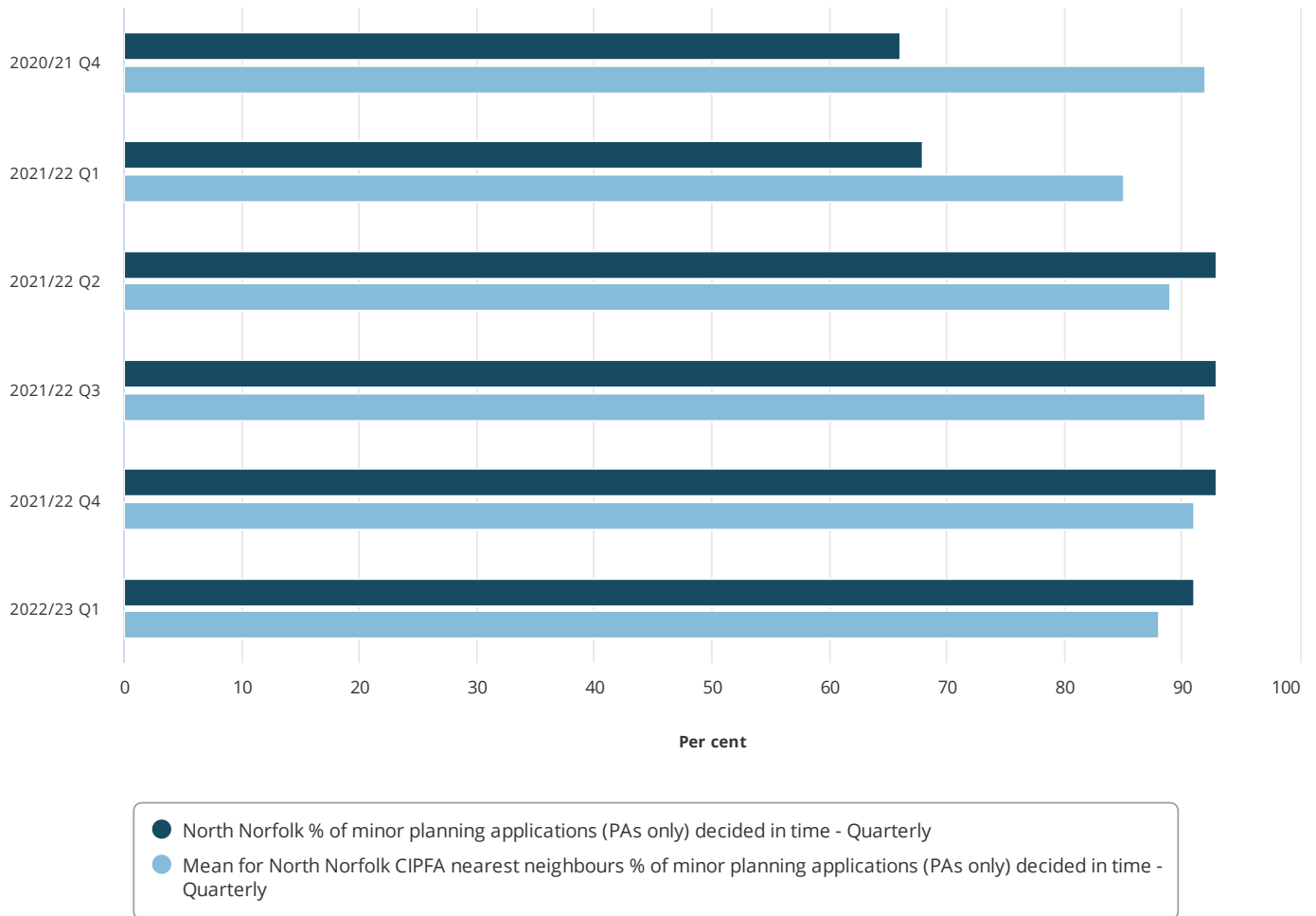
# Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (2022/23 Q1) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



**Source:**  
Department for Levelling Up, Housing & Communities

**Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q4 to 2022/23 Q1) for North Norfolk**



**Source:**  
Department for Levelling Up, Housing & Communities



**Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q4 to 2022/23 Q1) for North Norfolk & North Norfolk CIPFA nearest neighbours**

Area	<u>% of minor planning applications (PAs only) decided in time - Quarterly</u>					
	%					
	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3	2021/22 Q4	2022/23 Q1
Rother	<a href="#">81</a>	<a href="#">85</a>	<a href="#">77</a>	<a href="#">88</a>	<a href="#">81</a>	<a href="#">88</a>
East Devon	<a href="#">85</a>	<a href="#">80</a>	<a href="#">86</a>	<a href="#">85</a>	<a href="#">82</a>	<a href="#">85</a>
Teignbridge	<a href="#">85</a>	<a href="#">85</a>	<a href="#">96</a>	<a href="#">77</a>	<a href="#">93</a>	<a href="#">77</a>
King's Lynn and West Norfolk	<a href="#">95</a>	<a href="#">87</a>	<a href="#">87</a>	<a href="#">91</a>	<a href="#">88</a>	<a href="#">86</a>
South Hams	<a href="#">100</a>	<a href="#">88</a>	<a href="#">74</a>	<a href="#">71</a>	<a href="#">84</a>	<a href="#">87</a>
Babergh	<a href="#">100</a>	<a href="#">97</a>	<a href="#">93</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">88</a>
Somerset West and Taunton	<a href="#">76</a>	<a href="#">84</a>	<a href="#">86</a>	<a href="#">97</a>	<a href="#">88</a>	<a href="#">84</a>
South Lakeland	<a href="#">89</a>	<a href="#">88</a>	<a href="#">93</a>	<a href="#">93</a>	<a href="#">91</a>	<a href="#">88</a>
Fylde	<a href="#">100</a>	<a href="#">94</a>	<a href="#">100</a>	<a href="#">95</a>	<a href="#">96</a>	<a href="#">96</a>
Sedgemoor	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>
Allerdale	<a href="#">100</a>	<a href="#">85</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">100</a>	<a href="#">97</a>
Wyre	<a href="#">96</a>	<a href="#">97</a>	<a href="#">98</a>	<a href="#">95</a>	<a href="#">96</a>	<a href="#">100</a>
Derbyshire Dales	<a href="#">89</a>	<a href="#">77</a>	<a href="#">89</a>	<a href="#">93</a>	<a href="#">86</a>	<a href="#">83</a>
North Devon	<a href="#">98</a>	<a href="#">89</a>	<a href="#">98</a>	<a href="#">91</a>	<a href="#">96</a>	<a href="#">88</a>
New Forest	<a href="#">88</a>	<a href="#">38</a>	<a href="#">62</a>	<a href="#">100</a>	<a href="#">77</a>	<a href="#">71</a>
North Norfolk	<a href="#">66</a>	<a href="#">68</a>	<a href="#">93</a>	<a href="#">93</a>	<a href="#">93</a>	<a href="#">91</a>

**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

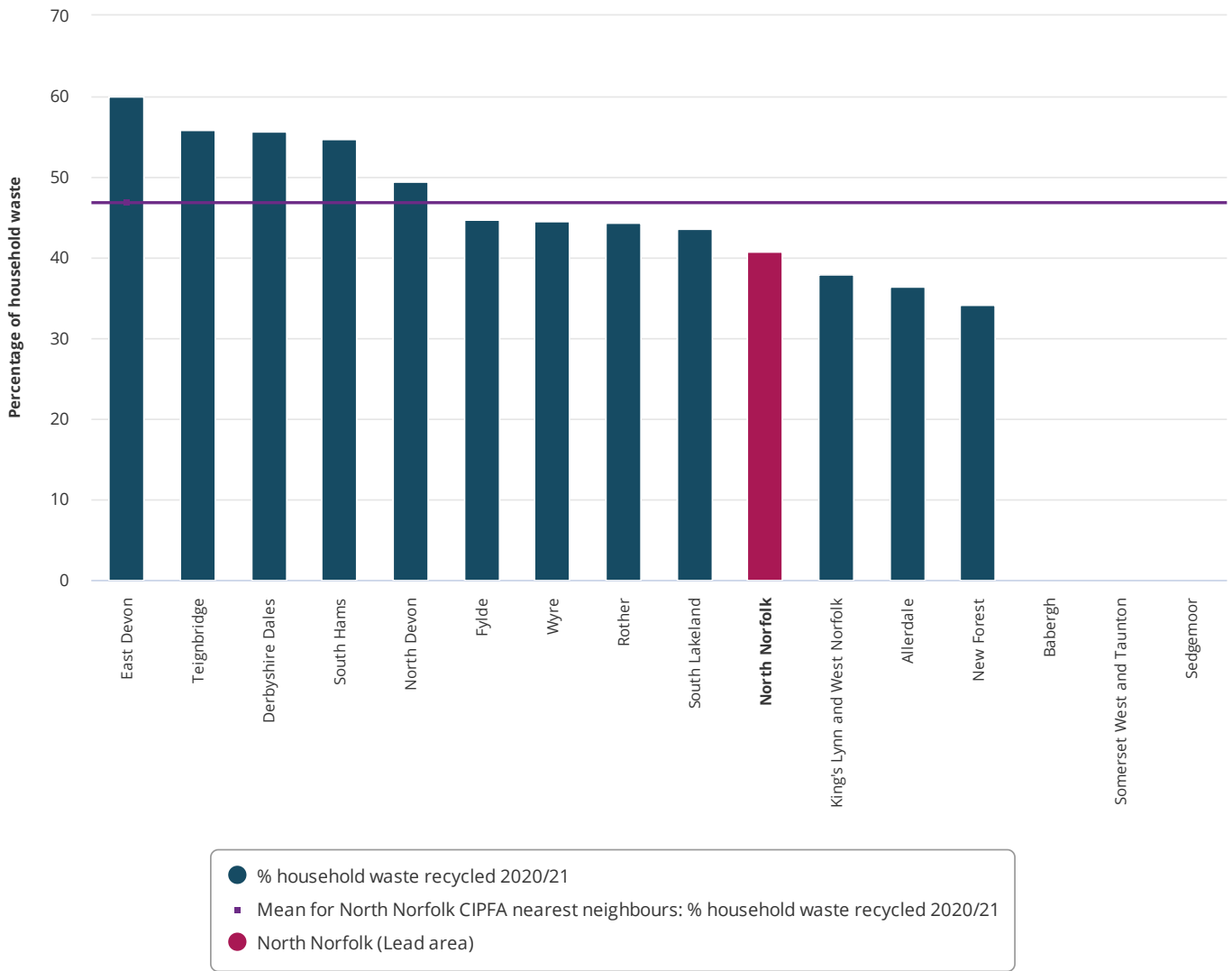
**Data last updated:** 16/12/2021

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

Period	<a href="#">% household waste recycled</a>			
	%			
	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	<a href="#">41.80</a>	30.00	46.43	56.10
2016/17	<a href="#">41.90</a>	31.00	46.79	59.80
2017/18	<a href="#">41.60</a>	34.10	47.42	60.30
2018/19	<a href="#">39.30</a>	32.90	46.87	59.60
2019/20	<a href="#">40.80</a>	33.70	47.96	61.90
2020/21	<a href="#">40.70</a>	34.10	46.78	60.00

**Source:**  
Department for Environment, Food and Rural Affairs

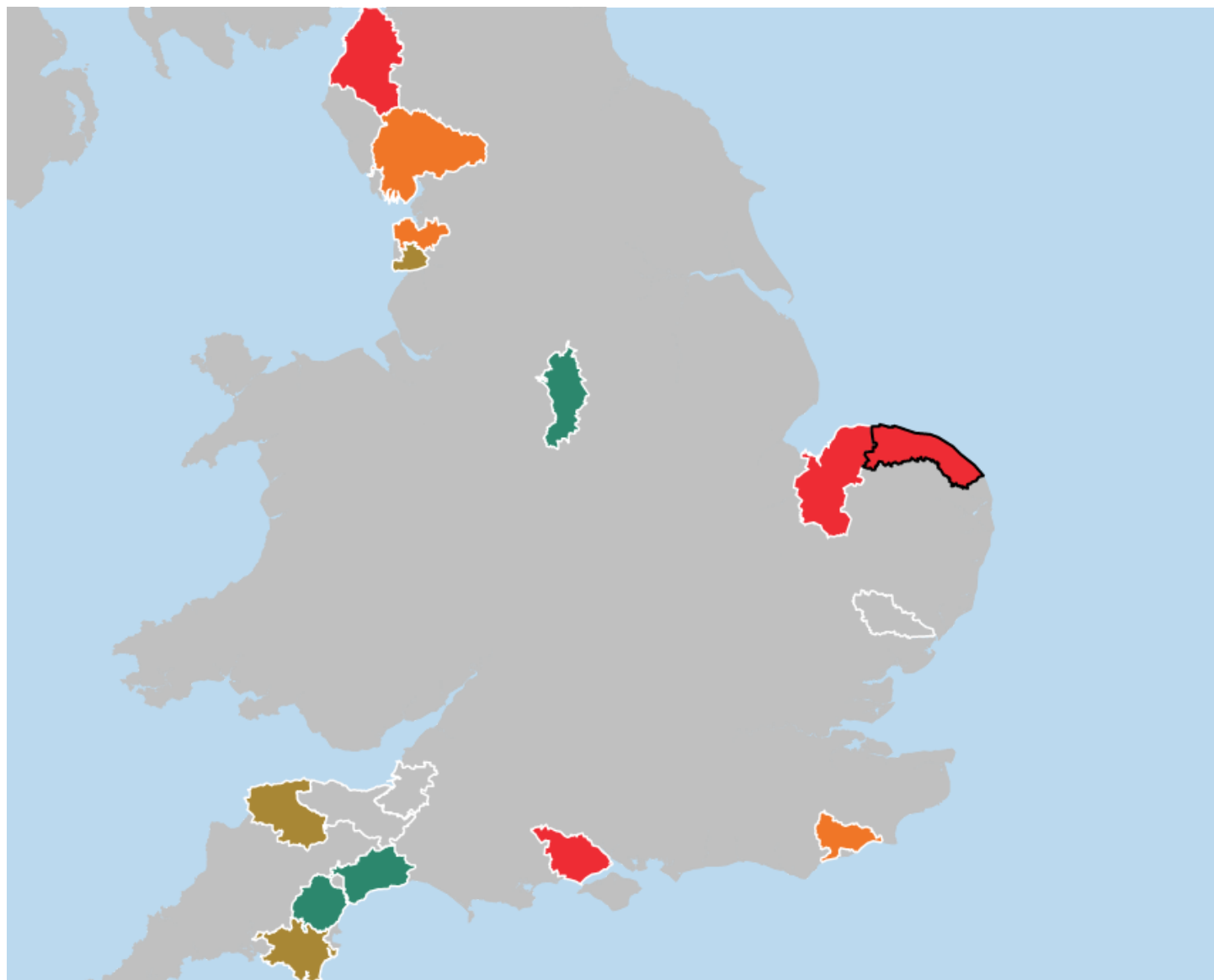
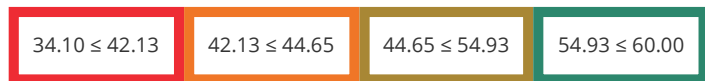
Percentage of household waste sent for reuse, recycling and composting (annual) (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:  
Department for Environment, Food and Rural Affairs

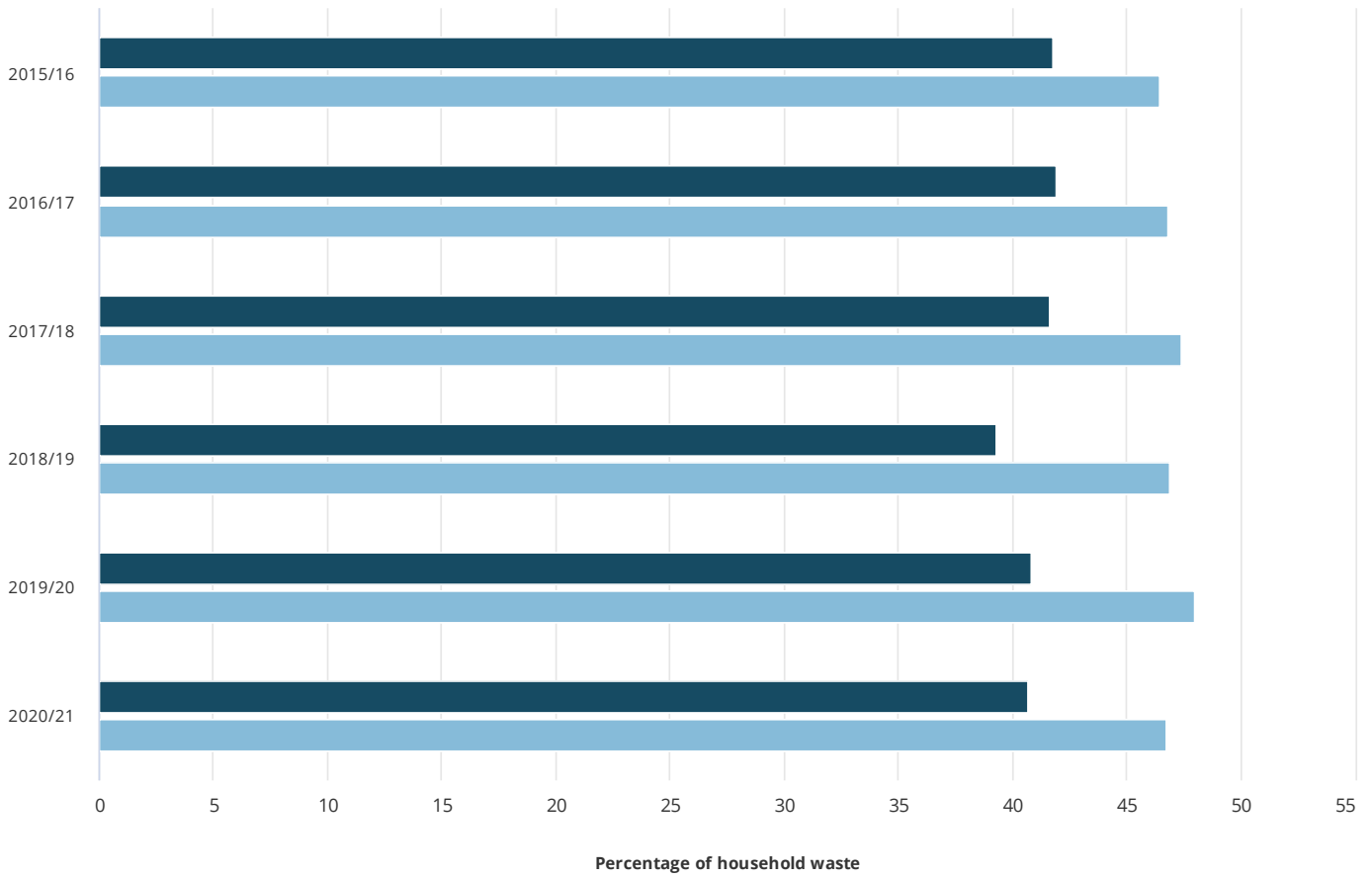
# Percentage of household waste sent for reuse, recycling and composting (annual) (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for 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	<a href="#">45.40</a>	<a href="#">48.30</a>	<a href="#">50.20</a>	<a href="#">47.40</a>	<a href="#">45.50</a>	<a href="#">44.40</a>
East Devon	<a href="#">45.60</a>	<a href="#">46.10</a>	<a href="#">54.20</a>	<a href="#">59.10</a>	<a href="#">60.50</a>	<a href="#">60.00</a>
Teignbridge	<a href="#">54.30</a>	<a href="#">55.70</a>	<a href="#">55.40</a>	<a href="#">56.30</a>	<a href="#">56.30</a>	<a href="#">55.90</a>
King's Lynn and West Norfolk	<a href="#">44.30</a>	<a href="#">45.70</a>	<a href="#">46.40</a>	<a href="#">42.10</a>	<a href="#">42.50</a>	<a href="#">38.00</a>
South Hams	<a href="#">52.90</a>	<a href="#">54.70</a>	<a href="#">53.90</a>	<a href="#">53.90</a>	<a href="#">54.40</a>	<a href="#">54.70</a>
Babergh	<a href="#">no value</a>	<a href="#">no value</a>	<a href="#">no value</a>	<a href="#">no value</a>	<a href="#">no value</a>	<a href="#">Missing</a>
Somerset West and Taunton	<a href="#">no value</a>	<a href="#">no value</a>	<a href="#">no value</a>	<a href="#">no value</a>	<a href="#">no value</a>	<a href="#">Not Applicable</a>
South Lakeland	<a href="#">41.90</a>	<a href="#">42.40</a>	<a href="#">44.40</a>	<a href="#">44.20</a>	<a href="#">45.00</a>	<a href="#">43.50</a>
Fylde	<a href="#">52.40</a>	<a href="#">50.50</a>	<a href="#">47.50</a>	<a href="#">44.70</a>	<a href="#">46.40</a>	<a href="#">44.80</a>
Sedgemoor	<a href="#">47.90</a>	<a href="#">46.80</a>	<a href="#">no value</a>	<a href="#">no value</a>	<a href="#">no value</a>	<a href="#">Not Applicable</a>
Allerdale	<a href="#">36.90</a>	<a href="#">37.90</a>	<a href="#">34.20</a>	<a href="#">33.40</a>	<a href="#">33.70</a>	<a href="#">36.50</a>
Wyre	<a href="#">51.40</a>	<a href="#">44.90</a>	<a href="#">42.90</a>	<a href="#">43.20</a>	<a href="#">45.70</a>	<a href="#">44.50</a>
Derbyshire Dales	<a href="#">56.10</a>	<a href="#">59.80</a>	<a href="#">60.30</a>	<a href="#">59.60</a>	<a href="#">61.90</a>	<a href="#">55.60</a>
North Devon	<a href="#">44.50</a>	<a href="#">44.50</a>	<a href="#">45.50</a>	<a href="#">45.60</a>	<a href="#">49.50</a>	<a href="#">49.40</a>
New Forest	<a href="#">30.00</a>	<a href="#">31.00</a>	<a href="#">34.10</a>	<a href="#">32.90</a>	<a href="#">34.10</a>	<a href="#">34.10</a>
North Norfolk	<a href="#">41.80</a>	<a href="#">41.90</a>	<a href="#">41.60</a>	<a href="#">39.30</a>	<a href="#">40.80</a>	<a href="#">40.70</a>

Source:  
Department for Environment, Food and Rural Affairs







## ENFORCEMENT UPDATE – DECEMBER 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.

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

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

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

**Reasons for Recommendations:**

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

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

Contact Officer, telephone number and email:  
Martyn Fulcher, Director for Place and Climate Change 01263 516144  
[martyn.fulcher@northnorfolk.gov.uk](mailto:martyn.fulcher@northnorfolk.gov.uk)

## **1. Introduction**

- 1.1. The Enforcement Board was set up in 2013 to tackle difficult and longstanding enforcement issues. At that time, there was an additional focus on Long Term Empty (LTE) homes due to the financial issues arising. The initiative ran alongside actions to secure New Homes Bonus payments. In addition, Corporate Plan seeks to promote local homes for local need, LTE initiatives can support this aim.
- 1.2. The Board is designed to provide cross service working on more complex multi-agency cases which are often by their nature complex nature. Senior management level attendees from Environmental Health, Planning, Revenues Housing Strategy and Legal Services enable the most appropriate course of action to be brought to bear on the issues at hand and to be implemented quickly and effectively. The board is 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 in both legal and finance teams.
- 1.4. A monthly update on the work of the Board is provided through a confidential case update report stored on the Members' area of the Intranet. These are listed by Ward for ease of access. The Board Chair is reviewing how information is provided to Members, given the large amount of historical data currently included, and will update on this at a future meeting.
- 1.5. The Combined Enforcement Team 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 meets on a monthly basis to ensure good progress is maintained across the full range of cases under consideration. Currently, the caseload of the Board is 16 ongoing matters across all areas of the district.
- 2.3. Since the report in June 2022, work has continued on long-standing cases, with some moving to final monitoring stages before closure. Two cases have been completed, namely:
  - 36 Beck Close, Weybourne (untidy site)
  - Buddies/Buffers, Holt Road, Cromer (untidy site)
- 2.4. In terms of longer-term monitoring:
  - The Shannoeks Hotel – the site developer had previously complied with the Compulsory Purchase Order (CPO) Agreement by commencing demolition in June 2021, meaning the site was cleared, and hoarding erected around the site. Unfortunately, the owner has since failed to commence works (deadline 23 November 2022), so the decision has been taken to pursue the CPO process by serving a General Vesting Document to take ownership of the site.

- 'Buddies/Buffers, Holt Road, Cromer' - works previously detailed within the Untidy Land (s.215) Notice was completed on site to the point that no further action is merited. Officers will continue to monitor this site and liaise with the site owner in seeking occupation of this building.
- Kings Head Hotel (Waterfront Rooms) Station Road, Hoveton - the developer has withdrawn from a potential scheme to redevelop the site due to complexities regarding Broads Authority and NNDC ownership of the tourist information centre and the toilet facilities. The Broads authority are working with Greene King for a comprehensive redevelopment of the site. Matters relating to S215 notice are resolved and otherwise under control of BA. This matter can be returned to if a redevelopment project is not delivered and the situation deteriorates, as potential CPO under NNDC powers, as The Broads Authority has no planning CPO powers).
- Sutton Mill - the enforcement notice requiring restoration of Grade II listed building Sutton Mill remains in place. The owner has constructed a replacement mill cap which will complete restoration required under the notice. Works to reinstate the cap are ongoing. Officers have issued a final and binding timeline for the purchase and delivery of the stocks by the end of the year before considering further action.

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

- Tattersett Business Park – an external Planning Consultant report has been received. Officers now liaising with Eastlaw, with an expectation of making a submission to Court December 2022. The Council will undertake further legal action to reclaim outstanding Business Rates.
- 9 Norwich Street, Fakenham - quotations for a building 'wrap' have been received. The aim is to wrap the building using an appropriately designed building wrap shortly after the Christmas break. The Council is to engage with the Town Council and building owners prior to commission. Legal action continues around reclamation of costs for existing building propping.

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

- 15 Cleaves Drive – Payment has been made, clearing the outstanding Council tax and legal costs, meaning the charging order has now been removed from the property.

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

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.
- 3.2. 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.
- 3.3. 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 carry out regular inspections of known developments to ensure properties are brought into banding at the earliest opportunity.
- 4.3. The work of the Combined Enforcement Team underpins much of the work of the Enforcement Board, both in terms of finding new cases to be worked on but also in moving forward many of the current caseload.
- 4.4. The 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 demanding, however, concerted efforts have resulted in a reduction to the current caseload down to 176 current cases (a drop from the 245 reported in June 2022). At the time of writing, 322 new cases have been recorded during this calendar year and 400 cases closed.
- 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 help to regularise development and

activities. The ongoing demands on staff are significant.

- 4.7. In terms of service transformation, some internal officer changes allow the opportunity to review the function. Whilst the Enforcement Board take a holistic view on Council enforcement around planning and empty homes, the vast majority of day to day work is centred on alleged breaches of planning control. As such, a review will be carried out and any recommendations included within the impending Planning Service Improvement Action Plan.
- 4.8. The recently adopted harm assessment process 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. This process has aided the reduction of cases referred at paragraph 4.5 above, whilst providing a documented reasoning. Such an approach provides consistency of decision making.
- 4.9. Following on from the Team Plan and Zero-Base Budgeting exercises that identified opportunities for additional resources, the team have successfully recruited into two new posts. Firstly, a new Enforcement Trainee Officer, and secondly, a new Conditions Monitoring Officer. Both these posts will provide increased resilience over time and the ability to intervene on potential enforcement cases earlier in the process.
- 4.10. The service Enforcement Plan is up to date having been refreshed in March 2022, and with a three yearly review cycle in place.

## **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 significant 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(s).
- 5.3. The Overview and Scrutiny Committee continue to consider the Enforcement Board update report to provide additional oversight.

## **6. Financial Implications and Risks**

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

## **7. Sustainability**

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

## **8. Equality and Diversity**

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

## **9. Section 17 Crime and Disorder considerations**

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




## **10. Conclusions**

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

- 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.



**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 January 2023 to 31 March 2023

Committee(s)	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision Details
<b>January 2023</b>					
Cabinet	03 Jan 2023	Coastal Transition Accelerator Programme	Angie Fitch-Tillett Rob Goodliffe		 Possible Exempt information
Cabinet	06 Feb 2023	Property Transactions <i>Seaview, Cromer</i>	Eric Seward <i>Neil Turvey</i> <i>Renata Garfoot</i>	<i>Financial Sustainability</i> <i>Economic Growth</i>	 Possible Exempt information
GRAC	06 Dec 2022	Business Continuity Policy & Framework	Nigel Lloyd <i>Alison Sayer</i> <i>Resilience Manager</i>		
Cabinet	03 Jan 2023				
Cabinet	03 Jan 2023	Net Zero targets – improvement of EPC ratings - works on the roof at Cornish Way	Eric Seward Lucy Shires <i>Renata Garfoot</i> <i>Estates &amp; Asset Strategy Manager</i>	<i>Climate Change</i>	 Possible Exempt information
<b>February 2023</b>					
Scrutiny	11 Jan 2023	Capital Strategy 2023/24	Eric Seward <i>Tina Stankley</i> <i>Director of Finance</i>	<i>Financial Sustainability</i>	
Cabinet	06 Feb 2022				
Council	22 Feb 2023				



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 January 2023 to 31 March 2023


<b>Cabinet</b>	<b>06 Feb 2023</b>	<b>Property Transactions</b> <i>Cedars NW Building and barns</i>	<b>Eric Seward</b> <i>Neil Turvey Renata Garfoot</i>	<i>Financial Sustainability Economic Growth</i>	 Possible Exempt information
<b>Scrutiny</b>	<b>11 Jan 2023</b>	<b>Medium Term Financial Strategy</b>	<b>Eric Seward</b> <i>Tina Stankley Director of Finance</i>	<i>Financial Sustainability</i>	
<b>Cabinet</b>	<b>06 Feb 2023</b>				
<b>Council</b>	<b>22 Feb 2023</b>				
<b>Scrutiny</b>	<b>11 Jan 2023</b>	<b>2023/24 Base Budget and Projections for 2024/25 to 2025/26</b>	<b>Eric Seward</b> <i>Tina Stankley Director of Finance</i>	<i>Financial Sustainability</i>	
<b>Cabinet</b>	<b>06 Feb 2023</b>				
<b>Council</b>	<b>22 Feb 2023</b>				
<b>Cabinet</b>	<b>06 Feb 2023</b>	<b>ToR Norfolk Coast Forum – Review</b>			
<b>Cabinet</b>	<b>06 Feb 2023</b>	<b>Property Transactions</b> <i>Rocket House, Cromer – works to address damp</i>	<b>Eric Seward</b> <i>Neil Turvey Renata Garfoot</i>	<i>Financial Sustainability Economic Growth</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)

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 January 2023 to 31 March 2023

<b>Cabinet</b>	<b>06 Feb 2023</b>	<b>Solar Car Port – the Reef, Sheringham</b>	<b>Eric Seward</b> <i>Neil Turvey</i> <i>Renata Garfoot</i>	<i>Financial Sustainability</i> <i>Economic Growth</i> <i>Climate Change</i>	 <b>Possible Exempt information</b>
<b>Removed:</b>					
<b>Cabinet</b> <b>Scrutiny</b> <b>Council</b>	<i>No longer coming forwards</i>	<b>Economic Growth Strategy</b>	<b>Richard Kershaw</b> <i>Stuart Quick</i> <i>Economic Growth Manager</i>		<i>Removed from the Forward Plan at the request of the Assistant Director for Sustainable Growth</i>



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)

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## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
<b>May 2022</b>				
Scrutiny	<b>Anglian Water – Sewage Outflows Briefing/Q&amp;A</b>		To receive a briefing on sewage outflow events and efforts/investment made to address these + Q&A	Council Request
Cabinet Scrutiny	<b>Officer Delegated Decisions</b>	Emma Denny Cllr T Adams	To review officer delegated decisions	
Scrutiny	<b>O&amp;S Draft 2022/23 Work Programme</b>	Matt Stembrowicz Cllr N Dixon	To review and approve the Committee's draft 2022/23 Work Programme	Annual
Scrutiny Cabinet	<b>Pre-Scrutiny: Engagement Strategy</b>	Karen Hill Cllr V Gay	Pre-scrutiny of the emerging wider Councils' Engagement Strategy prior to Cabinet approval	
Scrutiny Cabinet	<b>Pre-Scrutiny: Parklands Property Disposal</b>	Neil Turvey Cllr E Seward	Pre-scrutiny oversight of Cabinet decision on Parklands property transaction	
Scrutiny Cabinet	<b>Levelling-Up Fund Round 2</b>	Steve Blatch Cllr T Adams	<b>Received as Urgent item</b>	
<b>June</b>				
	<del>Finance Reports Delayed</del>			
	<del>Finance Reports Delayed</del>			
	<del>Finance Reports Delayed</del>			
Scrutiny	<b>Enforcement Board Update</b>	Martyn Fulcher Cllr N Lloyd/J Toye	To receive an update on the work of the Enforcement Board	Bi-annual
Cabinet Scrutiny	<b>Performance Monitoring Q4</b>	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	<b>Benchmarking Report</b>	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
	<b>Sheringham Leisure Centre Project Closedown Update</b>			
Scrutiny Council	<b>Overview &amp; Scrutiny Committee Annual Report</b>	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
<b>July</b>				
Scrutiny	<b>Ambulance Response Times Monitoring: EEAST &amp; Integrated Care Board</b>	Matt Stembrowicz Cllr V Holliday	To receive an briefing on the status of ambulance response times issues in coastal areas of the District	Committee Request
Scrutiny	<b>Impact of Second Homes &amp; Holiday Lets – Data Report</b>	Matt Stembrowicz Cllr L Withington	To review the Council’s new Housing Strategy	Committee Request
Scrutiny Cabinet	<b>EQL Scrutiny Panel: Public Convenience Recommendations</b>	Maxine Collis Cllr H Blathwayt	To review summary report and recommendations to Cabinet made by EQL Scrutiny Panel	<b>TBC</b>
Scrutiny	<b>Waste Contract: Verbal update on TOM implementation</b>	Steve Hems Cllr N Lloyd	A verbal update to provide assurance that TOM implementation remains on-track for September	Committee Request
<b>September</b>				
Scrutiny	<b>Pre-Scrutiny: Performance Management Reporting Framework</b>	Helen Thomas Cllr T Adams	To consider changes Performance Management Reporting Framework	Committee Request
Cabinet Scrutiny	<b>Performance Monitoring Q1</b>	Steve Blatch Cllr T Adams	To monitor the Council’s performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny	<b>Performance Benchmarking Report</b>	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Scrutiny	<b>Planning Service Improvement Plan</b>	Martyn Fulcher Cllr A Brown	To review the Planning Service Improvement Strategy	Committee Request
Scrutiny	<b>NWHSZ Project Monitoring</b>	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
Cabinet Scrutiny Council	<b>Debt Management Annual Report (Cabinet recommendation)</b>	Sean Knight Cllr E Seward	Committee to consider recommendation to Council	<b>Annual</b>
Cabinet Scrutiny Council	<b>Treasury Management Annual Report (Cabinet recommendation)</b>	Cllr E Seward	Committee to consider recommendation to Council	<b>Annual</b>
Cabinet Scrutiny Council	<b>Out-turn report</b>	Cllr E Seward	To make any recommendations to Council – To include an update on savings proposals	<b>Annual</b>
Cabinet Scrutiny	<b>Budget Monitoring P4</b>	Cllr E Seward	To review the budget monitoring position	Periodical

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>October</b>				
Cabinet Scrutiny Council	<b>Council Tax Discount Determinations (Cabinet Recommendation)</b>	Lucy Hume Cllr E Seward	To determine the Council Tax discounts for 2023/24	Annual
Scrutiny	<b>Waste Contract: Serco Briefing</b>	Steve Hems Cllr N Lloyd	To receive a formal update on the implementation of the revised waste contract TOM	Committee request
Cabinet WP Scrutiny	<b>NWHSZ Project Monitoring</b>	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
Scrutiny	<b>Rural Prosperity Fund</b>	Stuart Quick Cllr R Kershaw	To inform Members of the Rural Prosperity Grant Fund	
<b>November</b>				
Scrutiny	<b>Waste Contract: Follow-up Serco Briefing</b>	Steve Hems Cllr N Lloyd	To receive a formal update on the implementation of the revised waste contract TOM	Committee request
Cabinet Scrutiny	<b>Budget Monitoring P6</b>	Cllr E Seward	To review the budget monitoring position	Periodical
Scrutiny	<b>Coastal Management Briefing</b>	Cllr A Fitch-Tillett Rob Goodliffe	Review maintenance of sea defences, the impact of coastal erosion on residents and associated costs	Committee request
Cabinet Scrutiny Council	<b>Prudential Indicators 2021-22 (Cabinet recommendation)</b>	Director-Resources Cllr E Seward	To ensure the prudential indicators for 2021-22 are fully complied with.	Annual
Cabinet Scrutiny	<b>Corporate Plan Review</b>	Steve Blatch Cllr T Adams	To consider and comment on the priority objectives of the Corporate Plan for the period to May 2023	Six-monthly

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

December				
Scrutiny	<b>Car Park Usage Monitoring</b>	Director-Resources Cllr E Seward	To undertake an annual review of the usage and revenue of the Council's public car parks	Annual
Cabinet Scrutiny Council	<b>Fees &amp; Charges</b>	Cllr E Seward	To undertake an annual review of the Council's fees and charges and consider any recommendations for changes	Annual
Cabinet Scrutiny Council	<b>Treasury Management Half-Yearly Report (Cabinet recommendation)</b>	Cllr E Seward	Committee to consider recommendation to Council	Six Monthly
Scrutiny	<b>Beach Huts &amp; Chalets Monitoring</b>	Renata Garfoot Cllr E Seward	To monitor the occupancy, condition and revenue of NNDC owned beach huts and chalets.	Annual
Cabinet Scrutiny Council	<b>North Walsham Market Place Improvement Scheme</b>	Rob Young Cllr R Kershaw	To review additional funding request	
Cabinet Scrutiny	<b>Performance Monitoring Q2</b>	Steve Blatch T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny	<b>Performance Benchmarking Report</b>	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Scrutiny	<b>Enforcement Board Update</b>	Martyn Fulcher N Lloyd/J Toye	To receive an update on the work of the Enforcement Board	Bi-annual
Cabinet Scrutiny Council	<b>Shannoeks CPO</b>	Phillip Rowson Andrew Brown	To provide oversight of CPO process	



## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>January 2023</b>				
Cabinet Scrutiny Council	<b>Pre-Scrutiny: Draft MTFS 2023-26 incorporating draft Base Budget 2023-24</b>	Cllr E Seward	To review the proposed budget and projections	Annual
Cabinet WP Scrutiny	<b>NWHSZ Project Monitoring</b>	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
Scrutiny	<b>Sheringham Leisure Centre Project Review</b>	Cllr V Gay	To review the implementation of the Sheringham Leisure Centre Project	Committee Request
<b>February</b>				
	<b>Waste Contract: Serco Briefing</b>	Steve Hems Cllr N Lloyd	To update the Committee on waste collection performance and contract GAP analysis progress	Committee Request
Cabinet Scrutiny Council	<b>Treasury Strategy (Cabinet recommendation)</b>	Lucy Hume Cllr E Seward	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	<b>Capital Strategy (Cabinet recommendation)</b>	Lucy Hume Cllr E Seward	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	<b>Investment Strategy (Cabinet recommendation)</b>	Lucy Hume Cllr E Seward	Committee to consider recommendation to Council	Annual
	<b>Planning Service Improvement Plan – Action Plan</b>			
Scrutiny	<b>Ambulance Response Times Monitoring</b>	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
<b>March</b>				
Cabinet Scrutiny	<b>Budget Monitoring P10</b>	Cllr E Seward	To review the budget monitoring position	Periodic
Scrutiny Cabinet	<b>Performance Monitoring Q3</b>	Steve Blatch T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny	<b>Performance Benchmarking Report</b>	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Scrutiny	<b>Crime and Disorder Briefing</b>	Cllr N Dixon M Stembrowicz	PCC Briefing and Q&A – Topic TBA	Annual
<b>April</b>				
Cabinet WP Scrutiny	<b>NWHSZ Project Monitoring</b>	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
<b>ITEMS TBC</b>				
	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 TBC		Review action plan following cost of living summit	



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

**RESOLVED**

- 1. To review and comment on the progress made against the original and revised Delivery Plan objectives and those objectives where focus will be directed over the period to May 2023**

O&S Committee

November 2022

Start Date	Action	Owner	Status	Completion Date
14.07.21	That a project review be added to the Committee's Work Programme for consideration after opening of facility	Matt Stembrowicz/Rob Young	Added to Work Programme	16.07.21
14.07.21	Quarterly NWHSHAZ project updates to be added to Work Programme with the inc. budget/cash flow & project risks	Matt Stembrowicz/Rob Young	Added to Work Programme	16.07.21
14.07.21	To write to EEAST to express Committee's support for retaining the CFR - Rapid Response Vehicles	Matt Stembrowicz	Letter sent to EEAST - Awaiting Response	
14.07.21	Six-monthly updates to be added to the Committee Work Programme on Ambulance response times	Matt Stembrowicz	Added to Work Programme	16.07.21
14.07.21	Request information on the geographical location of the District's Community First Responders.	Matt Stembrowicz/Cllr V Holliday	Outstanding	
15.09.21	RM to review Business Rates debts to uncover any potential issues relating to specific sector	Sean Knight	Data received - MS to	13.10.21
15.09.21	Original deadlines alongside updated, and benchmarking data included in Performance report, where possible.	CLT	Updated report provided	08.12.21
15.09.21	Ongoing consideration is given to improving the format & presentation of the performance report (TBC November)	CLT	Updated report provided	08.12.21
15.09.21	Scrutiny Officer to arrange meeting to agree working arrangements of Scrutiny Panel(s).	Matt Stembrowicz	Discussion held	19.10.21
13.10.21	EASM to provide additional information relating to NNDC Beach H	Reanata Garfoot	Awaiting information	11.11.21
13.10.21	DFC to arrange SERCO briefing/attendance at future Committee m	Steve Hems	Added to Work Programme	14.10.21
10.11.21	DSGOS to seek appointments to Scrutiny Panel from Group Leaders	Matt Stembrowicz	Confirmed	20.12.21
08.12.21	Monthly verbal updates from DFC on Serco progress implementing waste contract revised TOM	Steve Hems	Added to Work Programme	20.12.21
08.12.21	Add Serco Briefing to the Work Programme for April 2022 for full update on implementation of the waste contract TOM	Matt Stembrowicz	Added to Work Programme	20.12.21
08.12.21	To arrange a Member Workshop on the use of the LG Inform benchmarking software.	Matt Stembrowicz/CDU	Arranged for 10.02.22	
08.12.21	Less historic information within EB matrix, focus placed on metrics and commentary on complex cases in summary report	Phillip Rowson	June O&S EB Update	15.06.22
08.12.21	Review provision of EB information to local Members and Parish/Town Councils.	Cllr J Toye/ADP	Format updated	
12.01.22	Consideration be given to including estimated costs of the Net Zero Strategy within the MTFS	Cllr E Seward/Cllr N Lloyd/Duncan	Ellis	
12.01.22	To request that the Communications Team prepare a news item covering the outcomes of the MTI Project	Matt Stembrowicz/Joe Ferrari	TBC Awaiting Final Completion	
12.01.22	Proposals for additional staff to support car park management require full business case if consideration of proposal supported.	Duncan Ellis	NA	NA
09.02.22	Member Briefing of Cromer Pier	Matt Stembrowicz	Arranged for 15.03.22	28.02.22
09.02.22	Written responses required on questions relating to the Pier	Cllr V Gay	Responses provided during Pier Briefing Meeting held 05.04.22	15.03.22
09.03.22	PCC to meet with Member Champion for Domestic Abuse	Matt Stembrowicz		
09.03.22	Member Workshop be arranged to review and scrutinise benchmarking data in greater detail.	Matt Stembrowicz	Covered at June O&S	15.06.22
09.03.22	Draft Planning survey be shared with the Committee prior to release	Martyn Fulcher	Completed at April O&S	
09.03.22	Request that representatives of the Norfolk CCG and EEAST attend a future Overview & Scrutiny Committee Meeting	Matt Stembrowicz	Requested - awaiting confirmation	
06.04.22	DFC to update on implementation of the new collections TOM at July O&S meeting.	Steve Hems	Added to Work Programme	
06.04.22	Review implementation of new collections target operating model at October O&S meeting	Steve Hems	Added to Work Programme	
11.05.22	AW to improve communications with NNDC and residents to improve awareness of sewerage discharge events	Matt Stembrowicz	NNDC contact updated, other	
11.05.22	AW Water Recycling Centre Visit	Matt Stembrowicz	Booked for 14.07.22	
15.06.22	Revised performance data reporting format to be considered at September meeting	Helen Thomas	Due September 22	
15.06.22	Review new framework and agree key outcomes/issues or exceptions reporting	O&S Committee	Due September 22	

20.07.22	ICB to share data of Multidisciplinary Teams reducing the number of Ambulance Service requests .	ICB	
20.07.22	ICB to share plans for reducing delays in transferring patients from hospitals to long-term care.	ICB	
20.07.22	Consideration as to how NNDC may help promote key health messages at Town & Parish level	ICB/EEAST	
20.07.22	Housing Strategy & Delivery Manager to provide written reply on the number of tenants evicted to create short-term lets.	Housing Strategy & Deliver Manager	
20.07.22	Housing Strategy & Delivery Manager to provide data on registered second home Council Tax bands.	Housing Strategy & Deliver Manag	Information provided
20.07.22	Scrutiny Officer to arrange Member Briefing on impact of second homes with Prof. C Hilber	Scrutiny Officer	Booked for 26.09.22
28.09.22	Discussions on limited contextual information to be added to performance reports	Scrutiny Officer	TBA
12.10.22	Additional Serco Briefing to consider progress of ongoing TOM implementation and GAP Analysis	Director for Communities	Added to Work Programme
12.10.22	Council Tax Discount Report title to be considered for amendment to reflect inclusion of premiums	Revenues Manager	Complete
09.11.22	Next Serco update be added to Committee Work Programme for February	Scrutiny Officer	

## **FORMER SHANNOCKS HOTEL SITE, SHERINGHAM**

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

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

**Options considered:**

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

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

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

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

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

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

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

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

Recommendations:

**Cabinet is recommended:-**

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

Reasons for  
Recommendations:

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



## LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Valuation report October 2022
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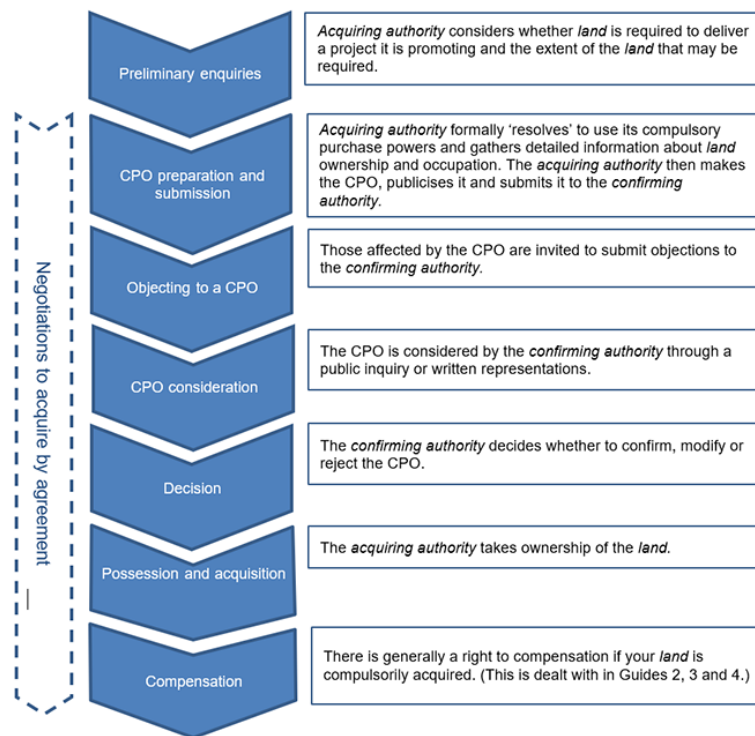
Cabinet Member(s)	Ward(s) affected
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Ward(s) affected
Sheringham North

Contact Officer, telephone number and email: Phillip Rowson, 01263 516135
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### 1. Background:-

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



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

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

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

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

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

**2. Current position:-**

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

### **3. Medium Term Financial Strategy**

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

### **4. Financial and Resource Implications**

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

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

## **5. Legal Implications**

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

## **6. Risks**

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

## **7. Sustainability**

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

## **8. Climate / Carbon impact**

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

## **9. Equality and Diversity**

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

**10. Section 17 Crime and Disorder considerations**

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

**11. Conclusion and Recommendations**

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

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

11.3 Officers therefore recommend that Cabinet:-

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

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

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## Compulsory Purchase Order Decision

Site visit made on 23 March 2021

**by Joanna Gilbert MA(Hons) MTP MRTPI**

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

Decision date: 13 April 2021

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

#### **No 1, 1 High Street, Sheringham NR26 8JP**

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

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

#### **Decision**

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

#### **Reasons**

##### ***The Order Land and Surroundings***

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

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

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

### ***Background to the Order***

7. The landowner, Huddies Ltd, took ownership of the Order Land in September 2010. Correspondence between the Council and the landowner regarding the condition of the building commenced in 2011. In April 2013, a Section 215<sup>1</sup> notice was issued. However, due to issues serving that notice, a further Section 215 notice was served in March 2014 requiring significant works to repair the building's exterior. The Section 215 Notice was only partially complied with. Subsequently, in July 2015, the Council successfully pursued prosecution of the landowner with regard to non-compliance with the Section 215 notice. Further works were undertaken, but the notice was not complied with in full.
8. In October 2014, the Council undertook a building survey, which established that the building was not structurally unsound or dangerous enough to warrant action under the Building Act 1984. In keeping with advice set out in the Guidance, the Council pursued voluntary sale of the site from at least 2014 onwards, but no agreement was reached due to differences in valuations.
9. Correspondence between the landowner and Council continued in 2015. In October 2015, the Council resolved to continue to seek voluntary sale and pursue a Compulsory Purchase Order as a last resort. The landowner indicated their intention to judicially review the Council's resolution, though this did not proceed further. The landowner also confirmed that they intended to redevelop the site themselves.
10. Interaction between the landowner and the Council continued during 2016, including pre-application discussions and a refused application by the landowner to demolish the building. The Council also resolved to appoint consultants to develop a planning application for the Order Land.
11. In January 2017, the landowner submitted a planning application (Ref: PF/17/0192) for the demolition of the existing building and the erection of a four-storey mixed use building to include restaurant/shops and residential uses. Planning permission was granted on 25 October 2017. No work took place to carry out the planning permission between October 2017 and August 2018, when a further application (Ref: PF/18/1603) was submitted for the variation of Conditions 2 and 3 to allow a change of use of one of the units from restaurant/shop to restaurant/hot food and takeaway and for the demolition of the existing building prior to submission of details of the

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<sup>1</sup> Town and Country Planning Act 1990 (as amended)



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

12. In late 2018, the landowner undertook tender processes for contractors and appointed party wall surveyors. A further application was submitted by the landowner to vary the approved first floor restaurant to residential accommodation. This was not validated as the Council considered that a full planning application was necessary. No further full planning applications were submitted by the landowner.
13. The landowner provided a revised delivery programme in 2018, which indicated that works would start on site in January 2019 for one year. Subsequently, the landowner confirmed their intention to demolish the building and undertake ground investigations from October 2019 onwards. The landowner's contractor submitted a Section 80<sup>2</sup> notice for demolition in November 2019. On 16 December 2019, the Council issued a Section 81<sup>3</sup> Demolition Notice. A number of applications for discharge of conditions for planning permission PF/18/1603 were submitted on behalf of the landowner in January 2020. Four of these conditions were discharged in May 2020.
14. In addition, the Council also gained planning permission (Ref: PF/17/0468) for the site and the adjacent 34 space public car park for a mixed use development comprising four commercial units and ten apartments over three floors on 6 February 2018. This permission was subject to a condition requiring implementation within three years and has now expired.

### ***Planning policy and guidance***

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

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<sup>2</sup> Building Act 1984

<sup>3</sup> Building Act 1984

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

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

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

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

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

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

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

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

### **Objections**

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

## **Conclusion**

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

*Joanna Gilbert*

INSPECTOR

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

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