

Overview & Scrutiny Committee



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Tuesday, 7 February 2023

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 15 February 2023** at **9.30 am**.

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

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

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

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

Emma Denny
Democratic Services Manager

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

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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. SUBSTITUTES

3. PUBLIC QUESTIONS & STATEMENTS

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

4. MINUTES

1 - 12

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 25th January 2023.

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:

At the meeting held on Monday 6th February 2022, Cabinet accepted the following recommendations:

1. To recommend to Cabinet that financial modelling of inflationary costs of up to 5% for staff and fees be included in the report to identify potential risks.
2. To recommend to Cabinet that in recognition of the increasing risk of deficits arising, robust savings and income generation contingency plans need to be developed as soon as possible in FY 23/24, to ensure that financial risks can be adequately mitigated for 2024-25 and onwards.

10. **WASTE CONTRACT: SERCO BRIEFING - TARGET OPERATING MODEL UPDATE** 19 - 28

To receive and note the briefing.

11. **NORTH WALSHAM HIGH STREET HERITAGE ACTION ZONE - PROJECT UPDATE** 29 - 48

To receive and note the update.

12. **PLANNING SERVICE IMPROVEMENT PLAN - ACTION PLAN** 49 - 70

Summary: This report details the proposed Action Plan for addressing identified issues of planning performance, with the overall aim of improving the overall customer experience.

Options considered: Options considered within this report are as follows:
1. Support the Planning Service Improvement Action Plan
2. Do not support the Action Plan and recommend suitable revisions.

Conclusions: It is recommended that Overview & Scrutiny Committee supports the Planning Service Improvement Action Plan.

Recommendations: **That the Overview and Scrutiny Committee supports the Planning Service Improvement Action Plan.**

Reasons for Recommendations: To ensure that an appropriate Action Plan is in place necessary to provide solutions to the identified service level issues in the agreed Planning Service Improvement Plan Strategy.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

None

Cabinet Member(s): Ward(s) affected: All
Cllr Andrew Brown, Cabinet Portfolio holder for Planning and Enforcement

Contact Officer, telephone number and email: Martyn Fulcher, 01236 516244 martyn.fulcher@north-norfolk.gov.uk

13. **CAR PARK INCOME DATA MONITORING - OCTOBER 2021 TO SEPTEMBER 2022** 71 - 130

Summary: This report and Appendices provides the Overview and Scrutiny Committee with details of the level of car park income generated by North Norfolk District Council (NNDC) for the period 1 April to 31 October 2022 and compares it with previous years' income.

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

Conclusions: Income from the Council's Off-Street parking charges has fluctuated over the last couple of years due to external factors, mainly the impact of COVID-19. There are many external factors e.g. weather, the popularity of the 'staycation' versus the ability to holiday abroad again, all of which the Council cannot influence and are unpredictable. All these factors will have an impact on the usage levels and subsequently income levels and this report shows this.

To maximise future car park income there needs to be a continuous investment programme of maintenance and development of the car parks. The provision of good parking with up-to-date facilities, e.g. reliable and different methods of payment, electric charging points and accessible clean facilities, is required to maximise future revenues.

The cost base of the car parking provision needs to be examined to identify efficiencies and improvements in the way car parking is delivered.

Recommendations: **The Overview and Scrutiny Committee is asked to note the report.**

Reasons for Recommendations: Income from off-street car parking charges allows for the continuing provision, management and improvement of the 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; 01263 516276; sean.kelly@north-norfolk.gov.uk	

14. OFFICER DELEGATED DECISIONS - SEPTEMBER 2022 TO JANUARY 2023 131 - 134

Summary: This report details the decisions taken by Senior Officers under delegated powers from September 2022 to January 2023

Options considered: Not applicable.

Recommendations: **To receive and note the report and the register of officer decisions taken under delegated powers.**

Reasons for Recommendations: The Constitution: Chapter 6, Part 5, sections 5.1 and 5.2. details the exercise of any power or function of the Council where waiting until a meeting of Council or a committee would disadvantage the Council. The Constitution requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate)
Section 2.1 sets out the requirements regarding the reporting of conditional delegated decisions,

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)

Delegated decision forms – as completed by the relevant officer

Cabinet Member(s) All	Ward(s) affected All
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Contact Officer, telephone number and email: Emma Denny, Democratic Services Manager, 01263 516010

WORK PROGRAMMES

15. THE CABINET WORK PROGRAMME 135 - 138

To note the upcoming Cabinet Work Programme.

16. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 139 - 148

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.

17. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

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

OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 25 January 2023 in the Council Chamber - Council Offices at 9.30 am

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

Ms L Withington Mr H Blathwayt
Mr P Heinrich Mrs E Spagnola
Mr A Varley Mr C Cushing
Mr P Fisher Mr J Toye

Other Members Present: Mr A Brown (Observer) Ms V Gay (Observer)
Mr J Rest (Observer) Mr E Seward (Observer)

Officers in Attendance: Democratic Services and Governance Officer - Scrutiny (DSGOS), Chief Executive (CE), Democratic Services Manager (DSM), Director for Communities (DFC), Corporate Business Manager (CBM), Director for Resources / S151 Officer (DFR) and Corporate Programme and Project Manager (CPPM).

107 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr S Butikofer, Cllr N Housden and Cllr V Holliday.

108 SUBSTITUTES

Cllr J Toye.

109 PUBLIC QUESTIONS & STATEMENTS

None received.

110 MINUTES

Minutes of the meeting held on 14th December 2022 were approved as a correct record and signed by the Chairman.

111 ITEMS OF URGENT BUSINESS

None received.

112 DECLARATIONS OF INTEREST

None declared.

113 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

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

None received.

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

None to report.

116 FEES AND CHARGES 2023-24 (UPDATED)

Cllr E Seward – Portfolio Holder for Finance and Assets introduced the report and informed Members that it had been deferred at Full Council in December to account for further budget considerations. This had resulted in one substantial change which related to an increase in garden bin charges to £56 from £52.50.

Questions and Discussion

- i. Cllr P Heinrich referred to filming costs and asked whether this included professional photography for advertising and similar purposes, or whether this was treated separately. The CE replied that all filming was reviewed to consider whether it was commercial in nature, and this would be used to determine whether a charge was appropriate, against the potential positive impact the exposure could bring.
- ii. Cllr S Penfold asked who the copyright would belong to once filming had completed and whether the Council would be able to use any material for promotional purposes. The CE replied that once consent had been granted, the copyright would belong to the individual or company filming, and the Council would not be permitted to use the footage without permission.
- iii. Cllr J Toye referred to increased fees of five or nine percent which had both been stated in the report, and sought clarification on which was correct. The DFR replied that the original intention had been a five percent increase, and whilst this had been reconsidered, most fees would remain at that level, with some limited exceptions seeing a twenty percent increase.
- iv. The recommendations were proposed by Cllr J Toye and seconded by Cllr P Heinrich.

RESOLVED

To 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.**

117 MEDIUM TERM FINANCIAL STRATEGY 2024-27

Cllr E Seward – Portfolio Holder for Finance and Assets introduced the report and informed Members that despite knowing the operational costs for 2023-24 in early December, full details of the Council's income had not been known as the Local Government Financial settlement had not been received until the 19th. He added that

there had also been challenge about the level of retained business rates the Council would receive, which made it difficult to predict the Council's operating income. It was noted that the wider context of the financial situation was the result of external factors, which had been unforeseen in the previous year. Cllr E Seward noted that the previous S151 Officer had noted that predictions suggested continued funding at the same level would have equated to a £100k deficit, though this was based on a range of assumptions subject to change, as had come to be the case. He added that now the Council better understood its financial situation, it would respond to the challenges accordingly, predominantly related to inflationary costs of approximately 14%, equivalent to £2.932m. It was noted in terms of funding, that a new 3% Guarantee Grant established that would provide over £1m, and was very welcome. Cllr E Seward stated that the Council had also lost funding streams such as the Lower Tier Service Grant worth £147k, as well as losing most of the new homes bonus which had reduced to £31k from £886k. He added that these funding losses had not been fully anticipated, and the Council had therefore only seen a net funding increase of £137k. It was noted that of the retained business rates outlined at £7.2m the Council were only entitled to £6.3m, which meant the Council would have to take £900k from the business rates reserve. Cllr E Seward stated that the lower entitlement was the result of various Covid grants and payments received, with further savings of £1.2m required, following an initial sift of £396k, which totalled the £1.6m required to produce a balanced budget. He added that no change in the funding formula had been proposed for 24-25, but the business rates received could fluctuate in the years ahead.

Questions and Discussion

- i. The Chairman noted that Cllr E Seward had commented on both the MTFs and Budget reports, though in most cases the comments applied to both. He added that in previous years concerns had been noted regarding the economic forecasts, and these challenges were now being seen.
- ii. Cllr C Cushing referred to p57 and noted that pay inflation was reported at two percent, whilst other inflation was reported to be a three percent, and sought clarification, given that they appeared to be much higher. Cllr E Seward replied that it was his understanding that pay inflation was five percent, but was expected to return to two percent. The DFR stated that whilst there had been a larger than expected increase in 2022, it was forecast to reduce in the years ahead, and this was why two percent had been stated in the MTFs. She added that other inflationary costs might also be expected to stabilise in the near future, which was therefore reflected in the MTFs, following advice from the Council's treasury advisors. The Chairman asked whether officers were confident that that the reduction in pay inflation would be realised, given the current economic context. The DFR replied that she did expect next year's pay increase to be lower, given the higher increase in 2022. The Chairman noted that this prediction remained a judgement call for officers, and there were risks associated with making these assumptions, given the existing rate of pay inflation and the understanding that public sector pay tended to lag behind market rates. It was confirmed in response to a question from Cllr C Cushing that modelling had not been done to determine the impact of pay inflation if it remained at five percent. The Chairman suggested that it would be prudent for this to be included in future reports to Full Council and suggested that it could form part of a recommendation. Cllr J Toye stated that he agreed that modelling should be undertaken to determine the impacts of higher levels of inflation to help officers better prepare for all scenarios.

- iii. Cllr S Penfold referred to proposals to take £900k from the business rates reserve, and asked whether the reserve could cope with this level of withdrawal on an ongoing basis, if required. Cllr E Seward stated that the reserve currently stood at £3.9m, with £868k already taken, in addition to the proposed £900k reduction, which would leave it at approximately £2m available, should it be required in future years. The DFR added that the reserve was put in place to provide a smoothing effect to allow for fluctuations in business rates received year to year.
- iv. The Chairman referred to comments within the MTFs that the document may carry a higher level of risk than seen in previous years, and noted that the Council would have to look at every option to balance its budget, then asked how realistic the suggested savings and income proposals were. Cllr E Seward replied that it was a balance to determine whether the level of potential risks could justify the investment of officer time to ensure mitigation measures would be adequate. He added that it was clear in hindsight, that mitigation efforts should have begun earlier to avoid the delays and additional work required to balance the budget, and as a result, the process would begin earlier in 23-24. It was suggested that the biggest challenge going forward was that Local Government finance would eventually be reconfigured, and this would present significant uncertainty in the years ahead. The Chairman suggested that forming a view of the potential risks would help to determine the level of contingency required, and it was clear that there were risks ahead. Cllr J Toye agreed that it was important to look ahead, whilst ensuring that the Council operated a one-team approach.
- v. The Chairman suggested that the Committee may be minded to recommend that additional modelling on pay inflation of up to five percent be undertaken, and that contingency plans be developed early in 23-24 to ensure that adequate mitigation was in place.
- vi. It was clarified following a question from Cllr S Penfold that pay inflation for 23-24 was assumed to be five percent, and was expected to fall to two percent from 24-25 onwards.
- vii. The recommendations were proposed by Cllr J Toye and seconded by Cllr H Blathwayt.

RESOLVED

- 1. To recommend to Cabinet that financial modelling of inflationary costs of up to 5% for staff and fees be included in the report to identify potential risks.**
- 2. To recommend to Cabinet that in recognition of the increasing risk of deficits arising, robust savings and income generation contingency plans need to be developed as soon as possible in FY 23/24, to ensure that financial risks can be adequately mitigated for 2024-25 and onwards.**

Cllr E Seward – Portfolio Holder for Finance and Assets introduced the report and stated that at present, there were no significant changes expected between pre-scrutiny consideration and Council, though there was scope for changes should any of the funding arrangements or business rates retention change. The DFR stated that if required, any changes would be incorporated into the Cabinet report, but this would be dependent on receiving confirmation of the Local Government Financial Settlement.

Questions and Discussion

- i. The Chairman asked which aspects of the budget presented the most risk or the greatest concern, to which Cllr E Seward replied that staff cost inflation had presented the most significant concern, though the rising costs of capital projects was also a major issue with costs doubling in some cases. He added that further concerns included some tenders only bringing one or two bids, which further increased costs through a lack of competition, therefore it was hoped that costs may begin to stabilise, or the Council would struggle to meet them.
- ii. Cllr J Toye referred to the tax base identified and asked whether it was possible to determine how this had changed as a result of holiday homes being registered for business rates and subsequently being granted business rates relief. The DFR replied that she could review the tax base over the previous five years and share the information with Members. Cllr A Brown expected that some research on the potential reduction of the tax base may have been undertaken as part of the review on the impact of second homes and holiday lets. Cllr E Seward confirmed that the information was held by the Revenues Manager. Cllr L Withington suggested that it may be helpful to consider the impact of a reduction in new homes, as a result of nutrient neutrality legislation.
- iii. Cllr C Cushing referred to proposed savings and income generation in Appendix A, and asked whether an amended table could be shared with Members that would differentiate between the two. He added that it would be helpful to have an indication of confidence for each proposal, to determine how likely they were to be achieved. The DFR replied that subject to Members' approval, the savings had already been included as part of the budget-setting process, so she had full confidence that they would be achieved, and she could seek to provide confidence indicators on the income generation proposals. The Chairman referred to the proposals and suggested that it would be helpful to include separate totals for the revised savings and income generation. Cllr E Seward confirmed that the total figure was combined savings and income, but he would be happy to separate the two. The DFR referred to the original savings figure and noted that these had already been taken out of the budget, and whilst the more recent savings figures and income generation proposals had been included, they were still subject to approval by Members. She added that the balanced budget was reliant on realising the savings and income generation proposals, though an alternative solution could be to use reserves, though it was not a preferred option.
- iv. Cllr J Rest referred to Appendix B and asked whether the 39% difference identified in registration services was correct. The CE replied that the difference reflected changes in the budget as a result of the four-yearly election cycle, where the budget would be significantly lower on the three

non-election years. He added that District elections had to be fully funded by the Council whereas Parliamentary, County, or other elections would be externally funded.

- v. Cllr P Heinrich stated his regret regarding the reduction in Sustainable Communities Funding, and expressed hope that it could be reinstated to its former level from 24-25 onwards. The CE replied that the SCF had previously been funded by second home Council Tax funding passed to the NNDC by NCC, though pressures on the County budget meant that this arrangement would end and the Council was not able to self-sustain this funding. He added that a number of community funds had been made available via the offshore wind sector, and the Council would need to do more to help promote available grants amongst communities. Cllr P Heinrich sought assurances that communities would be fully informed of the various funds available, though it was noted that some would still choose not to apply. Cllr S Penfold stated as Chairman of the SCF that some Parishes applied more than others, and efforts would continue to find a way to maintain the fund into the future. Cllr E Seward noted that funding remained for one more year, but beyond this it would be difficult to find and sustain new funding streams.
- vi. The DSGOS noted that the written recommendation should include recommending the Budget to Full Council for approval, if minded to do so. The Chairman noted that there was also an action required to clearly differentiate between savings and income generation in Appendix A. The recommendations were proposed by Cllr P Heinrich and seconded by Cllr S Penfold.

RESOLVED

- 1. To note the proposed draft Budget for 2023/24 and recommend to Council for approval.**

ACTIONS

- 1. To request that savings and income generation totals be clearly differentiated within Appendix A.**

119 CAPITAL STRATEGY 2023-24

Cllr E Seward – Portfolio Holder for Finance and Assets introduced the report and informed Members that it was a statutory requirement as part of the budget-setting process. He added that the Council had not used any long-term borrowing to fund its capital programme, and had received advice that higher rates of interest meant that the Council should continue to avoid any long-term borrowing, unless absolutely necessary.

Questions and Discussion

The Chairman noted the importance of continued funding of the Council's capital projects without reliance on long-term borrowing, as outlined in the report.

The recommendation was proposed by Cllr H Blathwayt and seconded by Cllr J Toye.

RESOLVED

- 1. To recommend to Full Council that the Capital Strategy and Prudential Indicators for 2023-24 are approved.**

120 INVESTMENT STRATEGY 2023-24

Cllr E Seward – Portfolio Holder for Finance and Assets introduced the report and reiterated that as with other financial strategies, it was required as part of the budget-setting process.

Questions and Discussion

The recommendation was proposed by Cllr S Penfold and seconded by Cllr L Withington.

RESOLVED

- 1. To recommend to Full Council that the Investment Strategy is approved.**

121 TREASURY MANAGEMENT STRATEGY 2023-24

Cllr E Seward – Portfolio Holder for Finance and Assets introduced the report and noted that the borrowing strategy included a change in emphasis, with short-term borrowing previously used to maintain cashflow whilst interest rates stood at approximately 0.5%. However, it was reported that these rates had now risen considerably, which meant that borrowing costs outweighed investment income, therefore low-yield investments would be sold to ensure that adequate cashflow could be maintained. It was noted that long-term investment income was still expected to rise as a result of increases in the base rate.

Questions and Discussion

The recommendation was proposed by Cllr S Penfold and seconded by Cllr P Fisher.

RESOLVED

- 1. To recommend to Full Council that The Treasury Management Strategy is approved.**

122 SHERINGHAM REEF LEISURE CENTRE - PROJECT REVIEW

Cllr V Gay – Portfolio Holder for Leisure, Wellbeing and Culture introduced the report and informed Members that it was an exercise in reflective practice, with lessons learned included for consideration. She added that the report sought to address how the project had dealt with the constraints that all projects shared, which included time, funding and purpose. It was noted that construction was originally planned to finish in November 2021, and this deadline had been met despite delays caused by Covid-19. In terms of budget, it was reported that there had been some slippage, but this had been reported to the Committee from January 2021 onwards, and the project had still been completed without the need for any long-term borrowing. In regards to purpose, it was noted that membership had tripled since the closure of Splash, and was far higher than expected in the original feasibility study. Cllr V Gay stated that the Reef had been made as accessible as possible with changing places

facilities, and the number of schools using the facility had risen from two to nine. She added that the table of lessons learned was very insightful, and could apply to all projects undertaken by the Council.

Questions and Discussion

- i. The Chairman noted that it was commendable that the project had progressed throughout multiple administrations, spanning approximately eight years from the planning stage. He added that when the report was requested it had been suggested it would cover all aspects from planning to completion, but future reports could be requested on matters such as usage and energy efficiency. Cllr N Dixon noted that he did not feel the budget slippage was significant, given the overall cost of the project, and expected many other authorities would have struggled to achieve the same. It was noted that the Committee's recommendation to bring forward demolition of the old facility forward had been accepted and was a positive contribution to the phasing of the project, which had helped to address the delays caused by Covid-19, and shown that the Committee could work well overseeing major projects.
- ii. Cllr C Cushing referred to the project recommendations outlined in the report and proposed a recommendation that these should be considered in further detail by GRAC.
- iii. Cllr S Penfold agreed with comments that £100k slippage on a project of this size was minimal, and a superb facility had been delivered that was evident from membership levels. He referred to the lessons learned appendix which suggested that the final build stages of the project were rushed, and noted that the architect would usually be expected to sign-off building work rather than the contractor. He asked whether it would have been worthwhile seeking external evaluation, and whether this would have helped. Cllr V Gay replied that it was her understanding that there had been an external review of the building works prior to sign-off, but there had been comments made during the interview process that some aspects had been rushed towards the end of the project. She added that she could not comment on the actions of the contractor, as she had not been involved in the operational aspects of construction, but she could seek to provide a written reply. Cllr S Penfold noted that there were clear issues with allowing the contractor to sign-off their own work, and this was something that would be helpful to understand. He added that it would also be helpful to know how ongoing monitoring would take place, and whether the management company would report this to NNDC on a regular basis. Cllr V Gay replied that she was unsure of the reporting process, but regular reports were received and meetings held, but she would need to seek clarification. She added that this would be an opportune point to raise energy efficiency, as it had been noted by Everyone Active that the equipment had not been set-up to their specifications long enough to determine exact energy usage, but it was hoped that this would be reported in due course.
- iv. The Chairman asked whether it could be confirmed how the building work had been signed-off, to which the CE replied that during the final stage of construction some decisions had been influenced by the availability of materials and other delays caused by Covid-19. He added that the project also had to be signed-off prior to receiving Sport England approval, therefore whilst there may not be absolute clarity about the process, it had been

completed appropriately in respect of grant funding and financial approval. It was confirmed in response to a follow-up question from the Chairman that clarification of this process would be sought in advance of any further review by GRAC. The CPPM noted that the interviews had suggested that it was the finishing touches of certain works that were rushed and may not have been signed-off correctly.

- v. Cllr A Brown noted that it was useful to look at lessons learned, but it was also important to recognise that the project had been a tremendous success whilst other local authorities were seeking to close their leisure facilities.
- vi. Cllr J Toye asked whether there would be any follow-up or action plan in relation to the project, such as developing a register of expertise that could be referred to for future projects.
- vii. Cllr L Withington reiterated positive comments made on the delivery of the project and noted that it had overcome many difficulties in the local community to deliver an excellent facility, as evidenced by the growing membership. She added that there were some points that should be addressed, such as there being no consistent point of contact for external stakeholders, which had contributed to issues such as the negative comments received on the loss of wave machines. It was noted that this could have been dealt with better, and should be considered for future projects. On technical expertise, Cllr L Withington noted that the Council could not be expected to hold the level of expertise required on all major projects, and should be ready to seek this externally as and when required. She added that it was unfortunate that the environmental impact was yet to be considered, as there was likely to be some positive news, which should be considered at a future date.
- viii. Cllr J Rest asked whether it was possible to enquire about what would happen to the remainder of the site. The CE replied that he would seek to provide a written reply as a planning application had been received for a hotel, but he was unaware of full details. Cllr E Seward added that there was a provisional legal agreement, subject to planning approval, but the proposals were being progressed. It was suggested that a briefing note would be prepared and shared with the Committee.
- ix. Cllr H Blathwayt asked whether there was any evidence of the tourism offer being impacted by the facility and whether any positive feedback had been received. The CE replied that there had not been any formal analysis of the tourism impact, but there were more users in August 2022, than had ever previously been recorded.
- x. Cllr V Gay stated that the recommendations would be considered by the CDU, and whilst sustainability had been addressed in the paper, energy efficiency would be considered in due course once the data was available. She added that expertise would always be a challenge for an authority of NNDC's size, and this should be considered at the start of every project.
- xi. The Chairman noted that there were aspects of the project that would benefit from future consideration such as energy efficiency, its impact on local tourism and the final settlement of accounts. The Chairman suggested that these matters should form part of a future composite report once the information was available, and this could be proposed for the 2023/24 Work

Programme. He added that GRAC may want to consider the availability of expertise for projects as part of their consideration.

- xii. The recommendation to request that GRAC review the recommendations outlined within the lessons learned log was proposed by Cllr C Cushing and seconded by Cllr N Dixon.

RESOLVED

1. **To note the report and lessons learnt log (appendix A) for future projects and ensure consistent management through lifetime of project.**
2. **To recommend that the Governance, Risk & Audit Committee review the recommendations outlined within the lessons learnt log (appendix A) and risks identified within the report.**

ACTIONS

1. **To request that a future report be proposed for the Committee's 2023-24 Work Programme to include details of financial settlement, energy use/efficiency, impact on local tourism and user numbers.**
2. **To request that a written response be provided by the CE on plans for the remaining vacant area of the site, to be shared with the wider Committee and GRAC Chairman.**
3. **Cllr V Gay to provide written reply on building work sign-off and clarification of ongoing monitoring process.**

123 THE CABINET WORK PROGRAMME

The DSGOS noted that the Committee had taken six financial reports for pre-scrutiny which would form the majority of reports for February Cabinet and Full Council meetings. He added that there was a Solar Car Port report expected in March that may interest the Committee due to its relevance to the Reef project and its future energy efficiency. It was noted that there was confirmation on the Cabinet Work Programme that the Economic Growth Strategy was no longer expected, but it was unknown whether the proposed action plan would be seen in advance of the election. Cllr T Adams stated that he would seek to confirm whether an economic action plan would be prepared.

RESOLVED

To note the Cabinet work programme.

124 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

The DSGOS informed Members that Serco were due to attend in February to provide an update on bin collections, alongside the quarterly NWHS/HAZ report that would include requested information on the £400k funding uplift. He added that an action plan of the PSIP was expected, whilst for ambulance response times, service pressures meant that it would not be appropriate to call in representatives, though performance data would still be sought for consideration. Finally, delegated

decisions and the request for benchmarking of filming and garden bin charges had been requested and were expected in February, whilst the PCC had confirmed his availability for March. It was noted that due to the May elections, there was no meeting scheduled for April.

RESOLVED

To note the work programme.

125 EXCLUSION OF THE PRESS AND PUBLIC

The meeting ended at 11.35 am.

Chairman

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Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

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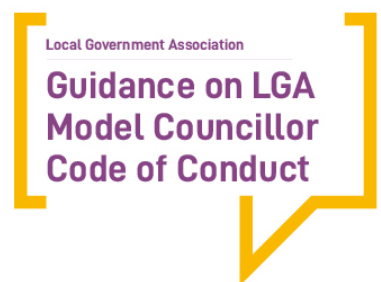
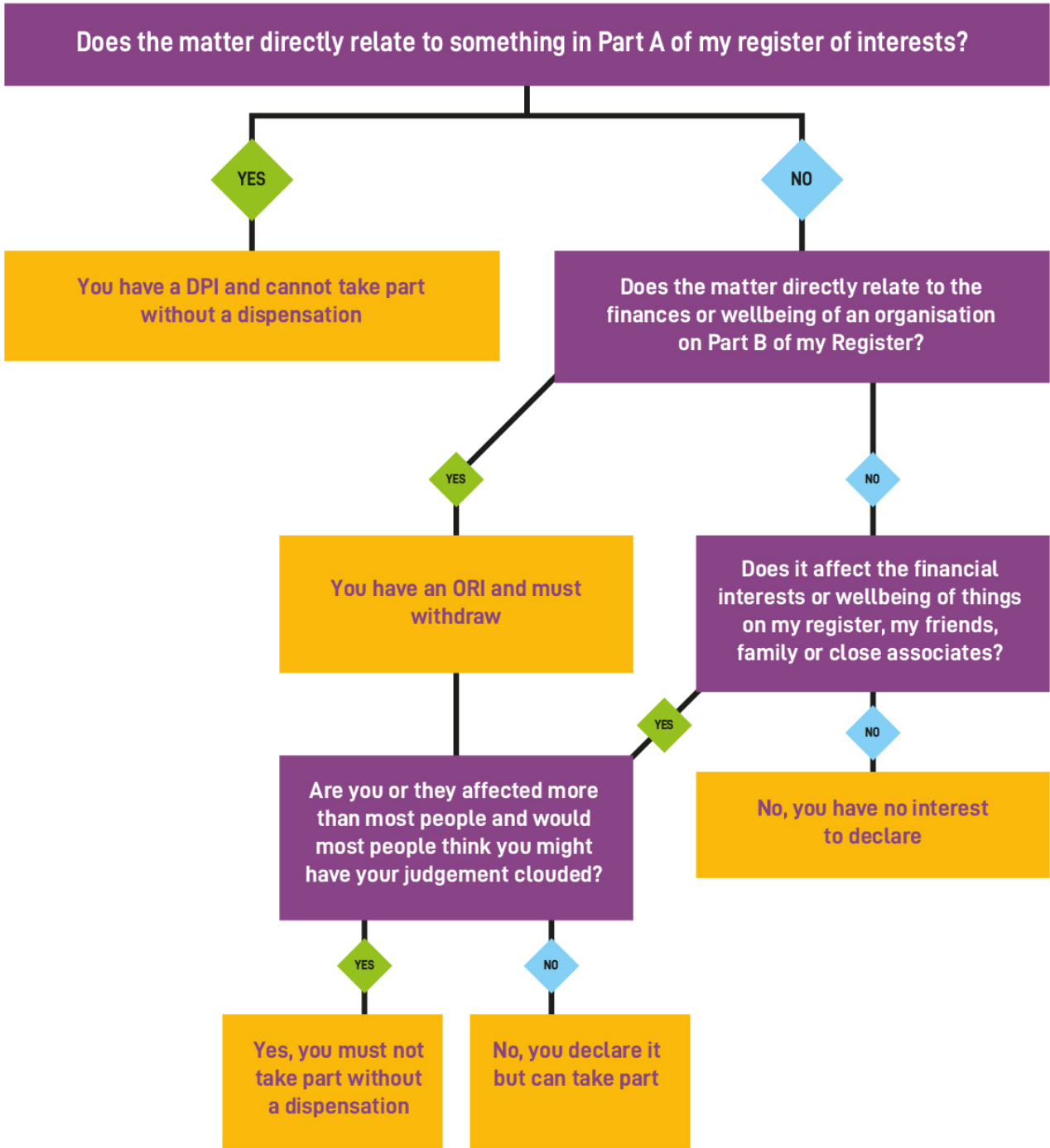
* 'director' includes a member of the committee of management of an industrial and provident society.

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

Table 2: Other Registrable Interests

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)





Norfolk Waste Partnership

George Roach, Senior Contract manager

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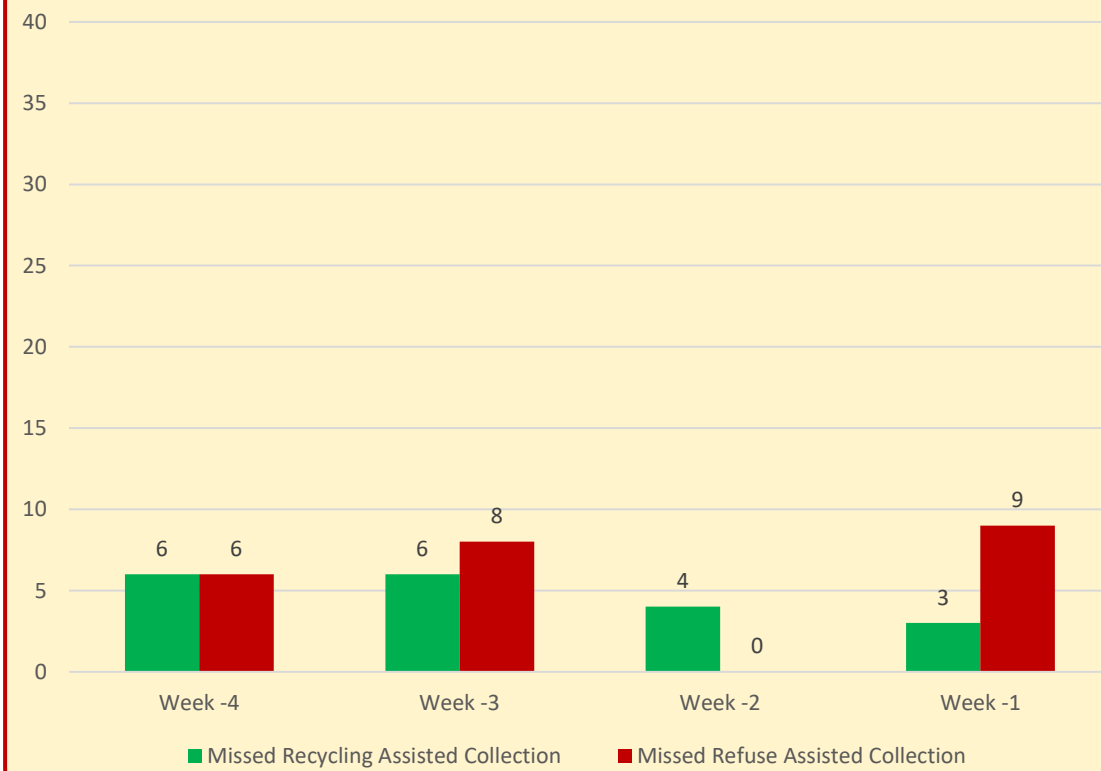
Agenda Item 10



Missed Assisted Collections comparison

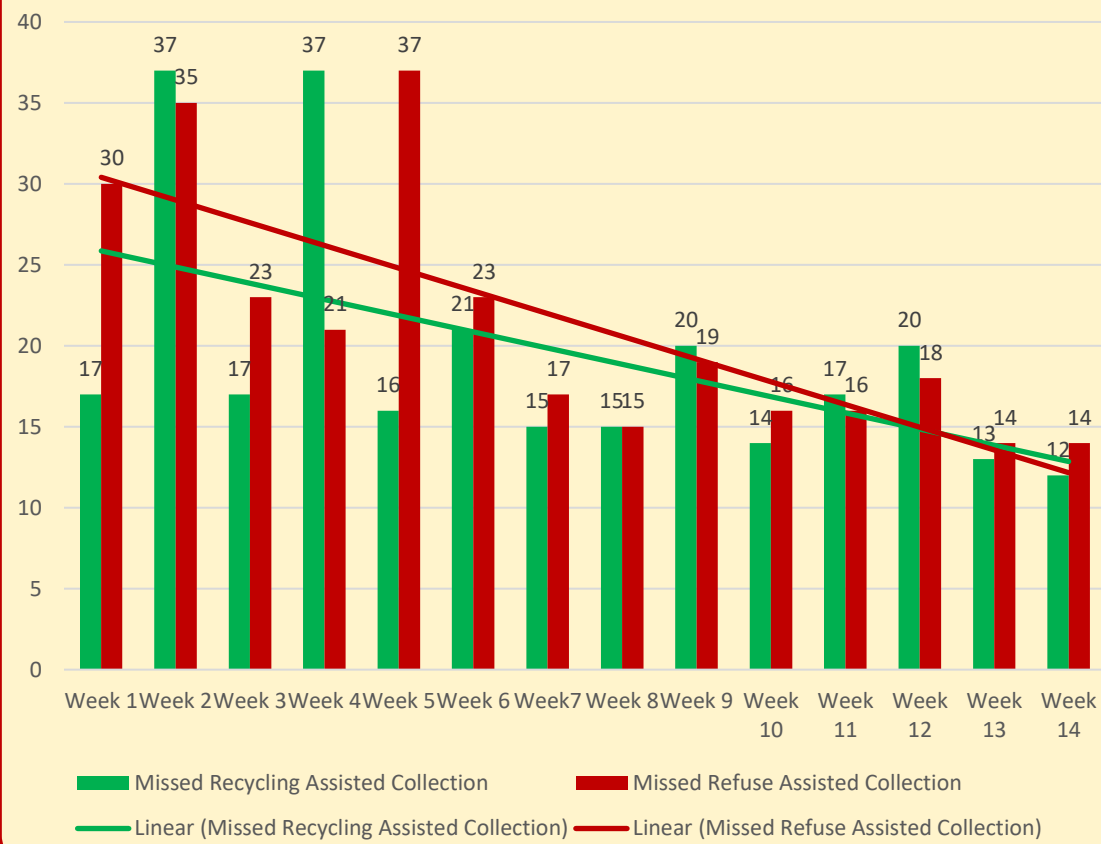
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Missed Assisted Bins Pre Go Live - Refuse & Recycling



- Currently collect 3'800 assisted bins weekly

Missed Assisted Bins Post Go Live - Refuse & Recycling

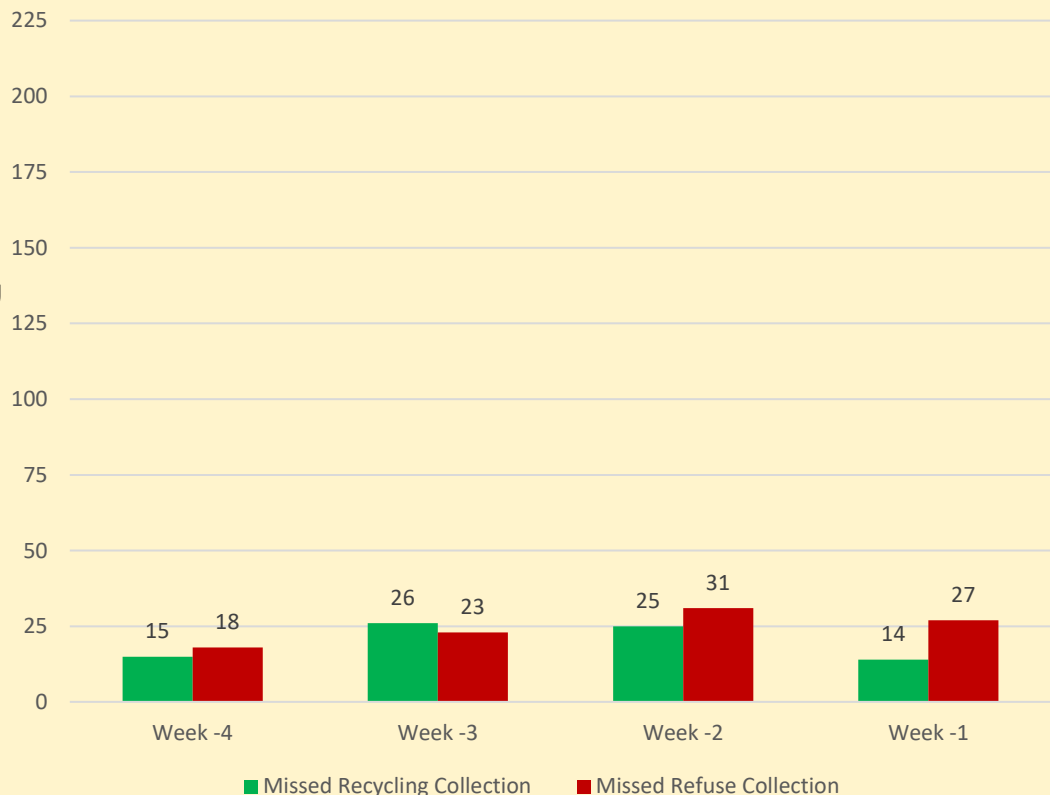




Missed Refuse & Recycling collections comparison

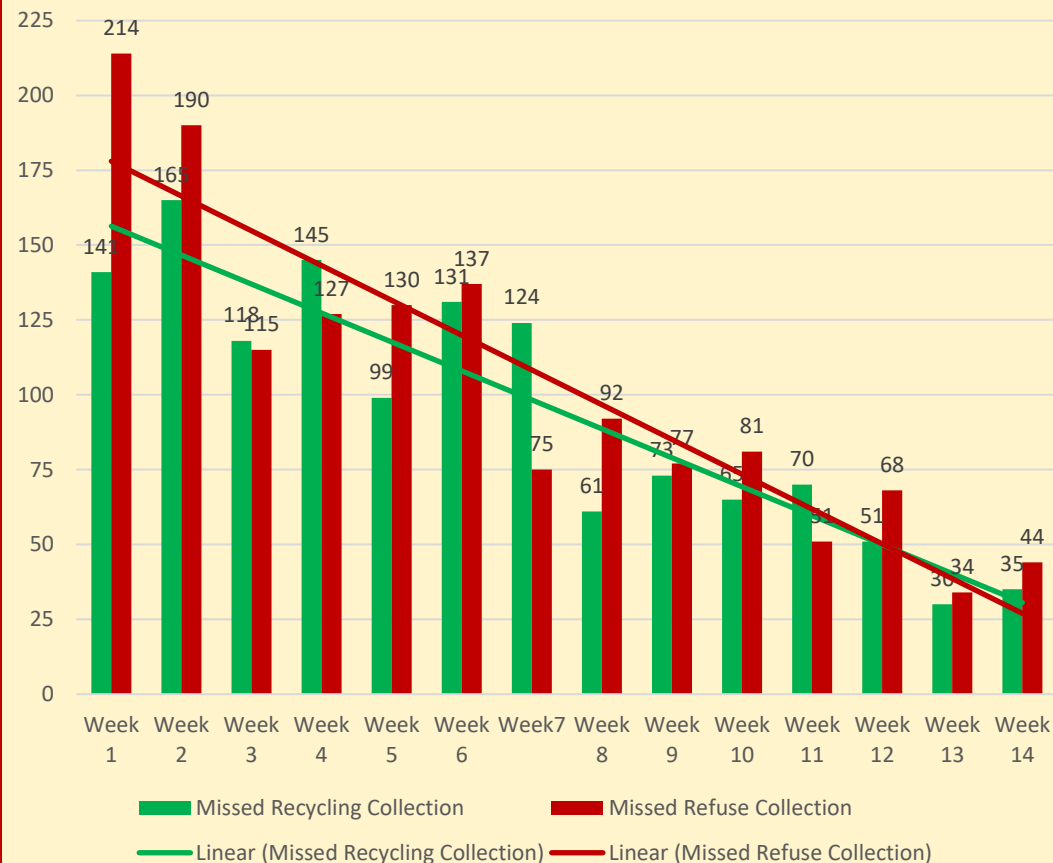
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Missed Bins Pre Go Live - Refuse & Recycling



- Currently collect from 55'192 properties weekly

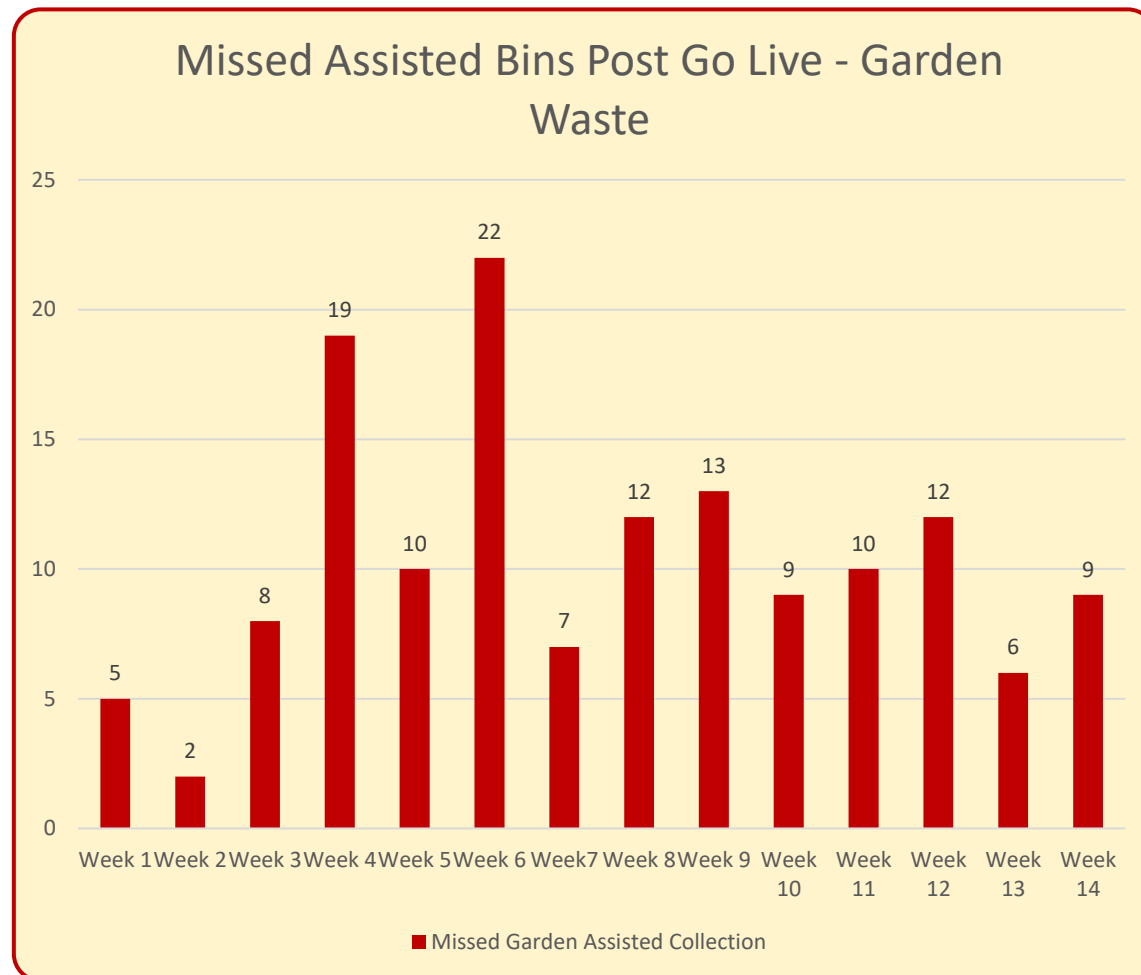
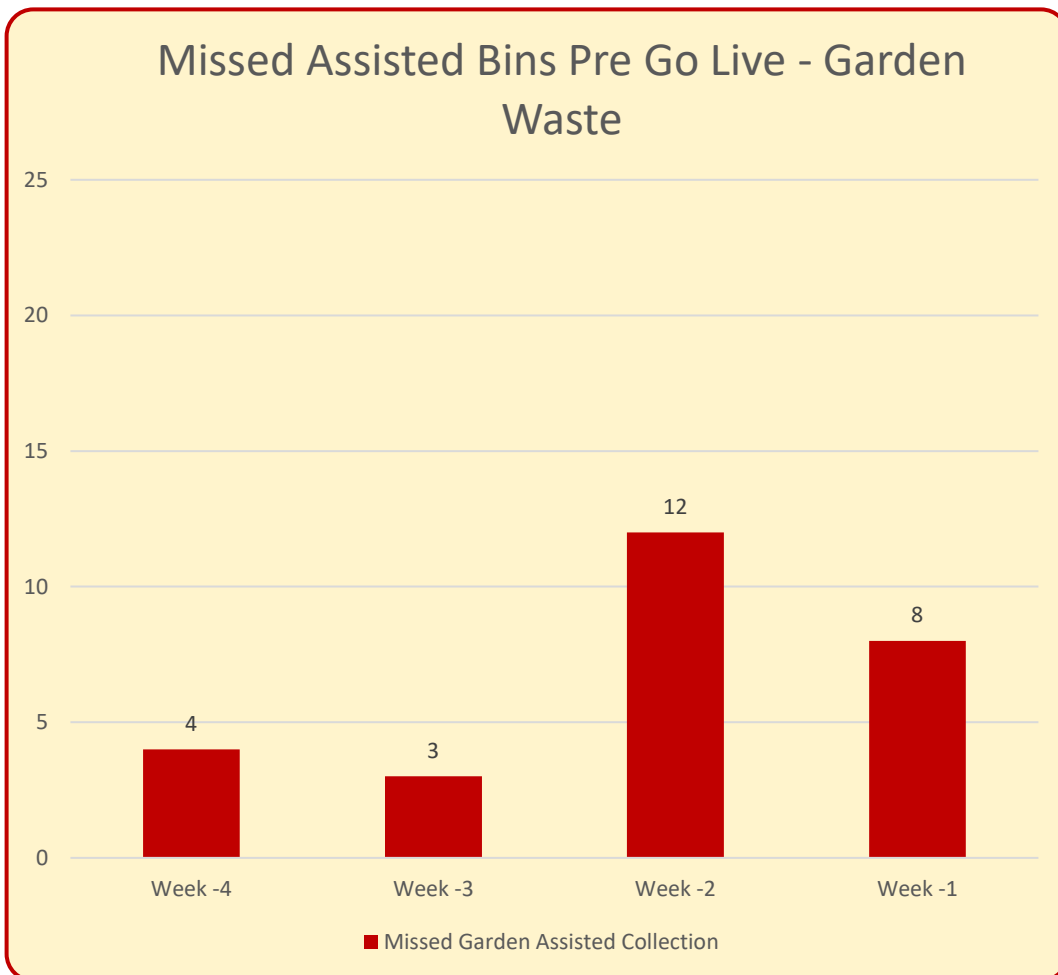
Missed Bins Post Go Live - Refuse & Recycling





Missed Garden Assisted collections comparison

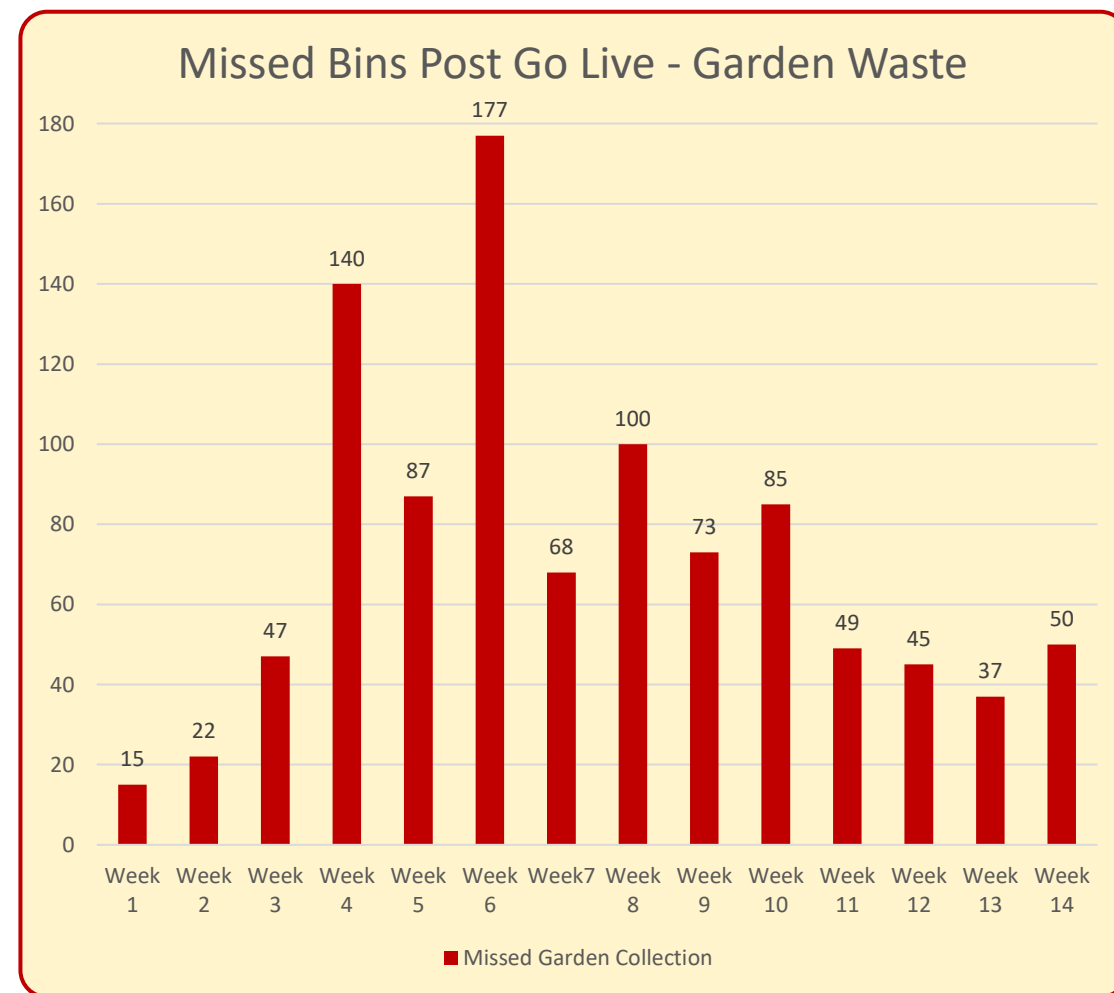
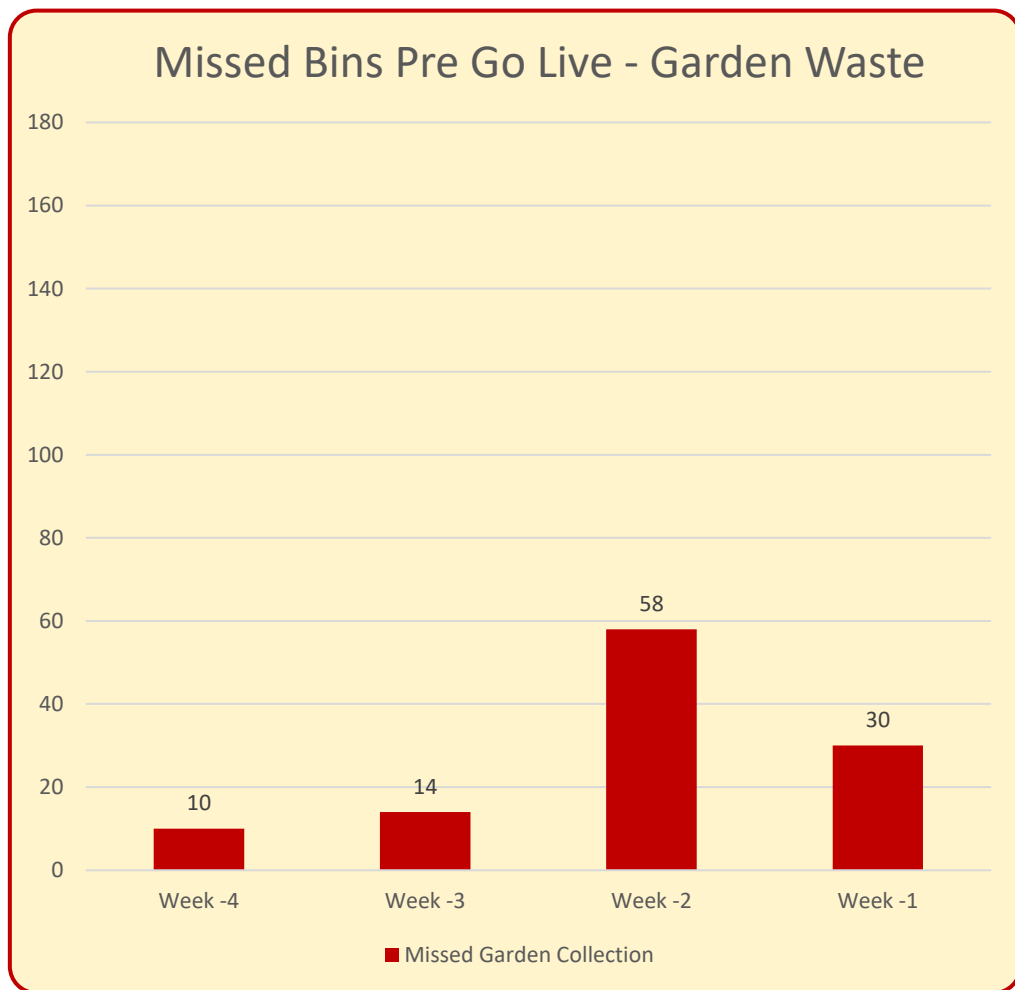
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Missed Garden collections comparison

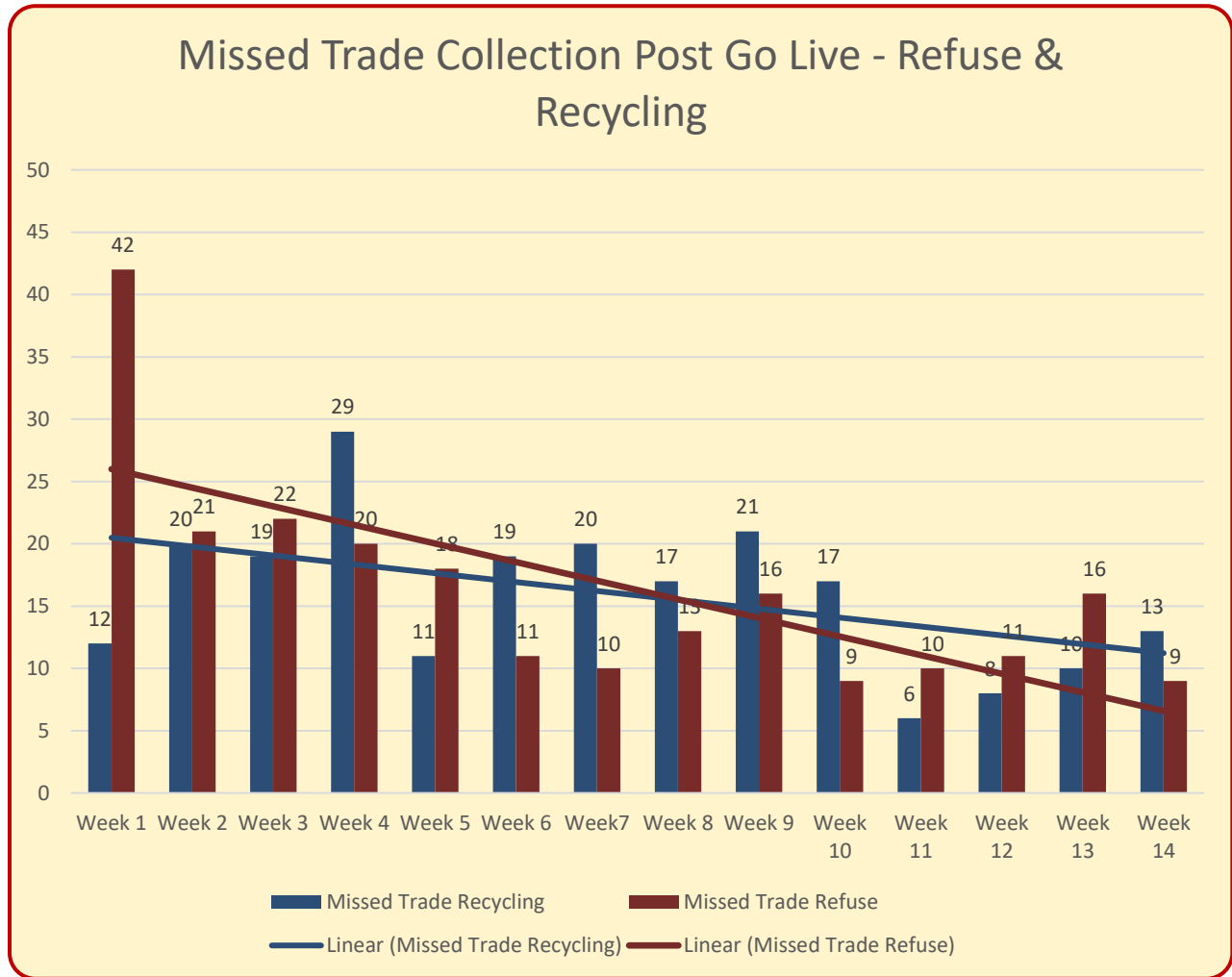
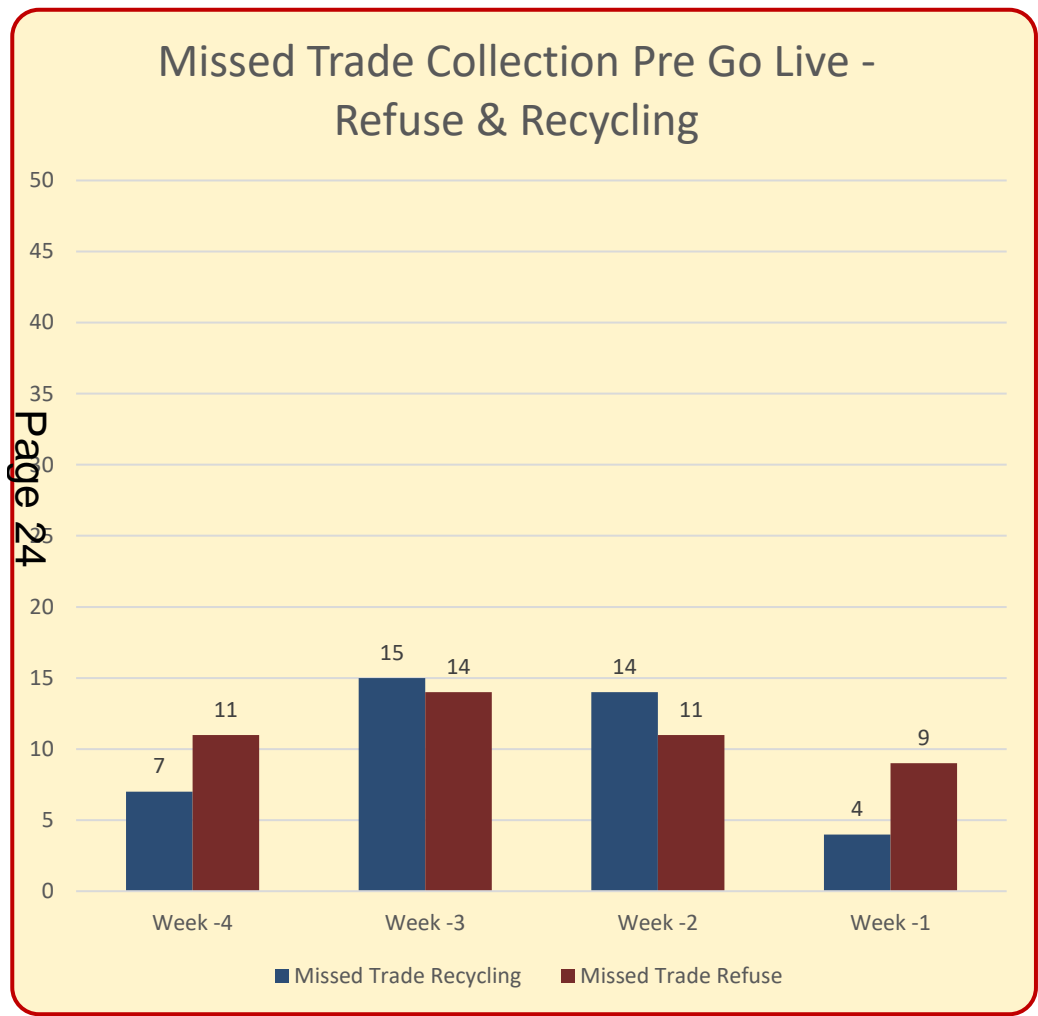
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- Currently collect from circa 24'500 properties Fortnightly

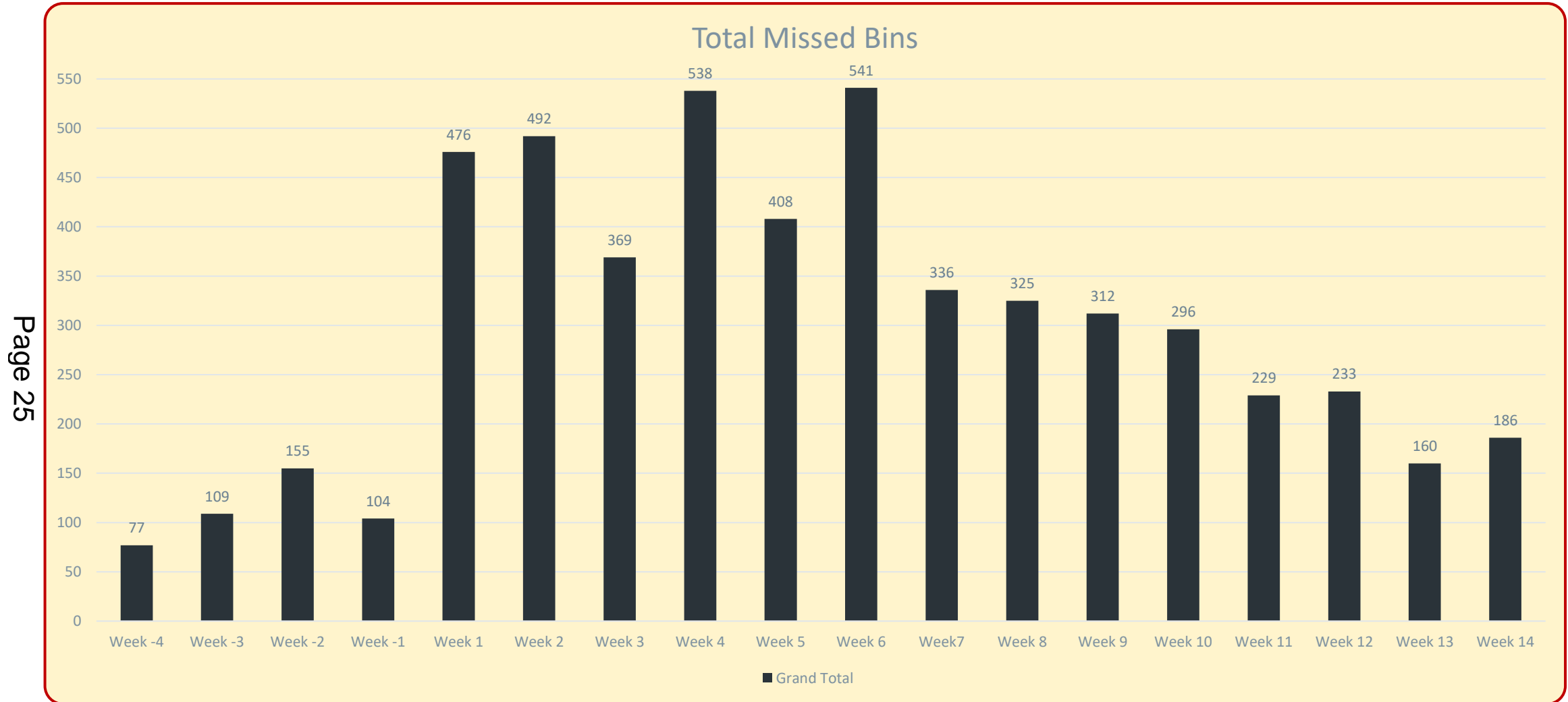


Missed Trade Waste collections comparison





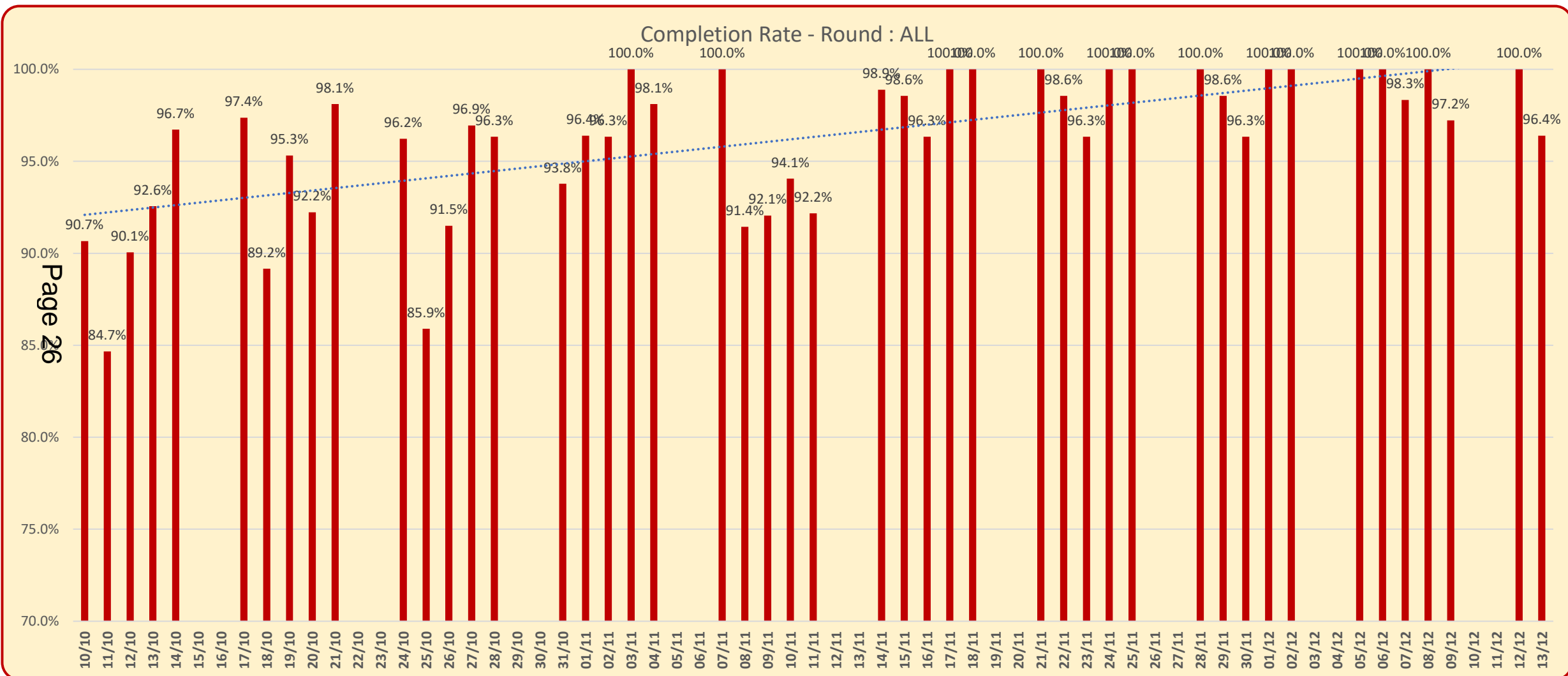
Total Missed bins on Contract



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Completion Rates over the last 9 weeks



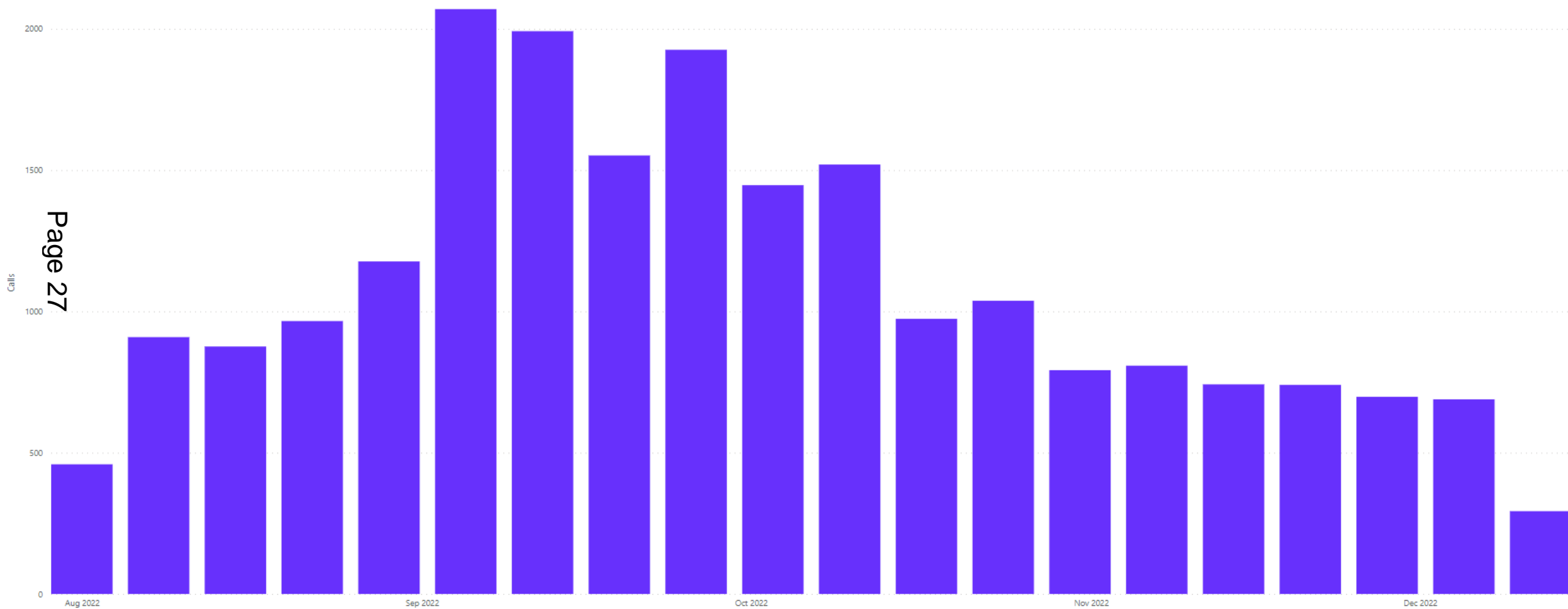
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Volume of Calls into the CCC per week



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North Walsham High Street Heritage Action Zone

Portfolio Holder	Cllr R Kershaw
Senior Responsible Office telephone number and email:	Rob Young; 01263 516162; robert.young@north-norfolk.gov.uk

LIST OF ADDITIONAL PAPERS SUBMITTED

<https://northnorfolkdistrictcouncil.mysocialpinpoint.co.uk/placemaking/placemaking-home/>

The North Walsham High Street Heritage Action Zone scheme is an integrated programme of activities packaged into the following four key projects:

1. The Cedars: restoration of the Council owned Listed building and its curtilage and bringing it back into beneficial use
2. Place making: improvements to the accessibility and attractiveness of town centre streetscape and key public areas
3. Building improvements: provision of grants to facilitate building repairs, restoration and improvement
4. Cultural programme: establishing a programme of events that celebrate the town's culture and history

The Programme is led by North Norfolk District Council and funding is provided by The Council, Historic England, New Anglia LEP (Government Getting Building Fund) and the National Lottery Heritage Fund and Arts Council (for the Cultural Programming).

The following summary illustrates the current status of the various elements of the programme.

Cedars

- Following the previous contractor going into liquidation, the redevelopment of the Cedars is now being delivered by Malcolm Abbs Ltd under a Measured Term Contract held with the Council. Project management is being undertaken by NNDC's Property Services team.
- Given the changes in contractor, and the consequent delay between re-establishing the new contractors on site, a revised schedule of work is has been prepared. The work that remains to be completed includes: installation of data points, re-plastering with lime plaster, installation of electrical heating system and completion of window repairs followed by overall redecoration internally and externally.

- The anticipated costs of the remaining works and the delivery timescale are presently being developed.

Budget	Expenditure to Date
£375,0000	£206,133

Town Centre Place making

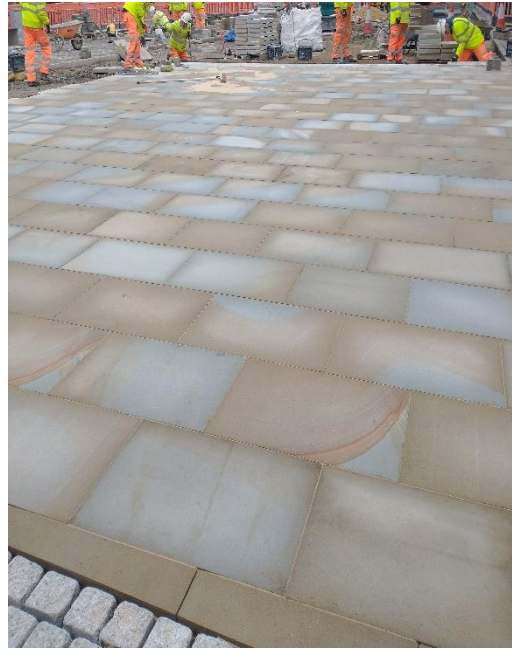
The Shambles/Church Approach

- The public realm improvements carried out on the Shambles/Church Approach area have essentially been completed, with full access available, including to the rear of 28 Market Place which has benefitted from substantial exterior improvements through funding identified within Building Improvement allocation. There are some additional work still to be completed to the façade which will include:
 - Removal of guttering and soil pipe and replace with cast iron furniture;
 - Replacement of the larger window with a Georgian style one;
 - Complete 2nd coat of paint;
 - Re-render of the bottom of the wall and repaint;
 - Repair of rotten sills.
- Some minor remaining snagging items are still to complete on Shambles slope, before full handover.



Market Place

- The next phase of works started in the Market Place in September 2022 and substantial progress has been made. The north side is complete and the south side is being progressed, with much of the kerbing and stone in place to establish the carriageway and the widening of the pavements has commenced. This is slightly behind schedule due to poor weather pre-xmas and a sinkhole that was discovered on 18 January which was caused by existing damage to a water pipe. Anglia Water were swift to respond and all necessary works were completed promptly.



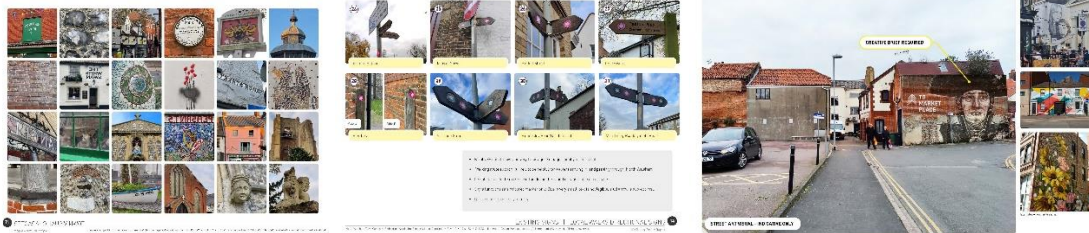
- The North Walsham Place Making Stakeholder Group will continue to meet routinely to discuss place making matters, issues and concerns

Black Swan Loke Gardens and Bank Loke

- Non-material planning amendments have been made and approved and the demolition of the Black Swan Loke wall is scheduled to commence on 31 January. A package of works for the rebuild of wall and ramp and paving work are out for tender and awaiting costs. Discussions have taken place with North Walsham for consideration of the concept of a community garden. A package of works for resurfacing are also out for costs.

Wayfinding and Interpretation / Visioning and Marketing Strategy

- Momentum Wayshowing, have recently been commissioned to undertake the Wayfinding and Interpretation element of the project. They have met with Officers, visited the town, and have presented preliminary findings which identify a number of opportunities. Officers, local Members and local stakeholders have recently met and provided feedback on priority items for consideration which will then be used in to shortly develop a programme schedule.
- Satsuma continue to undertake works on the Visioning and Marketing Strategy for the town. This work, funded by C-Care (via the New Anglia LEP) has already involved extensive engagement with local stakeholders and a final project report is due in March.



Budget	Expenditure to Date
£2,624,008	1,908,226

Building Improvement Grant (BIG) Scheme

- This scheme has been well received with a high number of expressions of interest received.
- Projects that will have the greatest visual impact and can be delivered within the timescale for the scheme will be prioritised, for example, shopfront reinstatements and improvements to building facades and heritage signage.
- Six grant applications have been approved to date and construction work has commenced on site on three properties, The Phoenix Building, The Feathers and the flat above 39 Market Street.
- There are 2 offer letters pending (as at the 25th January)
- 8 claims have been paid on 4 properties – total value £35,937.20
- The appointed Conservation Architects (MOPA) are presently in the process of rationalising/prioritising the applicant list – approved, final stages (design, costs, permission), reserve list and not proceeding.
- This list will continue to evolve as projects are better understood and subject to the budget position.

Budget	Expenditure to Date
£530,000	£135,124

Historic England Historic Area Assessment

- Research into the Cedars has been undertaken by the Historic England Historic Area Assessment team. A report has been produced outlining the research findings was published online and publicised by HE before Christmas 2022.
- The Historic England Historic Area Assessment final report will be published in March 2024.

Budget	Expenditure to Date
£25,000	£0

Heritage Research and Skills

- A Signwriting Workshop is being planned with Paston College for students – awaiting confirmation of details.
- Lime mortar analysis has been undertaken by specialists, who took samples from different buildings within the town centre. These have been analysed. A workshop on use of lime mortar is being planned based on that research and analysis

Cultural Programming & Communication Matters

- The Cultural Consortium Board met in January to consider a range of events proposed for discussion and planning.
- Recent activities include:
 - **Finding Your Place Photographic Exhibition.** Large posters that were on display have been gifted back to the schools for further display to their staff, visitors, children and families.



- **Sleeping Beauty pantomime** – delivered in Dec 21- 28th. Fantastic feedback has been received including headline figures of:
 - 514 attendees
 - 567 individual paper roses made by the community
 - 60% local NW audience



- **Outdoor Community Mosaic art project** – ongoing, with planned mosaic workshops in the New Year.
- **Heritage Craft Consortium project** – Presently developing a 6 month programme of workshop delivery from a range of local crafters – including crochet, candle making, silversmithing, scrapbooking, cyanotype and felting) plus add an on-street gallery for Youth Advisory Board and NW High School. A presently vacant shop will be used as a temporary space for the promotion of all events and will facilitate town centre workshops.
- **Orchestras Live and Orchestras of the Age of Enlightenment** - music and dance project based around roadworks! Working with students in Year 10. This will include a possible performance in the market place to celebrate the new space.

Budget, issues and risks

- On 3 December 2022 Cabinet approved a request for £400,000 to be allocated from the Business Rate Retention Reserve for the completion of the public realm improvements. A recommendation to approve this was made to Full Council and this was approved by Overview & Scrutiny on 20 December 2022.
- The residual programme risks are:

Cedars

Risk

Ensuring sufficient funds available to improve buildings, barns and site (repair funding available) given the inflationary pressures, construction costs increases and changes in contractor circumstances.

Summary of Actions/Mitigation

Works are being managed in-house through Property Services. Cost control in-house and works undertaken by Measured Term contractor on agreed rates. The scope of works have been drawn up and anticipated costs and the delivery timescale are presently being developed.

Town Centre Place making

Risk

Delays and restrictions including materials shortage, labour shortages and cost rises

Summary of Actions/Mitigation

Specifications revised and QS overseeing cost plan. Contingency, reschedule and reprofile budget.

Revised scope of works as work is scaleable. Value engineering exercise - identify more affordable options, re-prioritise sub-project elements, seek additional funding partners/external sources. Close management of

contractors and cost planning. Main works to be completed this quarter, improving accuracy of final financial position. All main materials have been purchased, reducing risk inflation.

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Risk Log North Walsham High Street HAZ

Last review date: 07/02/23

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description	Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
1.1	16.07.21	1.06.22	NT/LR	Cedars scope	3	4	12	Project creep on scope	Project Board, conservation architect lead professional, clear reporting, brief, contingency	Implemented: Project Board, conservation architect appointed lead professional, clear reporting, brief, contingency. Strategic Surveyor project lead.	2	2	4
1.2	16.07.21	1.11.21	NT/LR	delays	5	4	20	Delays and restrictions including materials shortage, labour shortages and cost increases	Specifications revised and QS oversee cost plan. Contingency, reschedule and reprofile budget	Implemented: Specifications revised and QS overseeing cost plan. Review tenders reschedule and reprofile budget	3	4	12
1.3	14.03.21	07.12.22	SK/RT	condition	4	3	12	Delay achieving objectives/causing deterioration of property	Project Management and resources committed. Essential repairs carried out.	Implemented: Project Management and resources committed: Property Services and Assets and Estates. Essential repairs carried out - building watertight.	2	2	4
1.4	29.10.20	07.12.22	NT/LR	reputation	5	3	15	Conflicting or inflated expectations from key stakeholders (reputation)	Stakeholder engagement and communication. Mixed views/ conflicts relating to preferred end use/ tenants	Implemented: Social Pinpoint, property marketed for range of uses commercial and community. Engagement with potential occupants	2	2	4
1.5	17.07.21	07.12.22	NT	demand	3	4	12	Lack of demand for future use	Pre let, marketing, rent free period/incentives, flexible terms	Implemented: Property marketed prior to repairs, several interested parties, Heads of Terms issued. Barns marketed	3	3	9

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description	Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
1.6	17.07.21	1.11.21	NT/SK	energy	3	3	9	Sustainable/Energy Performance when completed	Undertake works that improve sustainability EPC. Whole building approach environmental assessment	Implemented: Whole building approach environmental assessment completed and incorporated into construction tender brief. M&E review recommended electric heating system	2	2	4
1.7	29.10.20	8.06.22	NT/LR	limitations	5	4	20	Limitations on building/site - listed building, barns and curtilage, not adaptable, condition of heritage assets worse than anticipated	Condition survey completed and additional specialist surveys, feasibility, skilled/specialist resources/guidance commissioned. Ongoing HE advice sought.	Implemented: Condition survey and additional specialist surveys, feasibility, skilled/specialist resources/guidance completed. Additional works identified on site - extensive lime plaster replacement, chimney repairs, window joinery repairs resulting in increased costs. Ongoing HE advice sought and advice given on change to specification of materials, rainwater goods also resulting in increased costs	4	3	12
1.8	17.07.21	07.12.2022	SK/RT	commitment	2	3	6	Lack of commitment to deliver and fund	Project Board and Cabinet, internal staff resources, internal team managing works and costs	Implemented: Project Board agreed proposal, in house cost/project management	2	2	4
1.9	29.10.20		NT	asset mgt.	5	3	15	Asset management issues post development (rent arrears, dilapidations, voids)	Proactive asset management, service charges to fund maintenance	Implemented: Strategic Surveyor to oversee property lettings and management	2	2	4

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description	Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
1.1	29.10.20	26.01.23	SK/RT	budget	4	5	20	Insufficient funds available to improve buildings, barns and site (repair funding available)	Works being managed in-house. Cost control in-house and works undertaken by MTC contractor on agreed rates. Scope of works will need to be revised in accordance with the budget.	Implemented. Prioritised repairs to main building. Scope of works prepared. The anticipated costs of the remaining works and the delivery timescale are presently being developed.	3	5	15
				Town centre placemaking									
2.1	29.10.20	07.12.22	SQ	resources	3	3	9	Lack of capacity/commitment and resources to deliver - internal and partners	Appointed external professional support - multidisciplinary consultant team	Implemented: Appointed external professional support - multidisciplinary consultant team. Strategic Surveyor	2	3	6
2.2	16.07.21	07.12.22	SQ	objections	3	4	12	Objections raised to TRO (Traffic Regulation Order) causing delay in programme	Extensive consultation carried out on concept designs for public realm and highways set out in masterplan	Implemented: TRO completed and works commenced in accordance with it in a timely fashion	1	1	1

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description	Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
2.3	29.10.20	07.12.22	SQ	cost	5	4	20	Delays and restrictions including materials shortage, labour shortages and cost rises	Specifications revised and QS overseeing cost plan. Contingency, reschedule and reprofile budget. Revise scope of works as work is scaleable. Value engineering exercise - identify more affordable options, re-prioritise sub-project elements, seek additional funding partners/external sources. Close management of contractors and cost planning.	Implemented: Specifications revised and QS overseeing cost plan. Contingency, reschedule and reprofile budget. Additional uplift funding secured and materials purchased. Products and materials lead time delays and cost increase have presented a risk, but A=all main materials have been purchased, reducing risk inflation.. Unexpected issues arisen on site - cellars, UKPN power cable resulting in site delay. Multiple	5	4	20
2.4	29.10.20	07.12.22	SQ	time	5	5	25	Funding not committed within funders' timescales	Significant project risk. Ongoing financial review, project planning and reporting. Update and liaise with funding partners regularly. Reprofile spend where possible.	Implemented: Year 2 HE budget committed and defrayed. New Anglia LEP funding transferred to NNDC Capital swap process. Ongoing financial review, project planning, scheduling and reporting. Update and liaise with funding partners regularly. Reprofile spend where possible.	3	3	9

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description	Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
2.5	29.10.20	07.12.22	SQ	works	5	3	15	Objections/complaints relating to disruption of works.	open dialogue with stakeholders and representatives. Responsive action by contractor. Provision of free car parking. Marketing and events. Failure to resolve could cause delay and cost increase	participation in meetings with business owners and representatives. Efforts to reduce noise and disturbance.	3	3	9
2.5	29.10.20	07.12.22	SQ	maintenance	2	2	4	Lack of ongoing maintenance resulting in deterioration	Agree annual maintenance plan and responsibility - public realm and highways. Ensure high quality appropriate materials used.	Discussions with NWTC and NWIB. Specifications agreed with	1	1	1
2.6	18.01.22	26.01.23	NT	Sinkhole	2	2	4	Contractors discovered unexpected void in the market place cause by a leaking corroded water pipe	Anglia Water contacted and inspected within an hour. Agreed that course of action was to replace length of pipe through digging a new trench. Anticiapted to take 3 days to repair. Constructions gangs to undertake other jobs on site.	Implemented. Issue resolved in less than expected with no impact on access to	1	1	1
				Building Improvement Scheme									
3.1	16.07.21	07.12.22	NT	cost	4	4	16	Delays and restrictions including materials shortage, labour shortages and cost increases	Individual project specifications revised and QS oversee project costs. Contingency, reschedule and reprofile budget	Implemented: Conservation architect and QS appointed lead professional administrators for BIG scheme. Pipeline projects prioritised on deliverability, impact, cost	3	4	12

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description	Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
3.2	29.10.20	07.12.22	LR	interest	3	3	9	Lack of interest/applications (inc Covid related retail closures), Absentee building owners are unable or unwilling to engage with proposed improvements	Direct approaches to encourage owners to apply. Promotion through Business Partnership and Community Stakeholder Group. Communicate project benefits & criteria. Differential grant rates. Periodic review and adjustment to rates if necessary to encourage increased take up.	Implemented: Direct approaches to encourage owners to apply. Promotion through Business Partnership and Community Stakeholder Group. Press and social media coverage, Social Pinpoint. Communicate project benefits & criteria. Differential grant rates. Periodic review and adjustment to rates if necessary to encourage increased take up.	2	2	4
3.3	29.10.20	07.12.22	SQ/NT	delays	3	3	9	Delays getting projects approved/funding committed	Collaboration with Historic England. Appoint external professional heritage/conservation architect support as lead professional	Implemented: Collaboration with Historic England. External professional heritage/conservation architect appointed as lead professional. HE processes beyond control	3	3	9
3.4	29.10.20	07.12.22	NT/SQ/CY	expertise	2	2	4	Lack of heritage specialists	Contract one lead heritage architect specialist practice. Identify potential contractors with HE and lead architects. Contract re-let/extended	External professional heritage/conservation architect appointed as lead professional administrators. Brief issued architects appointed. Potential contractors identified	2	2	4
3.5	29.10.20	8.12.21	NT/SQ/CY	physical	2	2	4	Initial work reveals extra restoration required	Feasibility and condition surveys carried out individual projects. Funding application and specifications reviewed. Consultation with HE.	Implemented: lead administrators reviewing applications & advising on works and costs	1	1	1

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description	Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
3.6	29.10.20	22.11.21	SQ/CY/NT	capacity	3	4	12	Lack of internal capacity to monitor & inspect works and compliance on individual buildings eg listed building permissions, materials, technical standards	Review internal staff capacity. Project Board monitor. External specialist support commissioned - lead qualified and experienced professional.	Conservation Design & Landscape Manager in place to provide advice and guidance on projects. Strategic Surveyor appointed. External professional heritage/conservation architect appointed to support as lead professional.	2	2	4
3.7	29.10.20		SQ/NT	maintenance	3	3	9	Lack of ongoing maintenance resulting in deterioration	Agree annual maintenance plan in funding award. Maintenance guidance and training provided to individual property owners.	Grant conditions/guidance	2	2	4
3.8	28.06.22	28.06.22	SQ/NT	Planning	4	3	12	Neutrient neutrality (or other planning constraints) postpones planning applications for building conversion projects	Review EoIs. Identify projects that don't require planning permission for conversion works	Implemented: Identified projects not requiring planning permission for conversion works and prioritising repair and reinstatement projects. NN determined cases	2	2	4
				Historic research and skills									
3.1	29.10.20	05/01/23	LR/CWC	interruptions	2	2	4	Covid prevents events, courses, training taking place	Regular review Govt guidance and plan protection measures. Programme to take place when restrictions lifted/eased. Postpone and reschedule. Alternative delivery methods eg online, outdoors, digitisation.	Implemented: Regular review Govt guidance and plan protection measures. Programme to take place when restrictions lifted/eased. Alternative delivery methods eg online, outdoors, digitisation.	1	1	1

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description	Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
4.2	29.10.20	07.12.22	LR/CWC	timing	5	1	5	Results of Historic England Historic Area Assessment research findings not available to inform Cultural Consortium and interpretation	Regular update briefings key stakeholders - agreed quarterly. Community stakeholders representing NW Heritage Group and NW Archive involved. In-depth research report into Cedars published December 2022. Interpretation materials to be developed in absence of full report.	Implemented: Regular update briefings key stakeholders - held quarterly. Community stakeholders representing NW Heritage Group and NW Archive involved. HE stated HAA research report will not be published until 2024. continue dialogue with HE	5	1	5
Page 44				Cultural Programming* This programme is funded by Historic England and Arts Council and managed independently of the High Street Heritage Action Zone scheme by a Cultural Consortium									
	5.1	29.10.20	CWC		3	3	9	Unable to secure match funding for planned programming	Alternative funding sources sought including community contributions. Project budget reviewed and reprofiled		1	2	2
5.2	29.10.20	01.11.21	CWC		4	4	16	Consortium partners/ groups unable or willing to commit time and resources to support development and delivery of programming	Partners were briefed before joining the consortium so expectations were clear. Groups rather than individuals are represented so that should an individual be leave an organisation an alternative represented can take their place.	Due to reduced of activity over recent past, some groups have limited resources and are unable to commit as much resource as anticipated. A P/T community engagment, communications assistant and events co-ordinator has bene appointed to develop, co-ordinate and promote cultural activities.	3	3	9

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description	Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
5.3		07.12.22	CWC	participation	3	5	15	Community doesn't engage with cultural programming	Consortium members come from a range of community groups and representation a wide section of people. During the early stages of development community workshop will help refine and shape projects. Where harder to reach groups, such younger audience are targeted, these groups will be specifically engaged and consulted, and where possible given ownership, of planed of any activities. There will also be a wide range of activates and programming so that if one element is unsuccessful then it will not unduly impact the wider programme.	reasonable levels of engagement and uptake	2	3	6
5.4		07.12.22	CWC	clashes	3	4	12	Delays in the delivery of the wider HAZ scheme impact the cultural programming timeframe.	There is close communication between the consortium and HAZ Project team so that any possible delays are highlighted and taken into consideration. When possible events linked to key milestones in the HSHAZ scheme will include flexibility so they can be adjusted as needed.	Close liaison has enabled works to accommodate events	2	3	6
5.5		01.11.21	CWC	management	3	3	9	Individual activities within the programme are mismanaged or poorly executed damaging the reputation of the wider programme.	Having community ownership of programming is a core element of the programme however there are substantial skills and experience represented on the cultural consortium and NNDC offers with expertise in areas such as health and safety will also be available for consultation and support.	The appointment of additional support has helped ensure cohesive management of individual projects.	2	2	4
				Other/ General									
6.1	29.10.20	07.12.22	LR/SQ		3	4	12	Loss of key personnel on project or unexpected sickness or absences	A wide range of NNDC staff and local stakeholders are involved so the scheme is not heavily reliant on any one individual. Progress will be well documented and monitored to ensure clear communication and understanding amongst the project team. Weekly Project Team and Comms meeting. Swhen key members of staff have left, interim arrangements have been made and replacements securedor been absent for a prolonged period there is sufficient in-house capacity to allow delivery to continue.	Implemented: Additional internal personnel and external professional support appointed. Weekly Project Team and Comms meeting.	3	3	9
			LR	Lou Robson	North Walsham HSHAZ Project Manager								
			NT	Neil Turvey	Estates Strategic Surveyor								
			CY	Chris Young	Conservation Design & Landscape Team Ldr								

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description	Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
			SQ	Stuart Quick	Economic Growth Manager								
					Project Enabler								
			CWC	Catherine Wedge-Clark	HSHAZ Comms and Community Engagement Officer								
			SK	Sean Kelly	Assistant Director for Organisational Development								
			RT	Russell Tanner	Assets and Property Programme Manager								

HSHAZ Place Making Budget		Total								
EXPENDITURE										
Land Purchase cost: (Black Swan Loke)		£94,434								
Total Design and Management Fees: Landscape architect and design, master planning, stakeholder engagement, conservation and heritage advice, structural engineering, quantity surveying and cost control, NCC design fee and supervision, Tarmac ECI fee, laboratory fees, cellar surveys, admin costs.		£532,463								
Direct Purchase materials (NNDC):										
<ul style="list-style-type: none"> 1192m² of Crossland Hill Multi slabs - Paving Diamond Sawn Finish, 450W x RL (450-700)L x 65Dmm – Market Place 212 m² of Crossland Hill Multi slabs - Paving Diamond Sawn Finish, 100W x RL 200L x 75Dmm – Market Place 325 m² of Crossland Hill Multi slabs - Paving Diamond Sawn Finish, 450W x RL (400-750)L x 65Dmm – Shambles 50 m of Crossland Hill Multi slabs - Paving Diamond Sawn Finish, Coping / Seating 500W x RL (400-750)L x 65Dmm – Shambles 50 m of Crossland Hill Multi slabs - Paving Diamond Sawn Finish, Coping / Seating 500W x RL (400-750)L x 65Dmm (Calibrated height)(Extra Over Above) – Shambles 10 of Gero Bench Seat - L: 2000mm x D: 530mm x H: 450mm; Stone gray Ral 7030 Powder Coated with Teak Hardwood finish; the seats will be surface mount fixed – Market Place 10 of Gero Bench - L: 2000mm x D: 620mm x H: 450mm; Stone gray Ral 7030; Powder Coated with Teak Hardwood finish; the seats will be surface mount fixed – Market Place 29 m² of Staffordshire Diamond Blue Bricks Chequered drag faced – Black Swan Loke Various 1m of Granite Kerbs – pink granite, flamed finish – Market Place 6 of Bench seating – Shambles 	<p>£131,019</p> <p>£36,506</p> <p>£36,531</p> <p>£4,054</p> <p>£2,294</p> <p>Inc below</p> <p>£26,244</p> <p>£2,995</p> <p>£21,893</p> <p>£5,355</p>									
TOTAL COST		£266,891								
Total Anticipated Final Cost of works: (Tarmac only, net of costs/fees covered within report) £441,996 Church Approach, £1,271,038 Market Place										
	<table border="1"> <thead> <tr> <th></th> <th>Estimate</th> <th>Anticipated Final Cost</th> <th>Tarmac only</th> </tr> </thead> <tbody> <tr> <td>Placemaking works - Market Place and The Shambles (incl. prelims design fees RIBA1-7, OH &P, cross board contingency risk at 10%)</td> <td>£2,127,119</td> <td>£2,493,075 (17% increase)</td> <td>£1,713,005</td> </tr> </tbody> </table>		Estimate	Anticipated Final Cost	Tarmac only	Placemaking works - Market Place and The Shambles (incl. prelims design fees RIBA1-7, OH &P, cross board contingency risk at 10%)	£2,127,119	£2,493,075 (17% increase)	£1,713,005	
	Estimate	Anticipated Final Cost	Tarmac only							
Placemaking works - Market Place and The Shambles (incl. prelims design fees RIBA1-7, OH &P, cross board contingency risk at 10%)	£2,127,119	£2,493,075 (17% increase)	£1,713,005							
Explanatory Note: Increase in anticipated costs due to a combination of factors, including construction inflation, necessary changes in design on the Shambles resulting from engineering advice, challenges posed from working within a restrictive space and undiscovered cellars/live electric mains that were not previously revealed within the surveys.		£1,713,005								
Planting (soil/plants)		£9,000								
Anticipated Final Cost		£2,615,792								

INCOME	
HE Total Grant to date	-£669,008
Getting Building Funding (NALEP)	-£1,170,000
NNDC	-£385,000
NWTC (electricity pillars and ground anchors for market stalls in Market Place)	-£20,000
NCC (resurfacing)	-£50,000
NCC (Cycle hoops)	-£3,000
Budget (total current income)	-£2,297,008
Re-stocking of materials	-£55,000
Potential reallocation of funds	-£35,000
Grand Total (required to complete the Market Place) [A]	-£228,784
Black Swan Loke - target budget [B] – estimated pending return of quotes/tenders (costs to not exceed budget provision).	£140,000
Bank Loke - target budget [C] – estimated pending return of quotes/tenders (costs to not exceed budget provision).	£31,216
FINAL BUDGET [A+B+C]	£400,000

PLANNING SERVICE IMPROVEMENT PLAN – ACTION PLAN

Summary: This report details the proposed Action Plan for addressing identified issues of planning performance, with the overall aim of improving the overall customer experience.

Options considered: Options considered within this report are as follows:

1. Support the Planning Service Improvement Action Plan
2. Do not support the Action Plan and recommend suitable revisions.

Conclusions: It is recommended that Overview & Scrutiny Committee supports the Planning Service Improvement Action Plan.

Recommendations: **That the Overview and Scrutiny Committee supports the Planning Service Improvement Action Plan.**

Reasons for Recommendations: To ensure that an appropriate Action Plan is in place necessary to provide solutions to the identified service level issues in the agreed Planning Service Improvement Plan Strategy.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

None

Cabinet Member(s): Cllr Andrew Brown, Cabinet Portfolio holder for Planning and Enforcement	Ward(s) affected: All
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Contact Officer, telephone number and email: Martyn Fulcher, 01236 516244 martyn.fulcher@north-norfolk.gov.uk
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1. Introduction

1.1 During 2021, the Overview and Scrutiny Committee considered that the Planning Service should be subject to a performance review, following perceived concerns over the speed of decision making, communications

between stakeholders and Members and difficulties in obtaining information in relation to planning obligations (S106 contributions). It was also suggested that insufficient focus and/or cross-service priority has been attached to business related proposals. Following this, at the Overview & Scrutiny Committee in March 2022 it was agreed that the Director for Place and Climate Change should undertake to create a Planning Service Improvement Plan (PSIP).

1.2 The PSIP Strategy was presented to this Committee on 28th September 2022 and received support. In addition, the following recommendations were made:

- The customer engagement aspects of the Plan are separated and progressed independently for Town and Parish Councils, District Cllrs, residents, and planning service users (applicants and agents).
- Future challenges caused by changes to the planning regime are adequately addressed within the Plan.
- That guidance be developed on the planning process for residential applicants.
- That consideration is given to expediting responses from statutory consultees to avoid delays in the planning process

1.3 This report now provides details of the concluding Strategy and Action Plan for review of the Overview and Scrutiny Committee.

2. Planning Service Improvement Plan (PSIP) – Action Plan

2.1 The Action Plan provides specific measures in addressing the identified areas of improvement and is a comprehensive document covering a multitude of processes and activities.

3. Conclusion

3.1 The proposed Action Plan is intended to address the identified performance issues, with regular monitoring built into the process.

3.2 Should Committee support the proposed Action Plan, work can be expedited with a view to instigating most measures by Autumn 2023. Only those measures dependent on external factors are likely to extend beyond this date, however, every effort will be made to implement measures at the earliest opportunity.

4. Corporate Plan Objectives

4.1 The Council's Corporate Plan contains six key themes, these being Local Homes for Local Need; Climate, Coast, and the Environment; Boosting Business Sustainability and Growth; Financial Sustainability and Growth, Customer Focus and Quality of Life. The work of the Planning service relates to all six themes and therefore it is imperative that the service is performing to the best of its ability if all six themes and their objectives are to be realised.

5. Medium Term Financial Strategy

5.1 There are no direct implications for the MTFS as a result of this report.

6. Financial and Resource Implications and Risks

6.1 The delivery of service improvements is dependent on sufficient resources being in place. At this stage there are no direct financial or resource implications, other than that of service resources – this being one of the PSIP considerations.

7. Legal Implications

7.1 There are no legal implications in relation to this report.

8. Sustainability

8.1 Sustainability is fundamental to town and country planning. Wherein the UK planning system is designed to enable the protection and enhancement of the natural and built environment. When operating as required, the planning service has the potential to contribute significantly towards achieving sustainability.

9. Climate/Carbon Impact

9.1 This report has no direct climate change or carbon impact implications; however, the work of the planning service is pivotal in achieving net zero and addressing climate change. The Place Directorate is at the forefront of this work and the planning service improvements will maximise every opportunity to encourage sustainability and reduce the environmental effects of all associated activities.

10. Equality and Diversity

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

11. Section 17 Crime and Disorder considerations

11.1 This report raises no matters of concern in relation to crime and disorder.

12. Recommendation

12.1 That the Overview & Scrutiny Committee supports the Action Plan, as detailed at Appendix 1 of the Planning Service Improvement Plan.

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PLANNING SERVICE IMPROVEMENT PLAN

“Improving the customer experience”

February 2023



NORTH
NORFOLK
DISTRICT
COUNCIL

1. Introduction

The planning profession has faced enormous change and challenge over recent years, not least the pandemic and resultant process changes, introduction of different ways of working and engagement opportunities with local authorities. Customer requirements and expectations have also shifted.

Town and Country Planning is a local authority front line service and generates significant levels of public interest and participation. It is therefore befitting that performance and the level of service provided should be subject to continuous review and improvement.

In March 2022, the Council's Overview and Scrutiny Committee supported the production of a 'Planning Service Improvement Plan' (PSIP), aimed at addressing key issues, namely:

- Speed of decision making.
- Communication with stakeholders and Members.
- The provision of and access to information, and
- Alignment of planning and sustainable growth interests.

The recommendation of the Director for Place and Climate Change was that the planning service should aim to be within the top 25% performing local planning authorities within the next 24 months and that the PSIP should set out the steps necessary to achieve this, whilst actively addressing the identified issues above. The Committee supported this aspiration.

The PSIP is formed of two parts, firstly the 'Strategy' element which sets out the strategic themes and areas of focus, and secondly, the Action Plan. This Action Plan sets out a range of actions across all themes aimed at delivering on the strategic aims.

The PSIP is primarily aimed at the Development Management (DM) function, although there is cross over with other service elements, including the Council's Conservation, Design and Landscape team and building control service. As such, the content of the Plan will be limited to primarily addressing the identified DM related issues. Other aspects of service area reform will of course be subject to ongoing review alongside this process, but the scope of this Plan needs to be more focused in order for it to be deliverable in the necessary timescales.

This Strategy has been prepared by the Director for Place and Climate Change.

2. The Vision

In seeking continuous improvement for the service, it is considered that a clear vision is necessary, to be read alongside the Councils corporate vision. To this end, the proposed vision for the North Norfolk Planning Service is:

- to be recognised for being an innovative and effective planning authority, which positively and proactively engages with communities and stakeholders to enhance places and enable sustainable growth, and
- to have an up-to-date and joined up spatial planning framework; effective infrastructure planning; high performing development management, planning enforcement and building control functions and integrated and engaging specialist planning and design services.

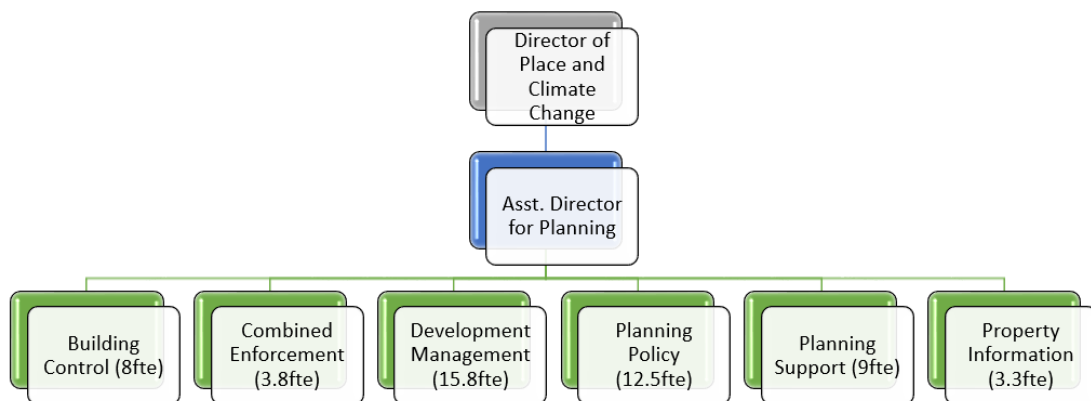
3. Current Position and performance

During 2020 the Planning and Sustainable Growth service areas combined to form one single directorate, as part of the management restructure, under the newly created Director for Place and Climate Change role.

The planning service has responsibility for maintaining and improving the district's natural and built environment. The role of the service is to:

- determine all forms of planning and other related applications.
- deliver a Local Plan and planning policy.
- protect and enhance conservation areas and listed buildings.
- deal with tree preservation order applications and reviews.
- provide general planning and related advice to the public.
- deal with planning appeals.
- undertake planning enforcement.
- provide Land charges, Street naming and numbering and property data services

The service comprises of the following structure:



Development Management Performance

The performance of local authorities in deciding applications for planning permission is considered crucial in achieving the enabling of development to deliver new homes and sustainable growth.

Government introduced their approach to measuring the performance of authorities in the Growth and Infrastructure Act 2013, with this being based on assessing local planning authorities' performance on the speed and quality of their decisions on applications for major and non-major development. Where an authority is designated as underperforming, applicants have had the option of submitting their applications for major and non-major development (and connected applications) directly to the Planning Inspectorate (who act on behalf of the Secretary of State) for determination. This threat of designation therefore provides a clear incentive for authorities to meet the performance standards to retain control over decision making in their areas and avoid reputational harm.

The Government defines the criteria for assessing local planning authority performance in determining planning applications. Performance is assessed against:

- The speed of determining applications for major development
- The quality of decisions made by the authority on applications for major development
- The speed of determining applications for non-major development;
- The quality of decisions made by the authority on applications for non-major development.

In situations where a local planning authority is consistently underperforming against these measures, a local planning authority can be designated only if the Secretary of State considers that there are respects in which the authority are not adequately performing their function of determining applications. Recently an authority in Essex has faced such a designation.

Development Management performance is regularly reported to Development Committee.

Most recent statistics indicate that 87.5% of major applications are determined within the statutory time limits (including extension of time agreed periods). This is well above the 60% Government target. Similarly, non-major application applications are currently at 80%, also above the 70% target. Therefore there is no current threat of designation by Government, although this level of performance can, and will improve so that a figure of at least 90% is sustained over a rolling 24 month period.

Image 1 below depicts the number of major planning applications subject to an agreed extension of time. As will be observed, the total number has increased over the past two years, whereas the mean figure across the eastern region notices a decline on the reliance of extensions of time over the past year. Although the performance statistics reported will show a positive figure in terms of speed of decision, this statistics does indicate that applications are taking longer to process than is desirable.

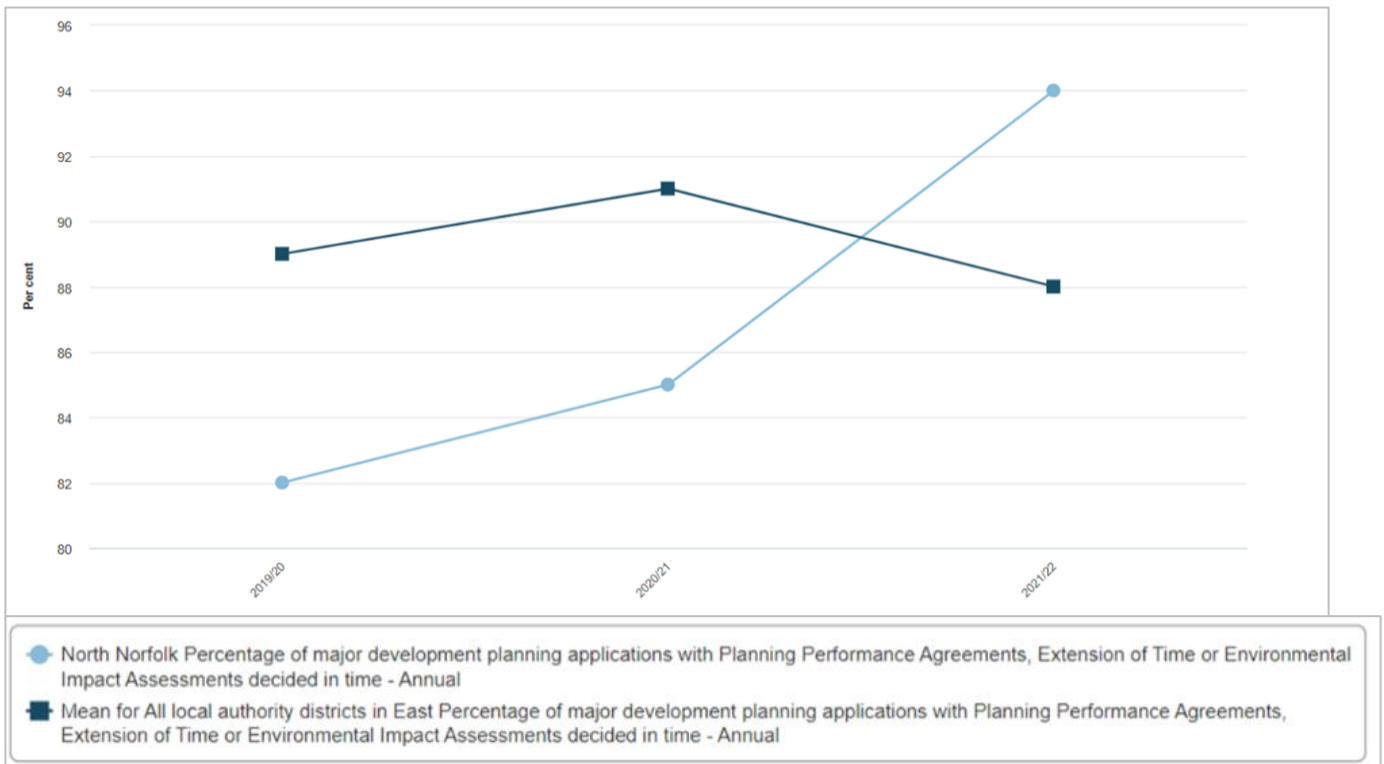


Image 1: % of major planning applications with Extensions of time in place

For recent comparative purposes, the following table 1 indicates how North Norfolk District Council compares to other LPAs within the eastern region in terms of performance and cost.

Measure	NNDC	Eastern regional average
% Of major applications with EoT determined in time 2021/22 Q4	100%	80%
% Of minor applications with EoT determined in time 2021/22 Q4	93%	88%
% Of other applications with EoT determined in time 2021/22 Q4	95%	92%
Total expenditure – Planning and development services per head of population 2021/22 GBP per person (circa)	£38	£55

Table 1: NNDC performance relative to other Eastern region LPAs

North Norfolk generally compares favourably with other local planning authorities across the eastern region, with performance higher than the mean and a lower total expenditure per head of population. NNDC performs less well when considering its greater reliance on extensions of time, which although agreed with applicants, does demonstrate performance needs to be improved to meet the normal (and expected) timescales of either 8 or 13 weeks.

Of course, there is still significant room for improvement and a need to sustain high levels of performance and customer satisfaction over the longer term, with these aims being paramount to this Planning Service Improvement Plan.

Challenges to this centre around clearing some historic applications, which once determined, results in reducing the rolling performance figure. Therefore, only a sustained period of high performance can make a significant difference to this rolling assessment. It therefore follows that there is no quick fix, however, it is important that the foundations are in place so that high performance becomes the norm.

Staff levels are a significant concern, with recent departures at the senior level highlighting the fragility of planning staff rosters. The national shortage of planners is accentuated in North Norfolk with recruitment (and retention) being particularly difficult in comparison with the larger or more urban authorities.

Resourcing and performance issues are also evidenced at the national level with the Planning Inspectorate facing a shortage of Inspectors and continued underperformance, with significant delays to appeals being scheduled or held and subsequent delays to determination.

4. National Context

NNDC is not alone in the challenges it faces but it is acknowledged that perceptions may have altered because of the changes in working practices brought about during the pandemic.

Negative perceptions may have also been compounded by the Nutrient Neutrality guidance, which has effectively frustrated decision making in the short term, resulting in customer dissatisfaction and uncertainty. Whilst NNDC is not responsible for this, it is being proactive alongside our neighbouring authorities in seeking solutions.

The recent change in stance on Nutrient Neutrality in putting responsibility on the water companies and Natural England is a positive step but will take time before real progress is made.

Nationally, local planning authorities have observed the following.

- A drop in the speed of application decision making (with the average being less than 60% determined within time - DULHC)
- Increased use of Extension of Time
- Slower validation times (some over 8 weeks)
- Increase in householder applications
- Cuts to planning service resources
- Increased scrutiny of applications/work of officers
- Hostility – objections increasing

The Levelling-up and Regeneration Bill was published in May 2022 and proposes several significant changes. As far as these relate to development management, these include a new route to varying planning permissions, increasing the weight afforded to development plans, the monitoring of build out rates and raising of planning fees. There are also proposed changes to the enforcement regime with longer time frames for action.

The raising of fees provides the potential for significant change, with the reinvestment of income into increasing resources and technological improvements. This would lead to significant improvement increases through increased capacity and resilience.

The Bill is currently going through the Committee stage in the House of Commons. The service is awaiting the outcomes and officers will react and advise accordingly as the Bill progresses.

5. The challenge

In conjunction with the issues identified by O&S, there are also a wider set of challenges that need to be considered via this Plan. Namely:

- The perception of the service (and the Town Planning profession generally)
- Expectations of stakeholders versus the reality – management of expectations
- Statutory consultee response timings – common cause of delay
- Constant Government changes to the planning and building control systems
- Continuing impact of the pandemic e.g., working practices, capacity, and financial position
- Recruitment and retention – incredibly challenging recruitment market
- Nutrient Neutrality (hopefully only over the shorter term but experience elsewhere in England suggests longer)

While many of these are not within the control of the local planning authority, it is necessary to consider these challenges and ensure this Plan meets these challenges with solutions where possible.

The Action Plan will take these challenges into account and put forward measures that will address the perception, encourage more timely consultee responses, provide mechanisms to try and affect Government planning policies and to ensure that a well-trained and motivated workforce can be recruited and maintained.

Officers within the service have recently undertaken a series of workshops with a view to identifying issues and opportunities pertaining to service delivery. This will be supplemented by the results of the intended Agent Forum, Town and Parish Council workshops and customer engagement surveys as those results are made known.

The officer workshops identified areas of potential improvement - some of which can be achieved in the very short term, with others requiring further investigation and consideration.

Key matters affecting performance that were identified included:

- Technical and IT related issues, leading to duplication of efforts
- Lack of focus on customer service, insular approach to work
- Insufficient training when new software was originally introduced
- Bottlenecks and inconsistencies in communication around processes
- Timeliness around consultee responses, including internally

It is anticipated that the external scrutiny will identify similar themes.

This Planning Service Improvement Plan provides the correct mechanism to bring about change and attention to these key matters.

6. The Strategy

The Strategy itself is straightforward. It involves information gathering, followed by evaluation and then identification of measures that can be implemented straight away. Further to this, and most importantly, an Action Plan detailing the full extent of proposed actions is to be produced for ratification by O&S before implementation. Collectively these two phases comprise the Planning Service Improvement Plan.

The Strategy Timetable:

Activity	Timescale	Comments
Undertake identified quick wins	Ongoing	<i>Implementation of improvements has already commenced.</i>
Staff Engagement	Aug 2022	<i>Across all levels of the service.</i>
Service level processes, structure, and customer journey review	Sept/Oct 2022	<i>PAS DM Challenge Toolkit approach to ensure best practice.</i>
District Councillor Engagement	Oct 2022	<i>Initial engagement with selected Members as part of the PAS themed workshops.</i>
Town and Parish Council Engagement	Oct /Nov 2022	<i>T&P Council Forum / targeted survey.</i>
Residents Engagement	Nov 2022	<i>Social media and outlook. Questionnaire. Feedback through outlook/social media/webpages</i>
Develop Action Plan	Oct - Dec 2022	<i>To address O&S / DM Toolkit findings.</i>
Agree Action Plan	Feb 2023	<i>O&S Meeting 14th February 2023.</i>

Implement Action Plan	Feb 2023	<i>It is anticipated that most of the plan will be delivered by Autumn 2023 with ongoing monitoring and consultation.</i>
Planning Customer Engagement	April 2023	<i>Dependent on Nutrient Neutrality progress.</i>
Annual Monitoring	Dec 2023	<i>O&S Updates on annual basis (or as requested).</i>

Activity Commentary:

Staff Engagement

Since conception of the Improvement Plan, staff have been fully engaged. This has included a whole service meeting to discuss the strategic and political aims, followed by several team level meetings and individual representations. This engagement has highlighted several areas where value can be added that would lead to improved performance. Staff have considered the service from a customer perspective also and this has been factored into the responses and matters discussed to date.

Customer Engagement

A wide range of customer engagement is to be conducted across four main areas: Town and Parish Councils, District Councillors, residents, and planning service users.

Town and Parish Councils are to be surveyed in the first instance followed by discussions at the Town and Parish Council Forum and, as appropriate, directly with each Council.

District Councillors are to be directly consulted to discuss their experiences of using the service and to understand requirements necessary for elected members to represent the public when in engaging with the planning service.

Residents are also to be consulted via the Council's Outlook magazine inviting completion of a targeted survey and provided with the opportunity to submit any specific comments.

Planning service users will receive surveys aimed at improving stakeholder engagement during 2023 with a protocol for continual feedback being developed.

As of the 1st of August 2022, all applicants (planning applications and pre-applications), when receiving acknowledgement of their applications have been notified of our intention to request the completion of a customer survey, with the option to 'opt out'. This will be a standard letter clause so that annual monitoring can take place without any infringement of GDPR.

The current nutrient neutrality issues mean that the full spectrum of applications is not being determined. This in turn would affect the survey outcomes if undertaken now. As such, and

as previously indicated, a pause is in place until the optimum time. It is envisaged that this will be from Spring 2023.

Service level processes, structure, and customer journey review

This is a key element of the Strategy. A full review of the key development management practices is required to evidence, highlight, and address operational practices that prevent optimum performance. Examples include the Council's planning software, which was introduced without the benefit of full training for staff or a full range of templates to avoid the need for duplication of efforts.

The Planning Advisory Service introduced a development management toolkit in 2015, and this has recently been updated. It includes fifteen sections dealing with every aspect of development management and aids LPAs to define poor to excellent performance across a range of activities. In short, it is a health check that is used to inform improvement plans with example of best practice available in the areas reviewed. Officers conduct the evaluation on a non-hierarchical basis, which leads to a full debate on how to improve. This approach is to interrogate current practices, discuss what good practice looks like and use the feedback to inform any redesign.

In addition to the Toolkit, a review of the service structure will be undertaken to ensure it is fit for purpose and a full review of the 'customer journey' in relation to the application process will be conducted to ensure that our customers are at the heart of our decision making. An outcome of this will be the creation of guidance for residents to assist with understanding and navigating the planning system when submitting a householder planning application.

The relationship and level of service provided to Members and Town/Parish Council is integral and will form a major component of the review and subsequent action.

Moreover, how we communicate with stakeholders will be reviewed and improved with a clear aim of expediting responses to avoid any undue delays to processing of planning applications.

Undertake identified quick wins

A number of easily implemented changes have been identified since this Plan work started. As the process unfolds there will be further opportunities and this strategy will ensure that these opportunities for positive change are undertaken now, and not stored to the end of the process. By the time this Strategy is considered by O&S Committee, a selection of structural and process changes will have already been implemented to address the immediate concerns raised by staff.

Action Plan

The Action Plan has been developed so that it addresses the issues identified and sets out a range of SMART actions and targets, all aimed at meeting the aspiration to be a high performing local planning authority, which is receptive and cognisant of customer requirements.

Once agreed the Action Plan will be implemented immediately with the expectation that most actions will be completed by Autumn 2023, although software-based solutions may require additional time, given the likely reliance on external consultants etc. The need for rapid improvement needs to be balanced against long term sustainability, however, the focus is on as early a delivery of solutions as possible.

Annual Monitoring

Monitoring of progress and performance will be continual with annual reviews being made available to Overview and Scrutiny Committee, with resultant SMART measures to induce the necessary improvements to the key areas identified by Overview and Scrutiny Committee.

Day to day performance will remain a service management function with a clear focus on customer service and planning performance during all staff and management meetings.

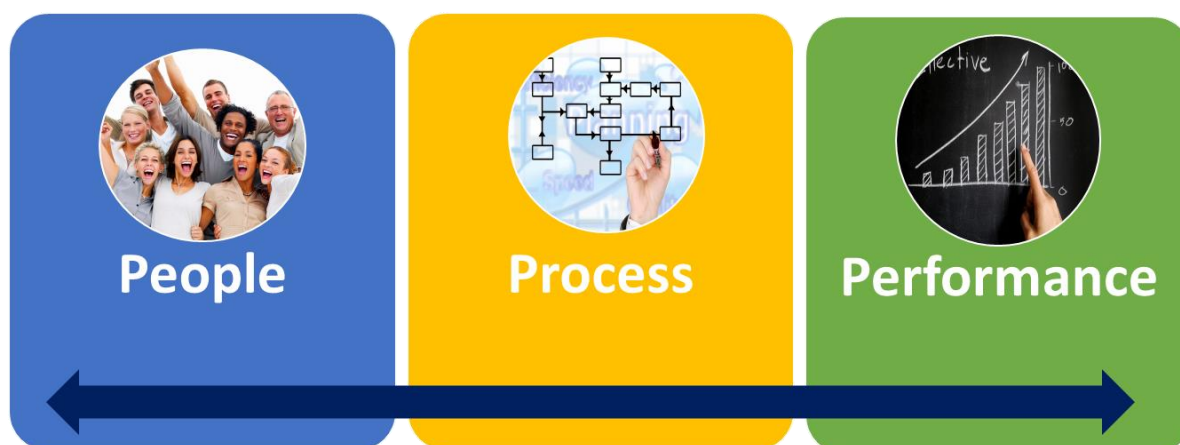
7. Action Plan

The Action Plan has been developed following agreement of this overarching Strategy and covers a wide variety of improvements (set as SMART objectives) across the development management area, and these are grouped under three key areas.

People – including customers, stakeholders, Members, and staff. Key elements include how we communicate, accessibility of information, learning and development, the planning website, and a review of the customer journey collaborating with customer services to provide the best service possible to service users and stakeholders.

Process – including internal processes and development of the Uniform software. A review of ‘how and why we do things’ to work smarter and more efficiently. We will put in place a structure of support and training to empower officers to make decisions in a timely and confident manner with a focus on enabling quality decision making.

Performance – includes a review of benchmarking opportunities, and smart performance measures around customer service and satisfaction.



Planning Service Improvement Plan

15 February 2023

APPENDIX 1 – ACTION PLAN

1 PEOPLE				
1.1 Undertake a comprehensive training and support programme for Members				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Develop, consult on and implement a training programme for post-election delivery to Members	Members feel confident in their knowledge of the planning process, their roles they and how best they can support their wards in the planning process.	Mar – Apr 2023	Assistant Director - Planning	Members, Democratic Services, Communications Team, Planning Service staff.
Provide accessible guidance to support learning for Members	Members know there are easily accessible resources to support their learning process	Apr 2023 onwards		
Provide quarterly updates on local and national planning matters to all Members (electronically)	Members are kept up to date on planning related matters that affect their communities and the district as a whole	Ongoing from Oct 2023		
1.2 Improving engagement and support for Town & Parish Councils				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Regularly attend T&PC Forum to provide updates and training on planning matters and received feedback. Where appropriate attend T&P Council meetings.	Town & Parish Council members feel that they have a greater understanding of the Planning Service and their role in the Planning process. Provide opportunity to ask questions and receive training.	Starts Jan 2023	Assistant Director - Planning	Planning Managers, District T&P Council Members, Democratic Services.
Provide an easily accessible suite of T&PC specific guidelines and resources through a dedicated page on NNDC website	Town & Parish Council members feel that they have a greater understanding of the Planning Service and their role in the Planning process. Provide opportunity to ask questions and receive training.	May 2023 onwards		
Regularly seek feedback via Town & Parish Clerks – intervals to coincide with meetings	The Planning Service can act on feedback and make improvements in its support of T&P Councils	May 2023 onwards		
1.3 Engaging the public effectively				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Create and implement improved communication channels to better inform our local communities i.e., Outlook Magazine, social media and digital newsletters	An improved public perception of the Planning Service through greater understanding, transparency and communication.	Jan – May 2023	Planning Support Manager	All Planning staff, Communications Team, Customer Services
Introduce customer feedback questions as part of the planning process through normal correspondence (e.g., with all decision notices)	The public are able to give timely feedback on their experience and for the service to understand issues and undertake regular and timely reviews and improvements to all aspects of the Planning Service provided.	Commence Apr 2023		
Provide improved information through interactive, and intuitive web pages and new media, to include videos explaining processes and issues	For the public and stakeholders to value our website and consider that it provides informative, accessible and topical information. Users feel they have a good understanding of the planning process and service provision.	Jan – Oct 2023		

1.4 Improving Communication through website functionality and accessibility				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Review and compare websites, identify best practice and useful tools and external links. Plan options and seek feedback. Implement changes.	The provision of easily accessible planning advice and guidance to a wide-ranging audience with different needs. Successful employment of various media to purvey the provision of a professional but personal and understanding service provider.	Jan – Oct 2023	Planning Support Manager	Planning Staff Focus Group, Customer Services, IT
Seek feedback from various forums including T&P Councils, Members and service users.	To obtain positive feedback on changes made and continue to discover preferred ways of communication and user needs. Continued development and enhancement of the web pages.	Oct – Dec plus on-going feedback responses		
1.5 Improving communication and strengthening links with key stakeholders				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Set up and facilitate regular agent / developer Forums	To hold regular meetings encouraging open dialogue, facilitated training and planning updates in a forum that is well attended and appreciated because the Council listens to and responds to the questions and concerns of major developers and Agents.	Starting Apr 2023	DM Manager	Planning Managers and Team Leaders, Stakeholders
Set up regular consultee and stakeholder forums (i.e., Norfolk County Council, Anglian Water, Historic England, Natural England)	To hold regular meetings encouraging open dialogue, facilitating cross working and shared planning related updates.	Starting Jun 2023		
1.6 Providing exemplary customer service to planning service users				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Clarifying a specific set of customer service performance indicators around communication and delivering to high customer service standards. Raising awareness and setting expectation across the service and to the public.	To exceed customer expectation through: <ul style="list-style-type: none"> ○ Providing clarity regarding the planning process ○ Providing verbal or emailed updates at key points in the application ○ Responding to correspondence in a timely manner in accordance with Council standards ○ Making timely decisions ○ Reducing the need for extensions of time by determining applications within the original statutory time limit wherever possible ○ Being responsive, polite and helpful at all times. 	Starting Feb 2023 then ongoing. (Review Oct)	Assistant Director - Planning	All Planning Services staff, Customer Services, IT
Regularly monitor performance – 6 monthly				
Address shortfalls in customer service promptly through direct contact. Aim to resolve any issues without need to follow complaints process through better engagement and timely responses.				

1.7 Ensure that North Norfolk District Council provides a positive work environment for planning staff				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Provide a 'planning specific' induction programme for all new staff joining the service.	New starters feel welcomed, informed and comfortable with what they are being tasked to do. They know who to contact when they have questions, who their colleagues are and how the service functions. Written guidelines provide additional support and clarity. Everyone is provided with the same process and Managers / Team Leaders know what they are expected to do.	Apr – May 2023	Planning Support Manager	HR, New starters, Planning Managers and Team Leaders
Create and implement a clear communication matrix ensuring everyone is clear and about who, how and when we actively engage with various other parties both internally and externally	Planning staff feel that they are well informed and kept up to date with planning related and corporate matters. Provide the opportunity to seek clarity and offer well informed advice.	Feb 2023		Planning Managers and Team Leaders
Provide opportunities for personal development and learning, following personal development plans.	Planning staff feel they can grow and progress within the service and are supported in doing so.	Jan 2023 – on going		HR, Team Leaders and Managers
Provide platforms to orchestrate communication, engagement and change.	Planning staff feel they have a voice, are given opportunities to participate in service wide objectives and are regularly consulted on things that affect them.	Ongoing		All Planning Staff

2 PROCESS

2.1 Improve accessibility and transparency of Development Committee (DC) and planning processes

Actions	Outcomes	Timeframe	Responsible Officer	Involving
Agree, establish and implement clear communication guidelines for Member/ case officer interactions	Members feel confident about when, how and who to contact in the service area with planning enquiries	Mar – Apr 2023	DM Manager	Members, Democratic Services
Develop and deliver comprehensive DC training programme and resources for Members including allowing for ongoing training needs	The Development Committee feels fully informed and able to carry out its role effectively with full understanding of role in delivering transparent, considered decisions.	Mar –Jun 2023		

2.2 Planning Service Process Improvements

Actions	Outcomes	Timeframe	Responsible Officer	Involving
Draft, consult on and implement a new local validation list	The new local validation list that is understood by applicants, developers and planners and provides a clear, professional working framework.	Jan – Apr 2023	DM Manager	Team Leaders, Stakeholders (consultation)
Identify best practice and benchmark our service delivery against others.	A planning service that is confident in providing quality documentation and process and seeks to improve where necessary.	Throughout all process work		Small focus groups
Review, Revise and implement the Council's Pre-App service. Roll out through website and communications with customers.	A clear, concise pre-app service that is fit for purpose and attractive to customers. Clear charges and outcomes promoted.	Mar – Jun 2023		Team Leaders
Following on from the Planning Advisory Service 'best practice workshops' in October 22:	To provide a planning process that is efficient and fit for purpose.	May – Aug 2023	DM Team Leaders	DM Team Leaders
Review, and revise report writing to improve speed of decision making, offer consistent production of high-quality documents and communications.	To improve speed of decision making, offer consistent production of high-quality documents and communications.	Mar – Jun 2023		DM Team Leaders
Undertake Uniform (IT) changes to templates and process: Report writing, Allocations; workload management, and decisions & conditions drafting.	To have a supporting IT system that works with case officers to enable better management of caseloads, easy templates and processes that are clear and logical. To ensure the supporting IT systems (Uniform/Enterprise/Exacom) are functioning well, are regularly upgraded to offer best support and functionality. Downtime is kept to a minimum.	Mar – Oct 2023 Aug – Nov 2023	DM Manager	DM Team Leaders

3 PERFORMANCE				
3.1 Using performance to measure success				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Introduce a set of targets relating to customer service. Monitor the targets and report to Service Managers. Ensure any 'underperformance' is dealt with promptly and effectively.	Focus on customer care because staff seek to provide the best service through understanding of the customer perspective.	Feb 2023	Assistant Director - Planning	Planning Managers and Team Leaders, Enforcement monitoring officer
Establish a robust system for monitoring development conditions, as identified through a matrix.	The Council is seen to take action to safeguard against unapproved or inappropriate development or conditions of development approval.	Feb – Apr 2023	Enforcement Team Leader	
3.2 Managing S106 payments & processes				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Ensure that developer contributions are managed effectively. Educate officers and stakeholders so they are aware of how the funding criteria works and it can be accessed.	Stakeholders experience a transparent process supported by fully accessible software and educated staff, that allows the public to interrogate and identify the current S106 funds for their locality, parish or ward. Developers are clear of their commitments.	Dec 2022 – Oct 2023	DM Manager	S106 officer, DM officers Finance, Eastlaw
Working with Eastlaw, review and establish protocols and sound legal agreements for securing and recording S106 agreements.	Developers, officers and stakeholders have clarity and security regarding obligations and payment of S106 monies.	Apr – Jul 2023		Eastlaw
3.3 Managing and responding to complaints and compliments				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Establish an effective system to monitor all correspondence relating to dissatisfaction (or praise) of services provided (that pre-empt / are not already captured by the corporate complaints system).	Ensuring monitoring and reporting of complaints/potential complaints to ensure appropriate responses and that lessons are learnt. To reduce escalation of complaints.	Feb 2023	Planning Support Manager	Director, Asst Director, DM Manager, Directorate PAs.
3.4 Performance enabling				
Actions	Outcomes	Timeframe	Responsible Officer	Involving
Enable and enact the enforcement team to undertake mobile working through the use of tablets and connections to back office via a mobile application (app).	Efficiencies in working through officers having easier digital access to site plans, conditions etc whilst on any site. Ability to Take pictures and make notes that are automatically uploaded to main databases.	Feb – May 2023	Enforcement Team Leader	PS Manager, Enforcement Team, IT
Digitise all remaining DM and Building Control paper records.	Reduced storage need, easier access to files.	Feb – Apr 2023	Planning Support Manager	BC, DM and PPU team

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CAR PARK INCOME DATA MONITORING – APRIL TO OCTOBER 2022

Summary: This report and Appendices provides the Overview and Scrutiny Committee with details of the level of car park income generated by North Norfolk District Council (NNDC) for the period 1 April to 31 October 2022 and compares it with previous years' income.

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

Conclusions: Income from the Council's Off-Street parking charges has fluctuated over the last couple of years due to external factors, mainly the impact of COVID-19. There are many external factors e.g. weather, the popularity of the 'staycation' versus the ability to holiday abroad again, all of which the Council cannot influence and are unpredictable. All these factors will have an impact on the usage levels and subsequently income levels and this report shows this.

To maximise future car park income there needs to be a continuous investment programme of maintenance and development of the car parks. The provision of good parking with up-to-date facilities, e.g. reliable and different methods of payment, electric charging points and accessible clean facilities, is required to maximise future revenues.

The cost base of the car parking provision needs to be examined to identify efficiencies and improvements in the way car parking is delivered.

Recommendations: **The Overview and Scrutiny Committee is asked to note the report.**

Reasons for Recommendations: Income from off-street car parking charges allows for the continuing provision, management and improvement of the 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; 01263 516276; 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. The income figures provided in this report are presented in financial years April to March and then for the current year 2022/23 April to October (7 months) up to end of the last main tourist season.

1.2 NNDC operates 30 pay and display car parks in locations across the district.

1.3 These car parks provide parking for different purposes, based on geographical location, from those supporting use of shops and facilities in the seven market towns; those in the resort towns supporting both resident and visitor parking and those in coastal locations predominantly supporting visitor access to beaches etc. There are three charging regimes i.e. Standard, Coastal and Resort which reflect these different uses.

1.4 The car park charges were last amended in and came into 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

In 2021/22 the total income (excluding VAT) generated for the Council through the car parking service was £2.857m

2. Car Park Income Comparisons

2.1 Income figures for the last 3 financial years and the current financial year 2022/23 (1 April to 31 October) have been presented in this report to enable a meaningful comparison over recent years.

2.2 Total Income

19/20 £m	20/21 £m	21/22 £m	22/23 (Apr-Oct) £m
2.248	1.659	2.857	2.092

- 2.3 The year 2019/20 was the last pre-COVID year we had when everything was operating as 'normal' and gives us the last year of 'normal' income levels to compare to.
- 2.4 The 2020/21 year was significantly affected by the COVID-19 pandemic with Government restrictions affecting people's ability to travel and therefore visit North Norfolk. These restrictions continued throughout the main tourist season and so had a severe impact on the level of income received for the year. It should be noted that the Council were recompensed for loss of income by the Government as it recognised that the pandemic was having significant adverse impacts in all areas of life and subsequently the economy.
- 2.5 Restrictions were lifted during 2021/22 within the UK, but foreign travel was still difficult and many people who would normally holiday abroad stayed in the UK. People taking a "staycation" in the UK resulted in high numbers of visitors choosing North Norfolk as a destination and car park income excelled any level seen in previous years.
- 2.6 Although the data for 2022/23 is only for the period 1 April to 31 October it does show a healthy level of income when compared to previous years. The total income figures and graphs for each car park are shown in Appendix 1.
- 2.7 Due to the complex interrelated factors which impact on car park usage and therefore income, it is not possible to definitively explain fluctuations in figures.

2.9 **Month by Month Comparisons**

Whilst total income across the year provides some indication of performance year on year it can be broken down further to compare income monthly over the years. This level of detail enables us to match income with expected fluctuations resulting from the influence of both short and long-term factors for example

- periods of hot/dry or cold/wet weather having positive or negative impacts respectively on income levels
- the impact of events in towns and resorts
- the cost-of-living crisis

Appendix 2 details the income levels and how they have varied month by month for each Council car park and also gives a graphical presentation of the same information over the years.

Whilst this report does not seek to analyse every variation on income there are several general observations which are worth providing comment on.

The impact of COVID-19 travel restrictions can be clearly seen in the 2020/21 lower level of income. As restrictions were eased the pattern of usage clearly reflects higher use of more remote car parks, in preference to those in large settlements, reflecting people seeking less densely populated areas to take exercise in.

In general, income levels throughout 2021/22 outperformed other years in the reported periods. As stated in paragraph 2.5, whilst restrictions had eased domestically, there were still restrictions on foreign travel resulting in many

families wanting to take a holiday after having been in lockdown. With North Norfolk being such an attractive area many holidaymakers chose to “staycation” in North Norfolk, significantly increasing visitor numbers.

The data for the 2022/23 year for April to October shows a strong performance compared to other years. The prolonged spell of good weather across the late spring probably explains the high levels of income taken during that period. Then the exceptionally hot and dry weather enjoyed during the summer by holidaymakers and tourists is reflected in the use of our car parks generally with many car parks taking the highest levels of income for August for several years.

There does not appear to be any indication that the introduction of new, increased charges in July 2022 had any adverse impact on car park usage and therefore income levels.

There information does identify a few areas that warrant further investigation and where income anomalies occur a review will be undertaken to determine if a reason for can be identified and understood.

2.10 **Free Tickets issued**

Several car parks associated with town centres include bays which have a short period of free car parking. Users of these bays must obtain and display a ticket, but no charge applies.

Data for the number of free tickets issued is included in Appendix 3 2021/22 and for the seven months in 2022/23 and. Comparison of these two data sets suggests that there has been an increase in the use of free spaces compared with the 2021/22 usage.

Data suggests that the number of free tickets issued by month is consistent across non-resort car parks, however in resort areas these free spaces see a marked increase in usage during the summer months.

The consistent usage figures in non-resort car parks infers that these tickets are predominantly being used by residents who are using the spaces to do short trips to town centre shops, which clearly suggests that the desired outcome of adopting this approach is being achieved. Increases in levels of usage in the summer in some car parks could be due to people making short trips to shops and may reflect a reduced availability of on-street car parking spaces due to higher visitor numbers to those towns.

In total 42,771 free car park space tickets were issued for the 2021/22 financial year. Had these free tickets been charged for based on Standard charging regime of £1.20 for the first two hours, then this could have generated potential additional income of anywhere between £50,000 and £200,000 (at the very highest estimate) in 2021/22.

In the first seven months of the 2022/23 financial year free space tickets had increased to 42,851 issued. If this figure is extrapolated to a full year figure then the potential additional income could be higher still.

However in reality, any potential income is likely to be far less as the level of usage would probably be far lower as greater use of on-street parking spaces

would be the likely consequence. Also limiting free parking spaces would probably reduce footfall in town centres. There is no proposal to remove or reduce the number of free car parking spaces in these car parks.

2.11 Income by Car Park Type

The percentage of income generated by each of the three charging regimes set out in paragraph 1.4 remains consistent throughout the reported period as can be seen in the charts in Appendix 4. The effect of people choosing to use more coastal car parking during 2020/21 can be observed in the 10% increase in use of these car parks compared with the preceding and subsequent years.

A pie chart which shows the percentage of income earned when the number of car parks of each type is averaged is included for information.

3. Corporate Plan Objectives

- 3.1 The provision of car parking facilities directly supports 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

- 4.1 The income raised from car parking charges is a significant funding stream for the Council and this will continue to be factored in as a significant income stream when formulating the medium-term financial strategy. The income offsets the costs of providing and maintaining car parks in the district. The provision of car parking directly impacts on economy of the district.
- 4.2 Significant external factors can affect the usage of car parks across the district and therefore the income received. If income is significantly below that expected or is over a sustained period of time then this may impact on the Medium Term financial Strategy.

5. Financial and Resource Implications

- 5.1 The costs and income relating to car parks form a significant part of the Council's budgets and it is important that charging levels are set correctly so that all direct and indirect costs of providing the car parks are recovered.

6. Legal Implications

- 6.1 There are no legal implications arising directly from this report.

7. Risks

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

8. Sustainability

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

9. Climate / Carbon impact

- 9.1 This report does not in itself raise any issues in respect of climate/carbon impact. However, the income generated could be used to assist in the funding of installing more electric charging points in the car parks making it more viable for residents and visitors to use electric vehicles.

10. Equality and Diversity

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

11. Section 17 Crime and Disorder considerations

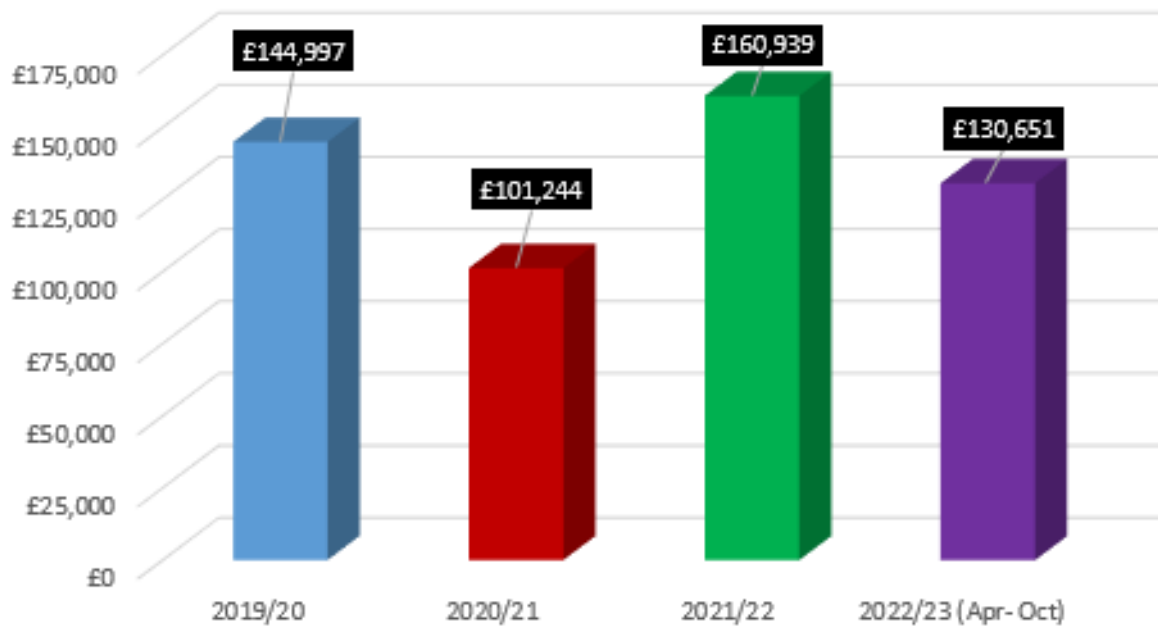
- 11.1 This report does not in itself raise any issues in respect of Crime and Disorder.

12. Conclusion and Recommendations

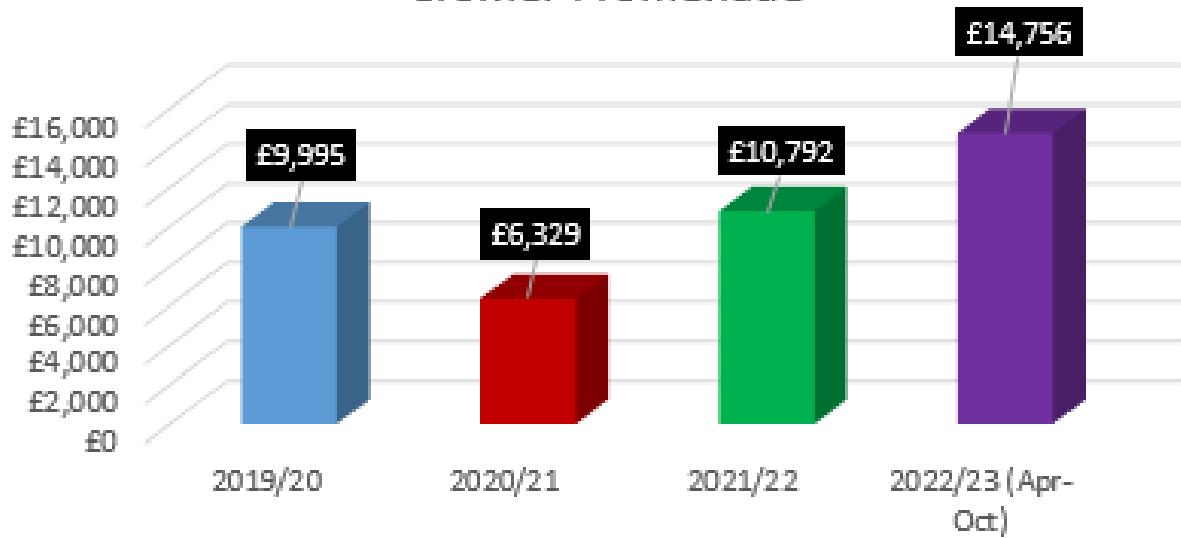
- 12.1 Fluctuations in the levels of income generated from off-street parking charges over the last three and a half years shows that the income is sensitive to external factors. However these are factors beyond the Council's control and it is hoped that the experiences of the last few years are exceptional and will not be seen again. These are many external factors which are difficult to predict and may increase or reduce car park usage and therefore the income from car parking.
- 12.2 Continued investment in maintenance and development of car parks is required to maximise future revenues.
- 12.3 We need to examine the cost base of the car parking provision to identify efficiencies and improvements in the way car parking is delivered.
13. The Overview and Scrutiny Committee is asked note the report.

3-Year Analysis	Car park		2019/20	2020/21	2021/22	2022/23 (Apr- Oct)	Totals
Resort	Bacton	BA Coast Road	£0	£2,513	£12,266	£16,975	£31,754
Resort	Cromer	CR Cadogan Road	£144,997	£101,244	£160,939	£130,651	£537,831
Resort	Cromer	CR Promenade	£9,995	£6,329	£10,792	£14,756	£41,872
Coastal	Cromer	CR Runton Road	£256,956	£237,346	£353,394	£263,247	£1,110,943
Resort	Cromer	CR Meadow	£334,574	£187,569	£403,865	£293,461	£1,219,469
Coastal	East Runton	ER Beach Road	£34,829	£45,799	£58,498	£44,615	£183,741
Standard	Fakenham	FA Bridge Street	£73,111	£36,388	£63,382	£49,826	£222,707
Standard	Fakenham	FA Queens Road	£40,560	£22,255	£37,628	£29,160	£129,603
Standard	Fakenham	FA The Limes	£13,716	£7,337	£15,009	£11,102	£47,164
Standard	Fakenham	FA Community Centr	£9,286	£2,496	£7,432	£9,201	£28,415
Standard	Fakenham	FA Highfield Road	£4,692	£1,539	£3,542	£3,806	£13,579
Standard	Fakenham	Millers Walk	£0	£2,982	£6,847	£6,485	£16,314
Coastal	Happisburgh	HA Cart Gap	£16,143	£36,365	£39,508	£32,925	£124,941
Resort	Holt	HO Albert Street	£217,933	£99,259	£265,418	£163,821	£746,431
Other	Holt	HO Country Park	£6,571	£24,835	£74,526	£44,294	£150,226
Resort	Holt	HO Station Yard	£19,633	£10,750	£33,947	£26,732	£91,062
Coastal	Mundesley	MU Gold Park	£100,024	£116,242	£138,616	£124,121	£479,003
Standard	North Walsham	NW Bank Loke	£51,614	£20,015	£39,958	£33,121	£144,708
Standard	North Walsham	NW Mundesley Road	£14,407	£6,433	£18,438	£10,607	£49,885
Standard	North Walsham	NW New Road	£19,735	£6,674	£12,958	£7,701	£47,068
Standard	North Walsham	NW Vicarage Street	£30,458	£15,127	£34,331	£23,462	£103,378
Coastal	Overstrand	OV Pauls Lane	£44,088	£56,809	£65,486	£43,053	£209,436
Coastal	Sea Palling	SP Clink Road	£52,836	£94,099	£79,865	£78,793	£305,593
Resort	Sheringham	SH Chequers	£34,144	£20,049	£34,193	£37,468	£125,854
Coastal	Sheringham	SH East Cliff	£28,490	£41,444	£61,044	£43,691	£174,669
Resort	Sheringham	SH Morris Street	£105,678	£90,737	£143,993	£130,135	£470,543
Coastal	Sheringham	SH Station Road	£312,027	£161,952	£302,606	£220,728	£997,313
Standard	Stalham	ST High Street	£11,741	£6,360	£11,554	£25,466	£55,121
Resort	Wells	WE Staithe Street	£54,277	£573	£10,358	£9,340	£74,548
Coastal	Wells	WE Stearmans Yard	£178,195	£157,487	£233,310	£128,703	£697,695
Coastal	Weybourne	WY Beach Road	£27,326	£39,985	£123,730	£34,151	£225,192
Totals			2,248,036.00	1,658,992.00	2,857,433.00	2,091,597.00	£8,856,058

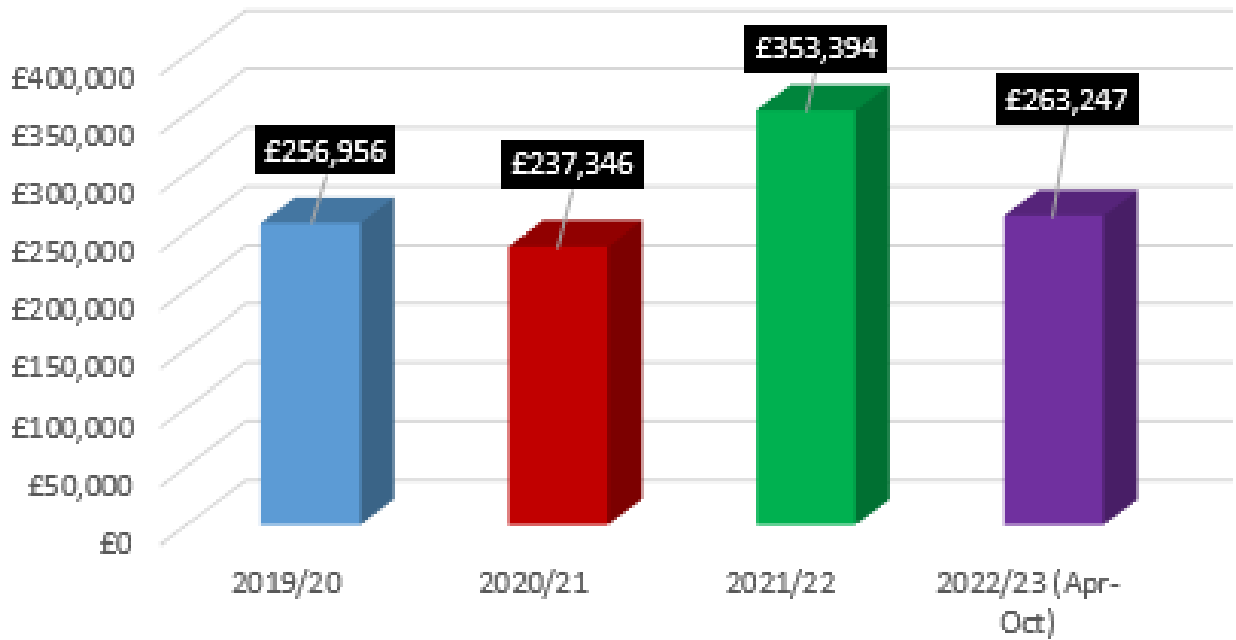
Cromer, Cadogan Road



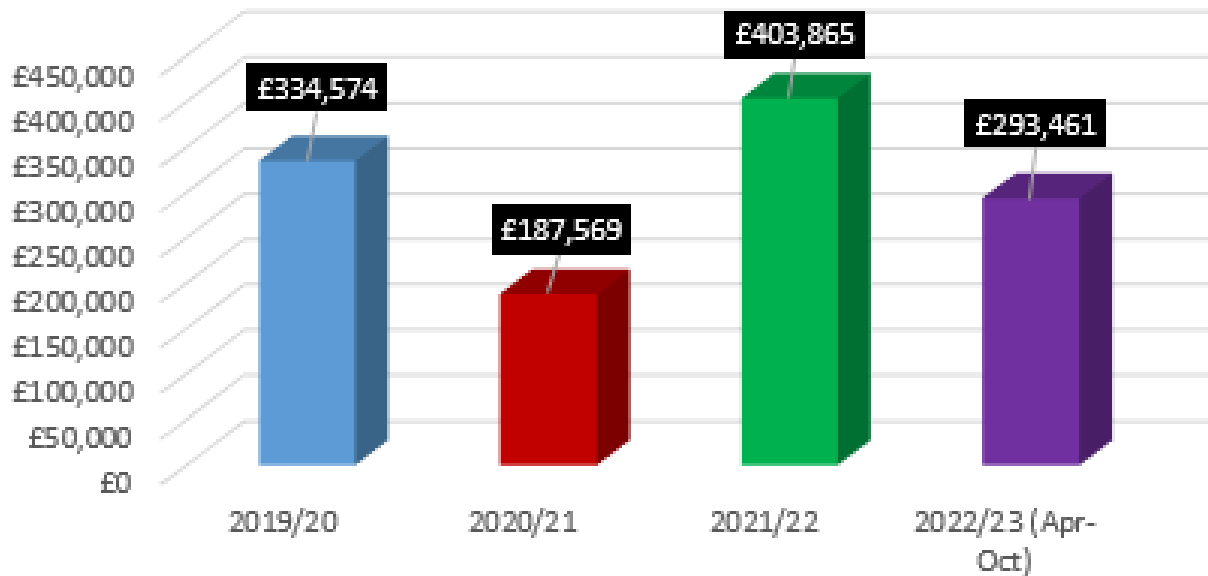
Cromer Promenade

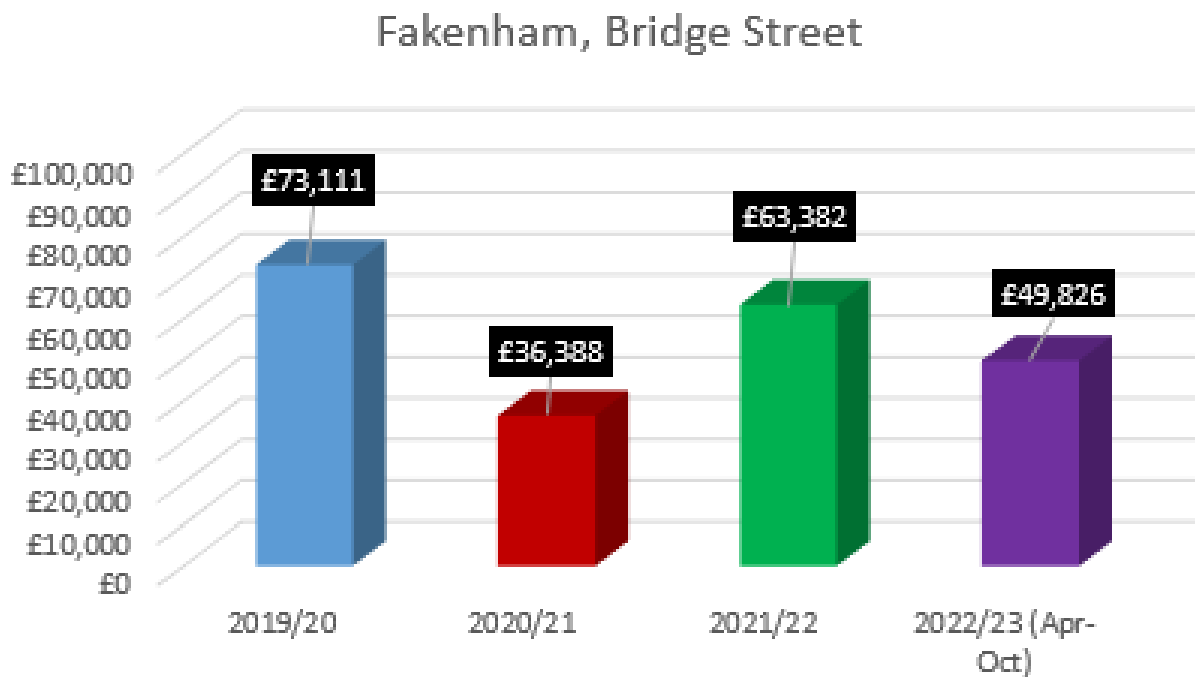
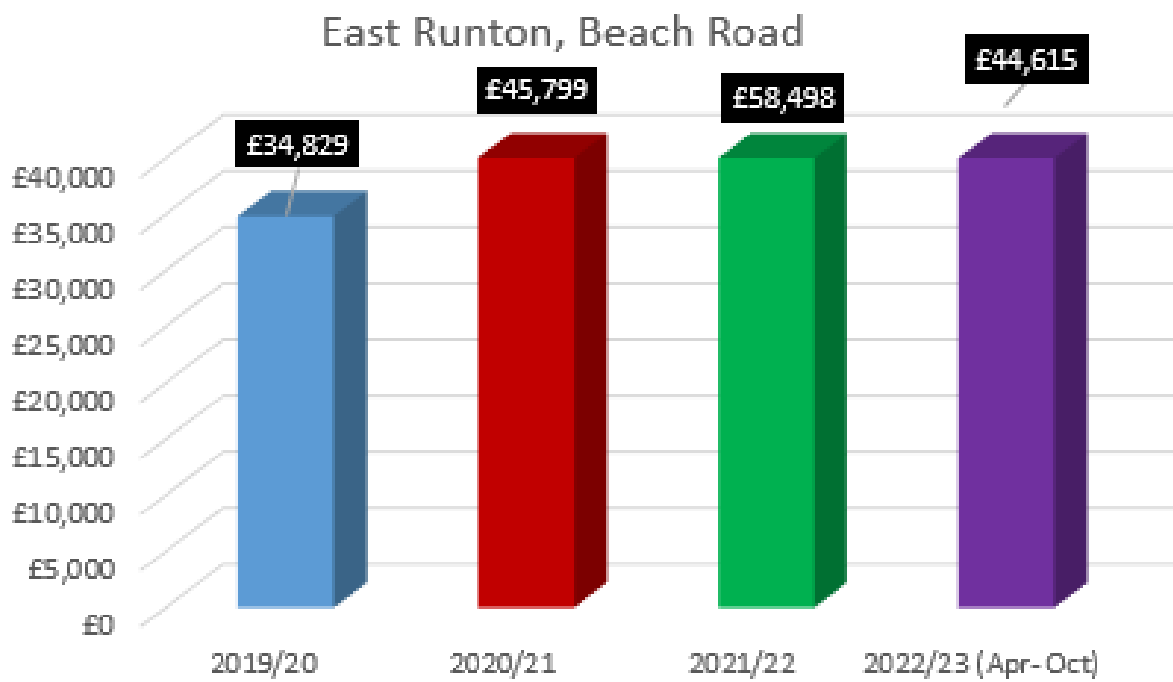


Cromer, Runton Road

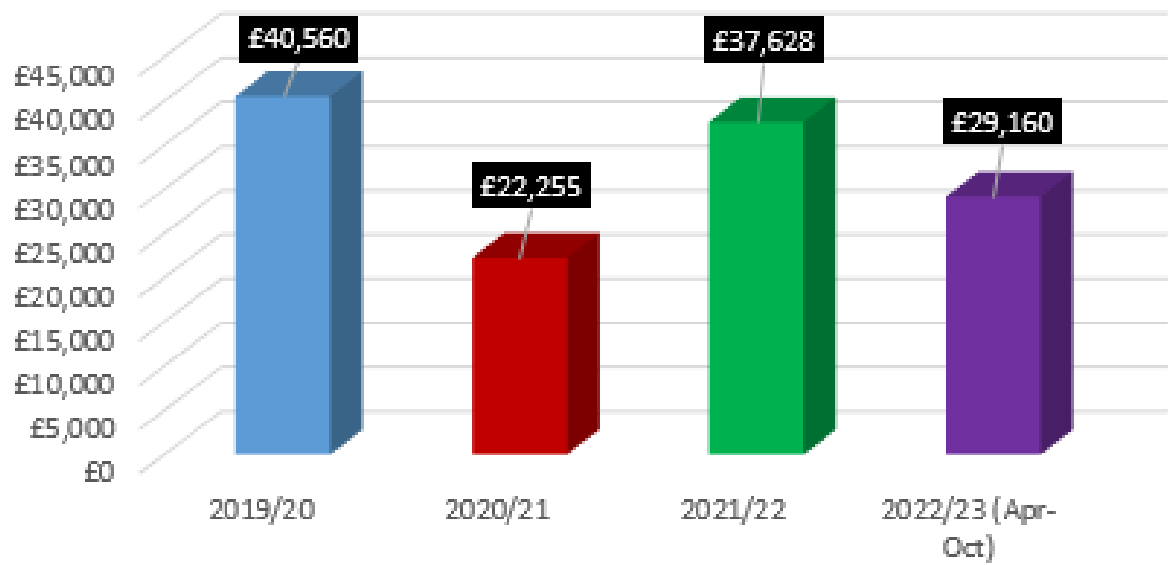


Cromer, Meadow Road

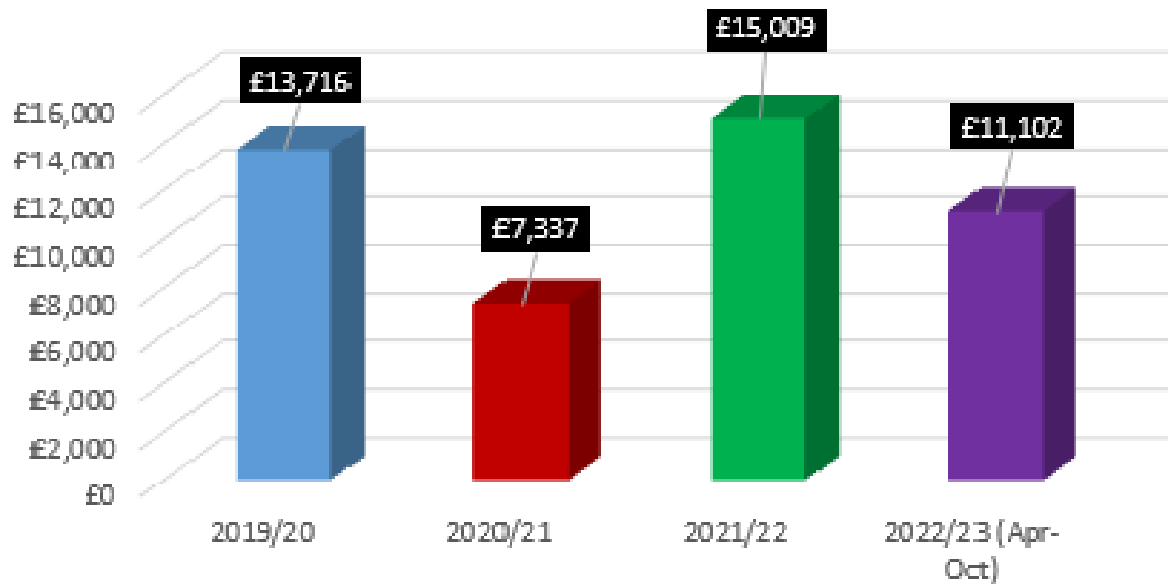




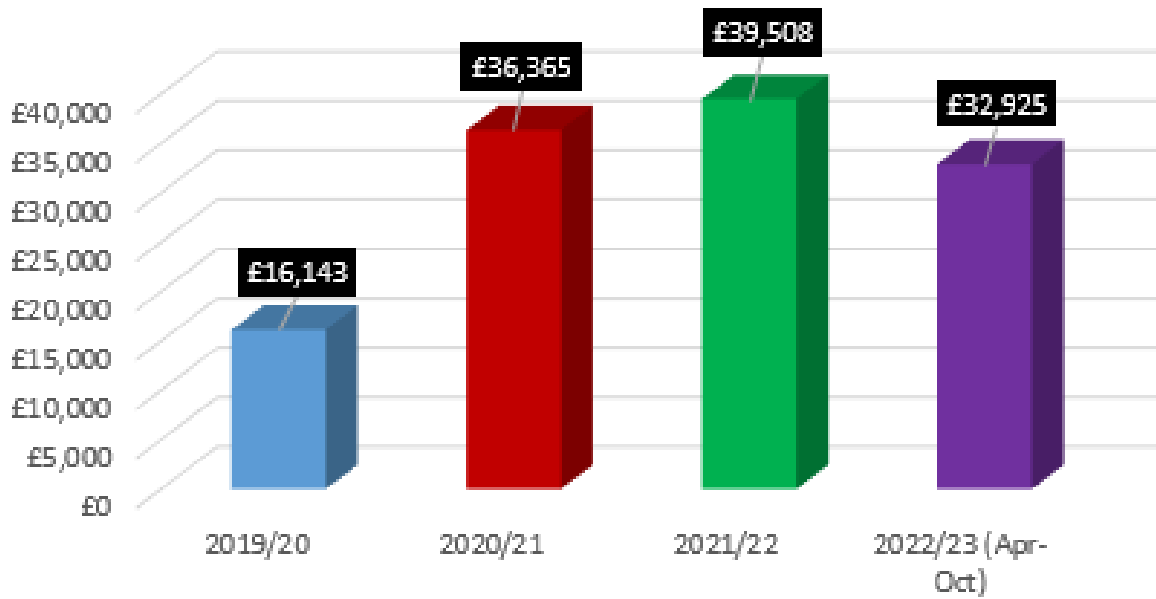
Fakenham, Queens Road



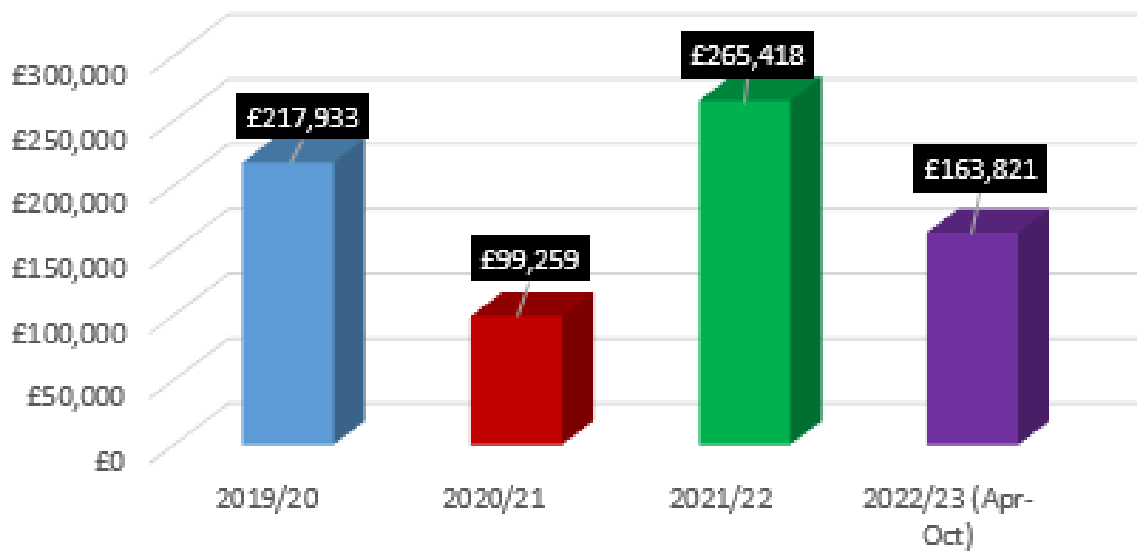
Fakenham, The Limes



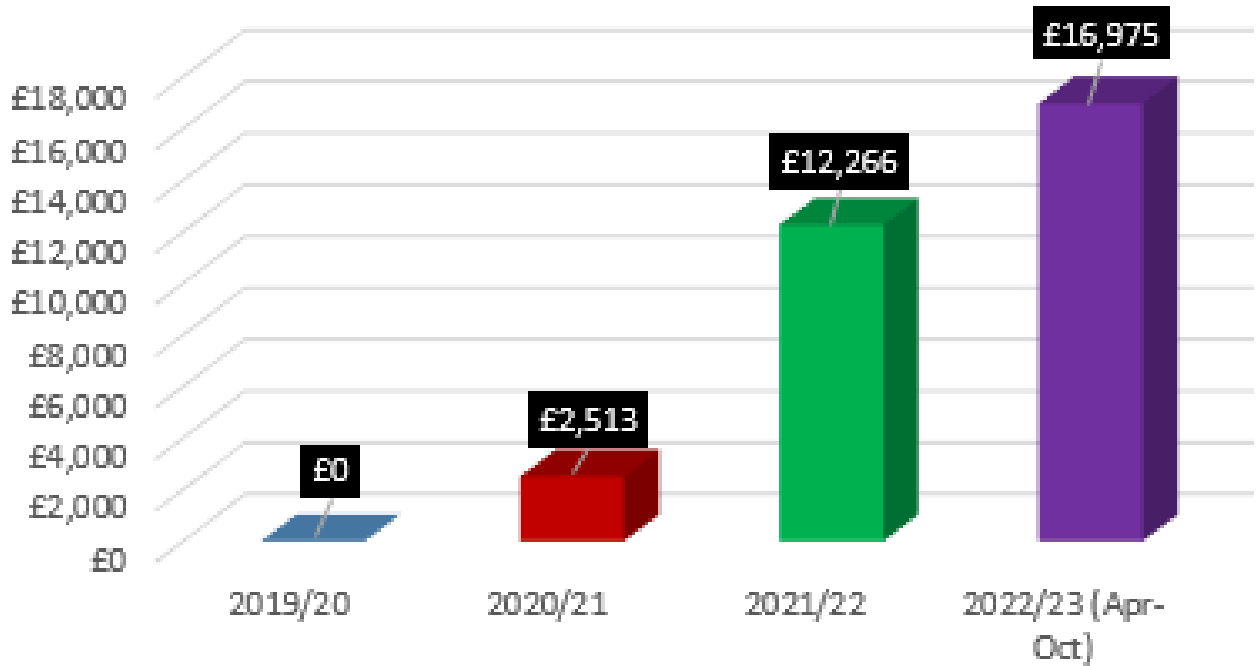
Happisburgh, Cart Gap



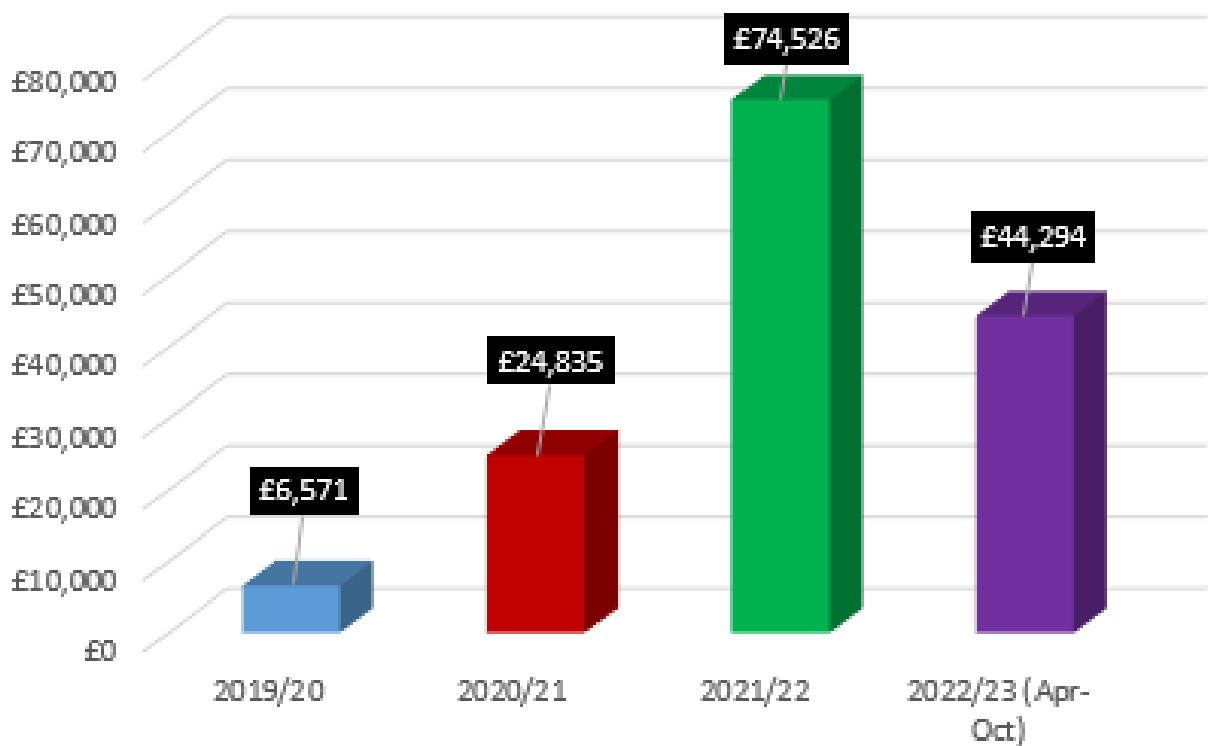
Holt, Albert Street



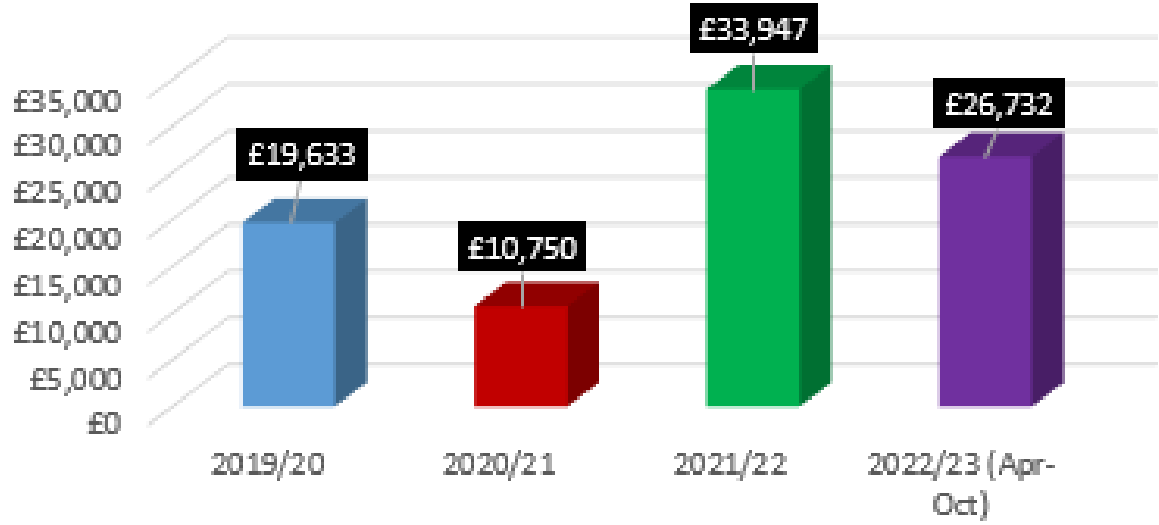
Bacton, Coast Road



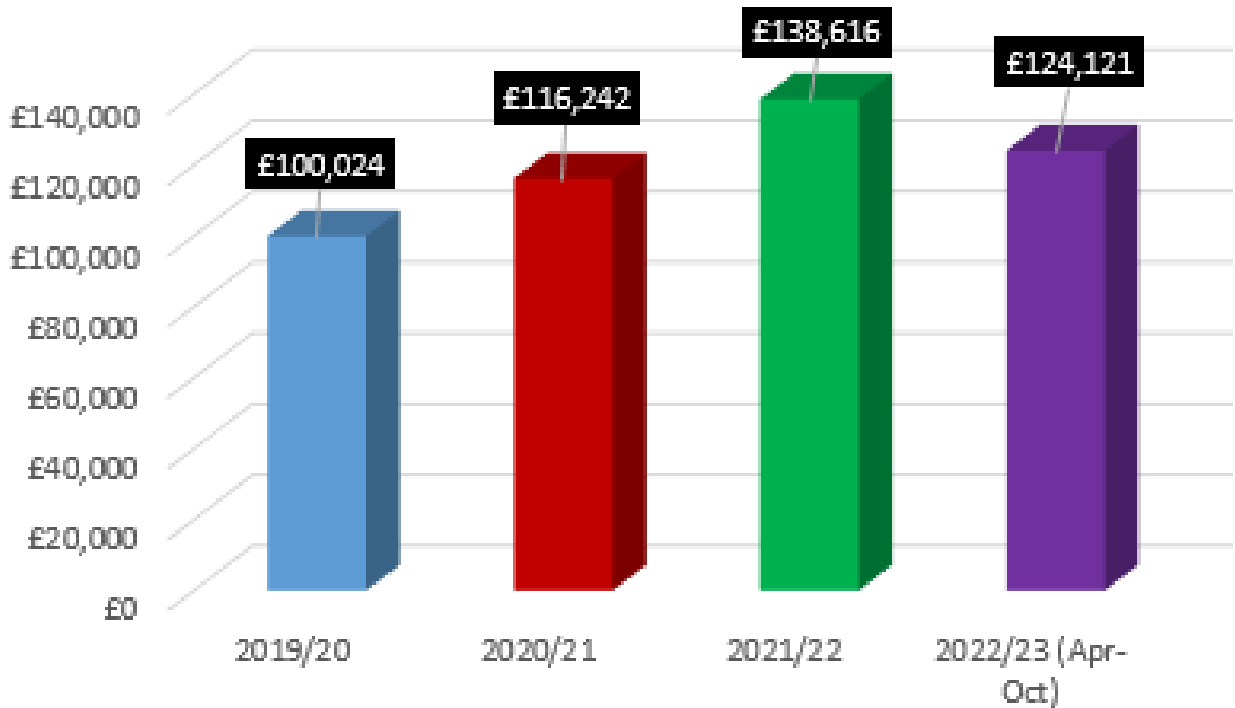
Holt, Country Park



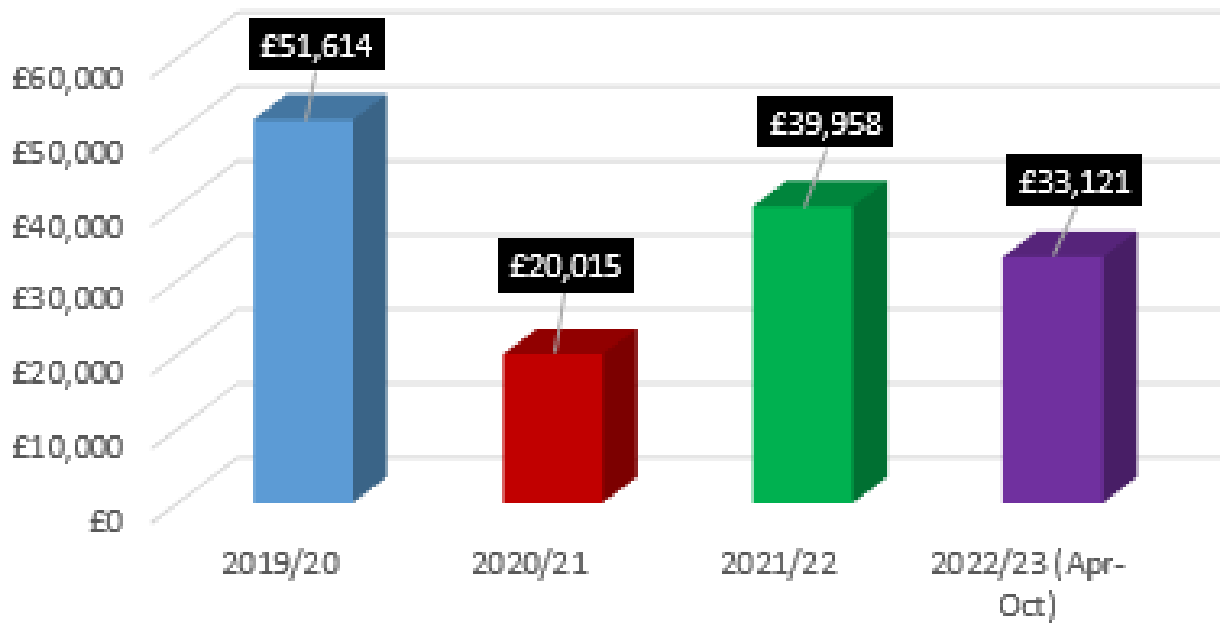
Holt, Station Yard



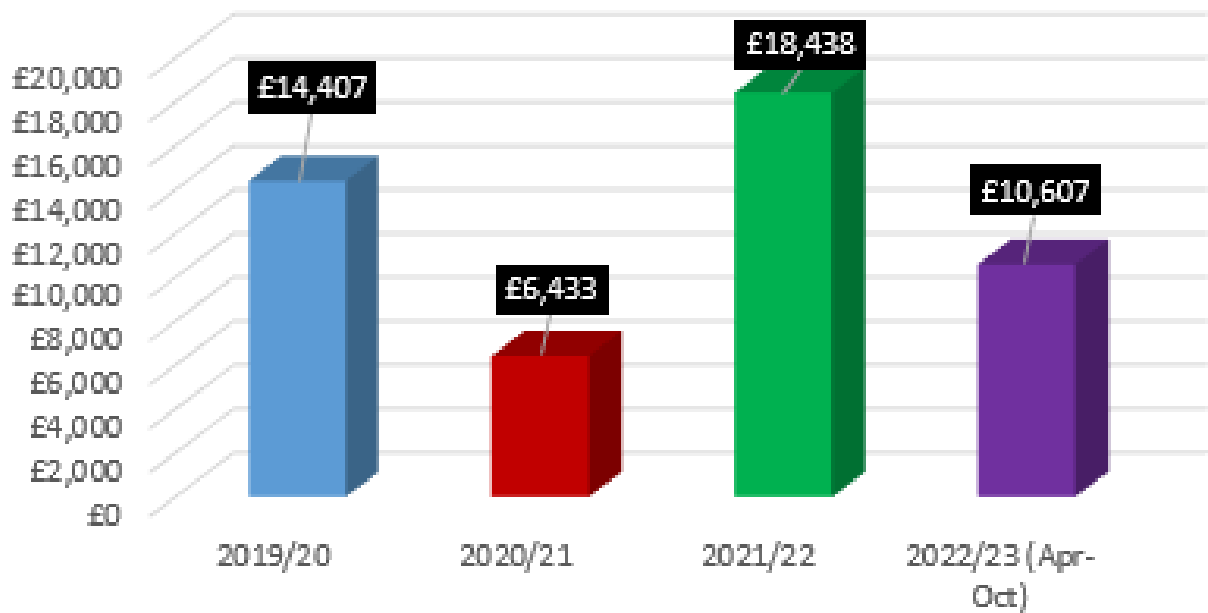
Mundesley, Beach Rd/Gold Park



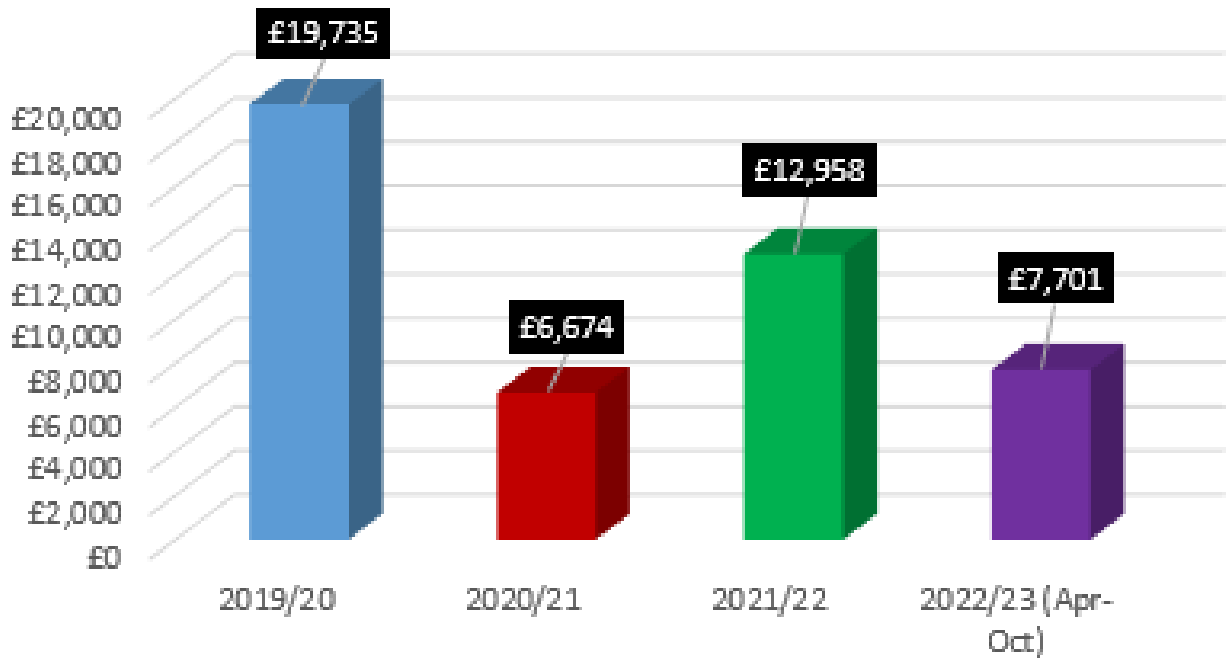
North Walsham, Bank Loke



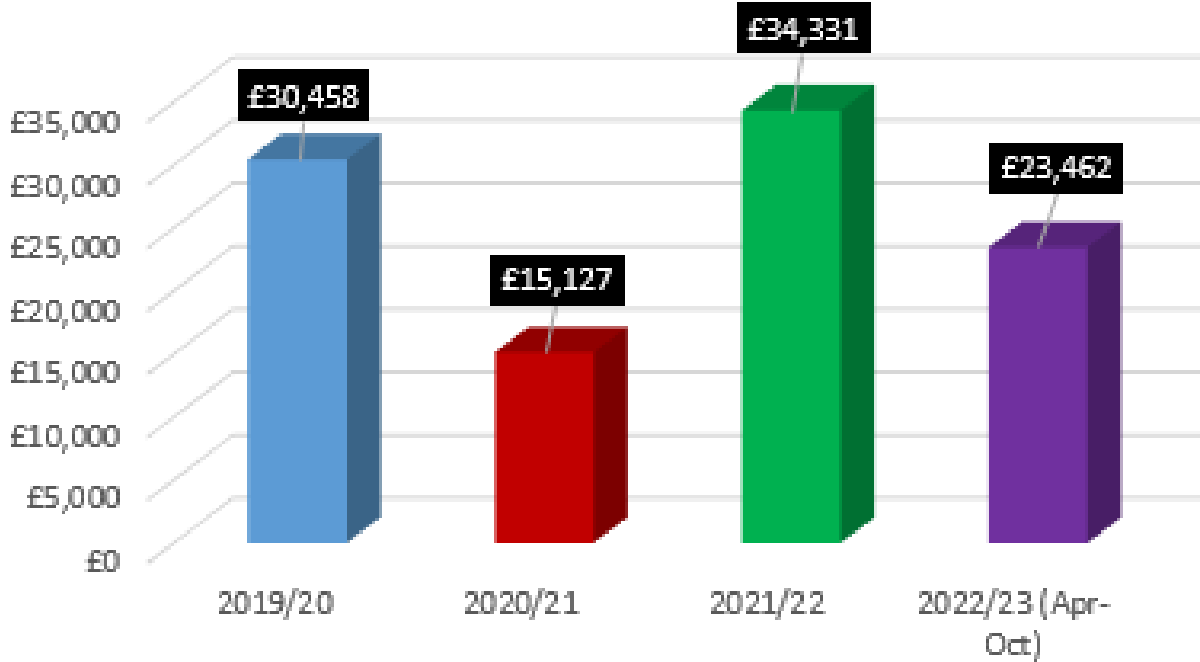
North Walsham, Mundesley Road



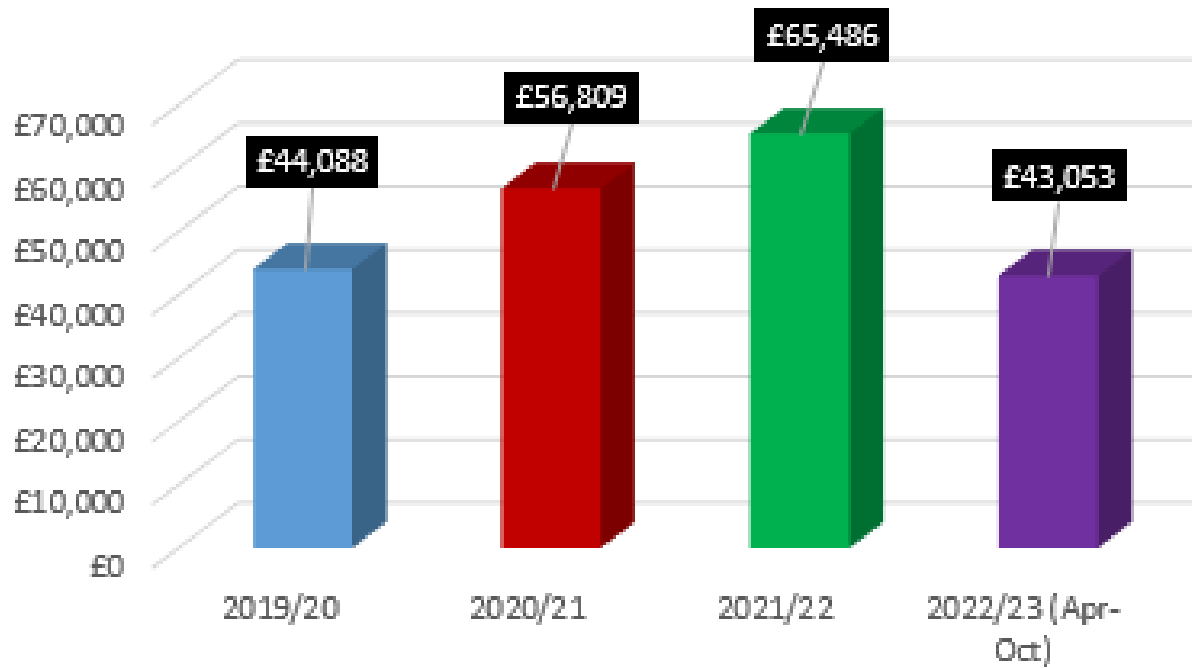
North Walsham, New Road



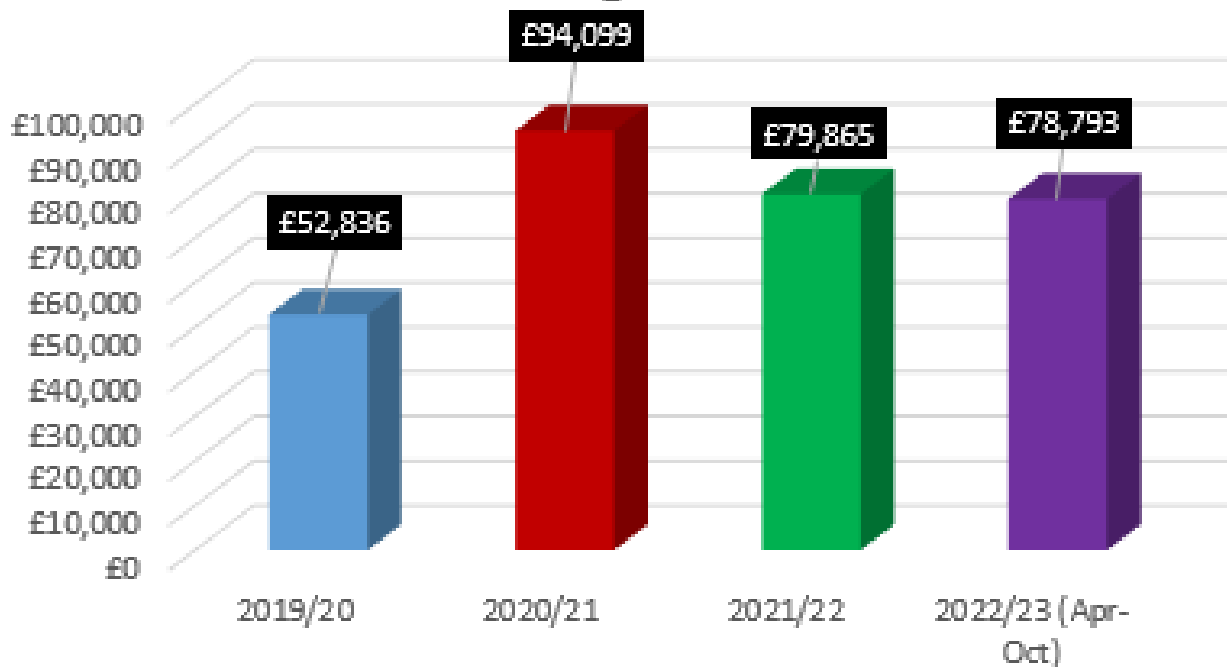
North Walsham, Vicarage Street



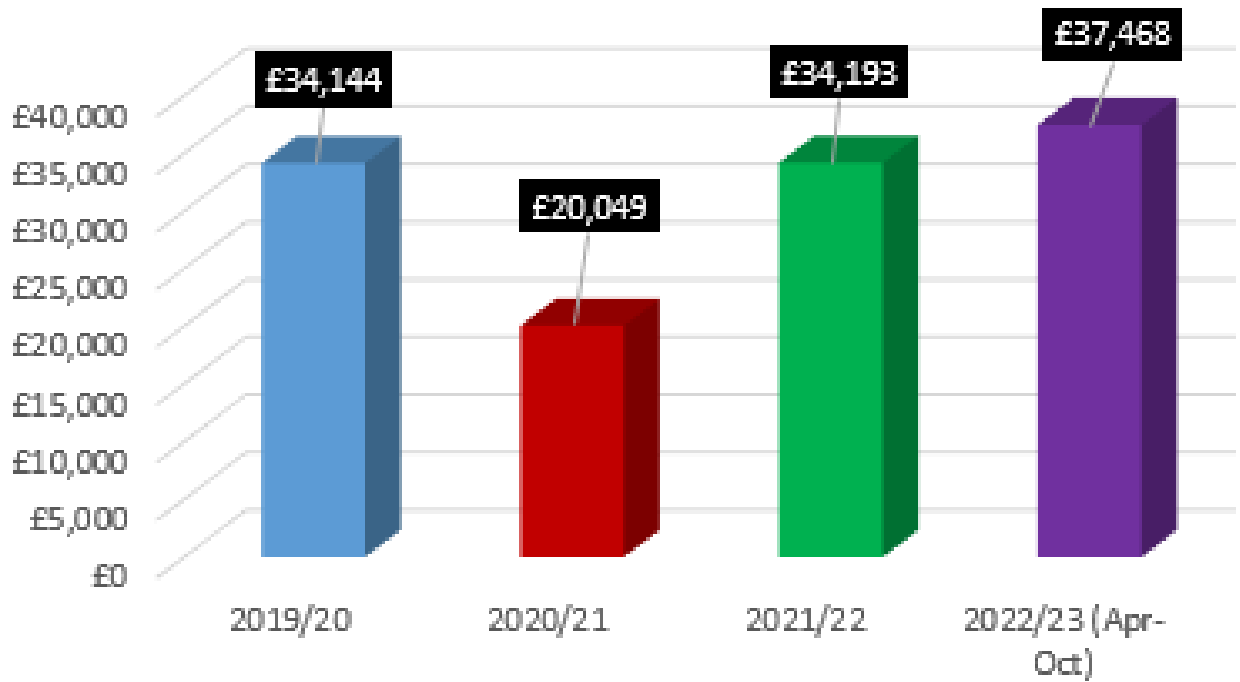
Overstrand, Pauls Lane



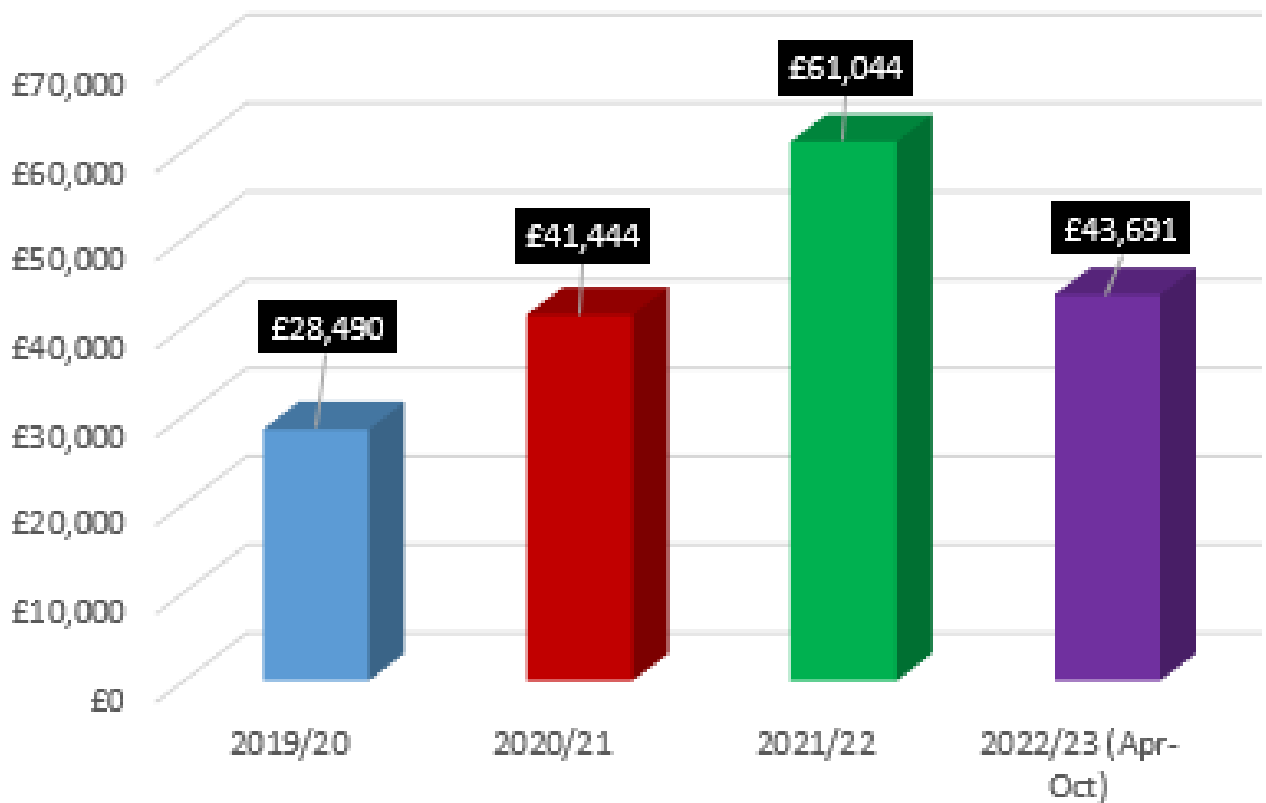
Sea Palling, Clink Road



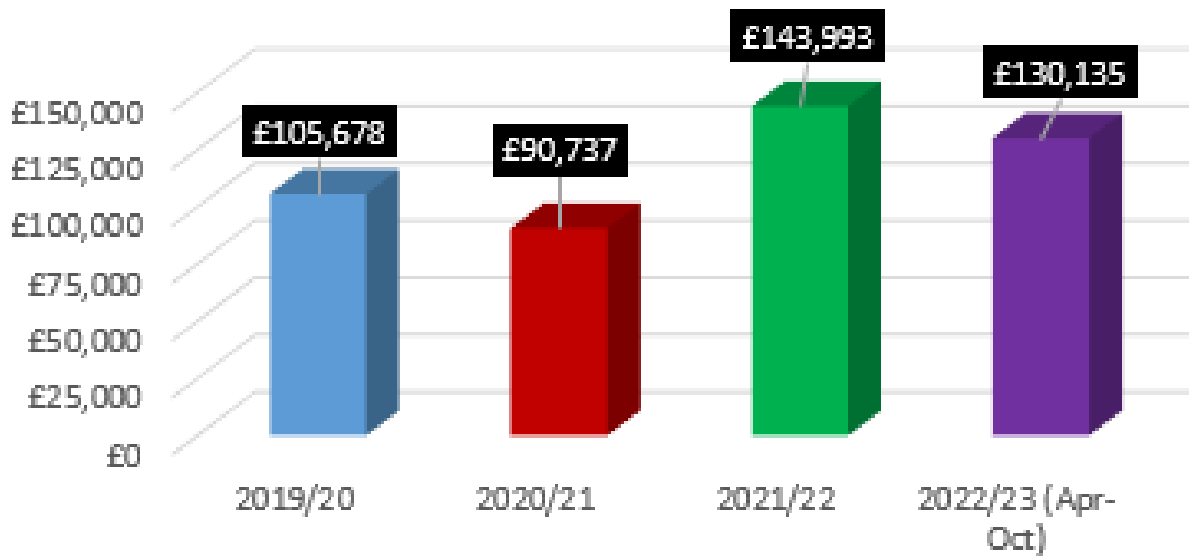
Sheringham, Chequers



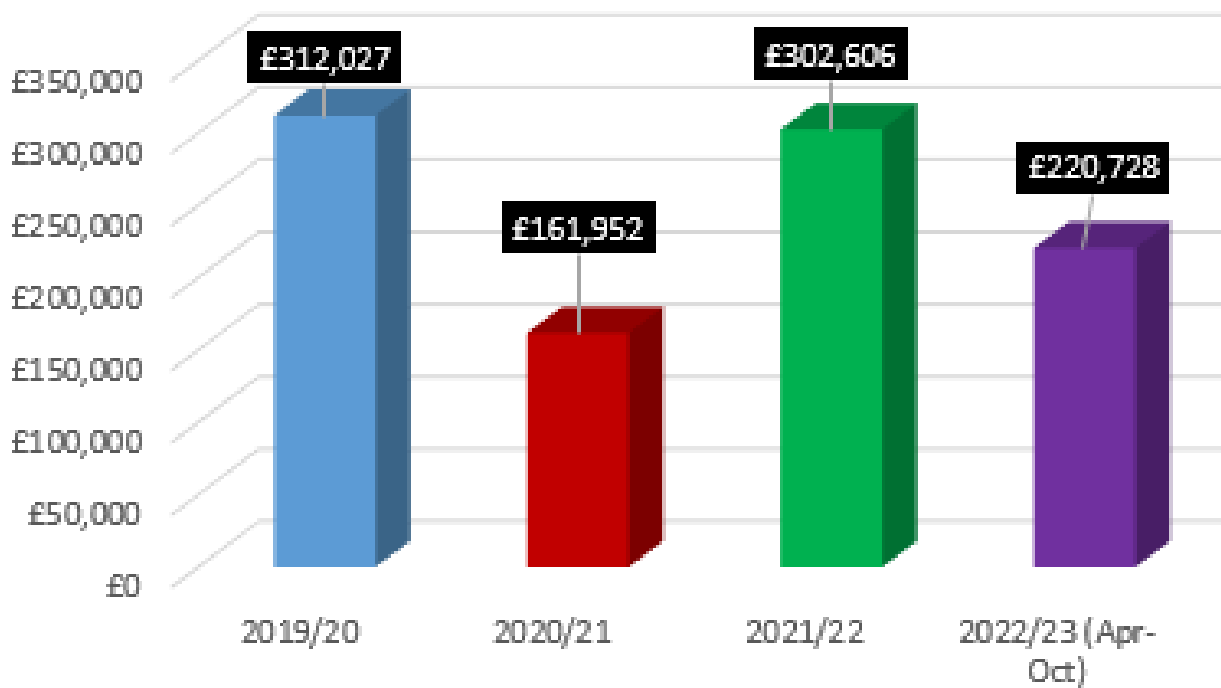
Sheringham, East Cliff



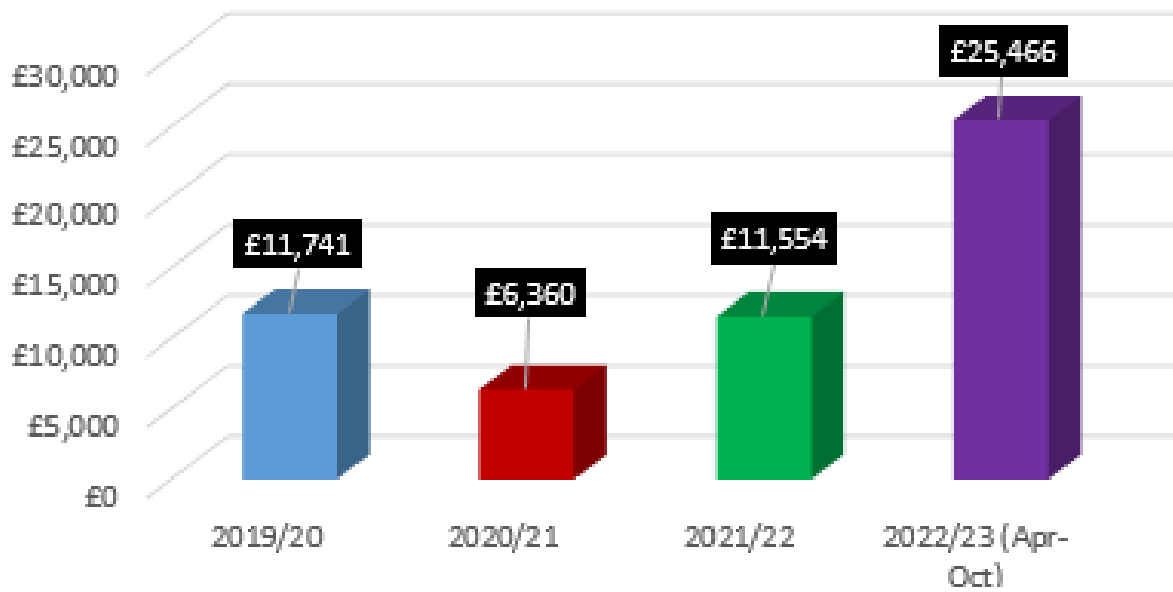
Sheringham, Morris Street



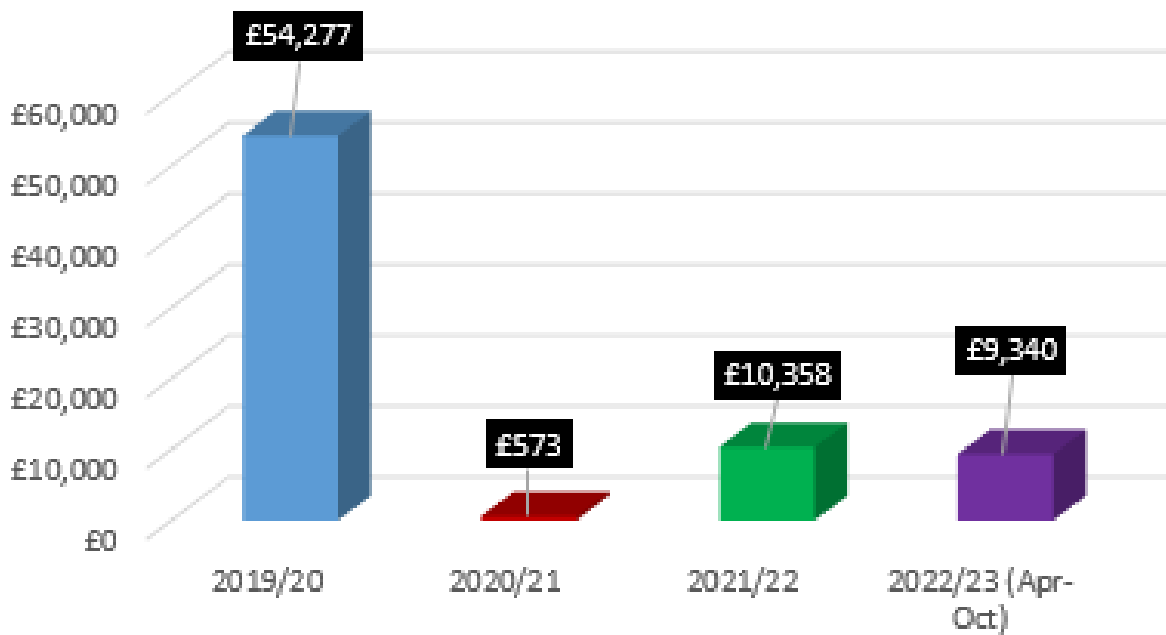
Sheringham, Station Approach



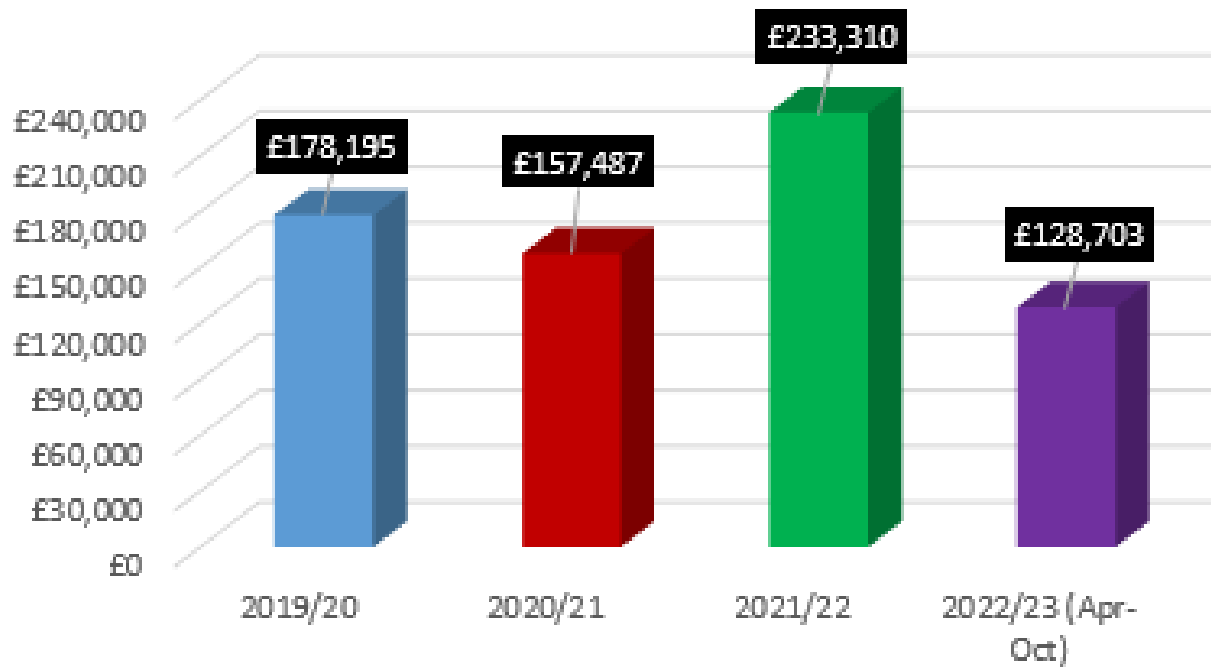
Stalham, High Street



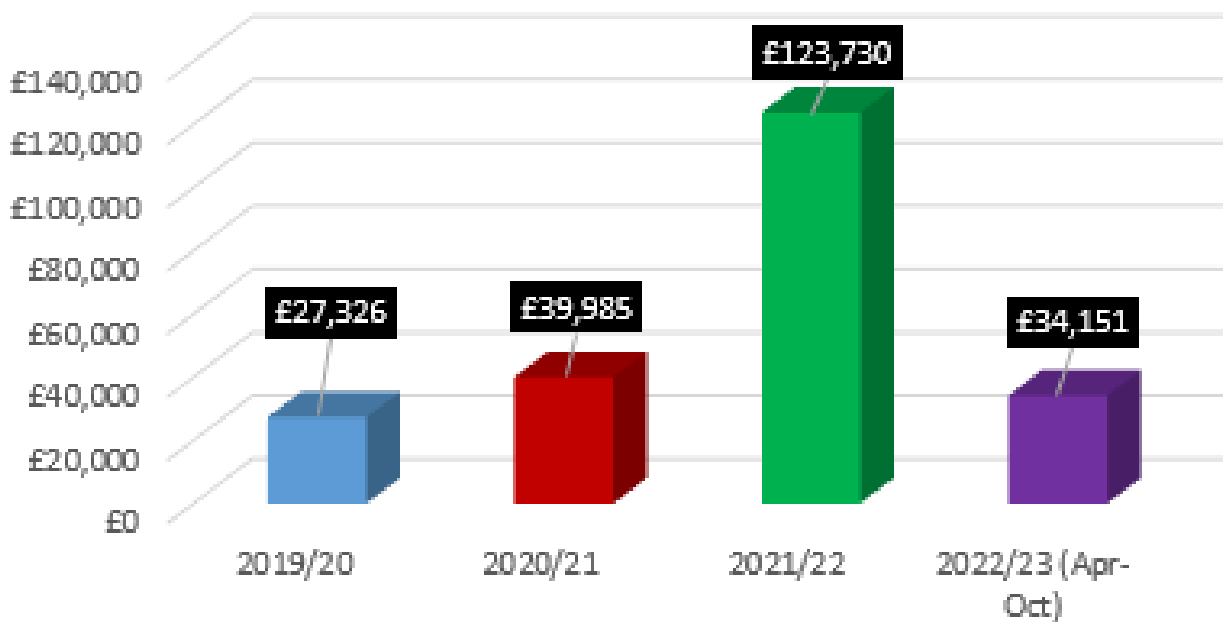
Wells, Staithe Street



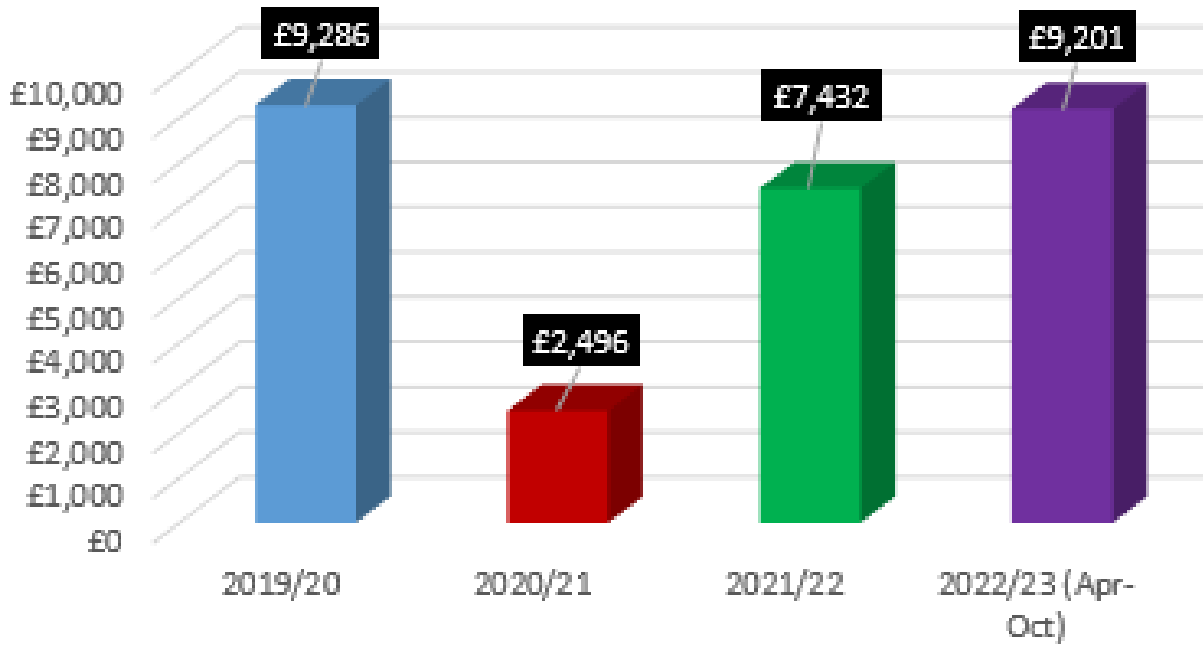
Wells, Stearmans Yard



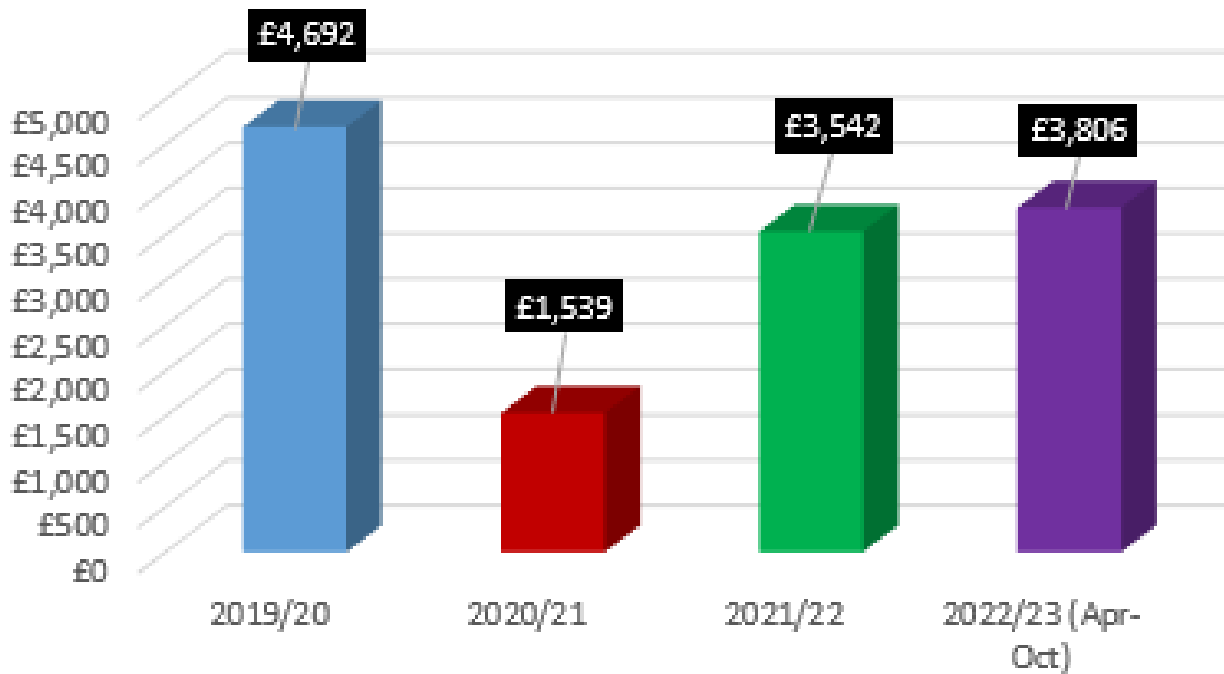
Weybourne, Beach Road



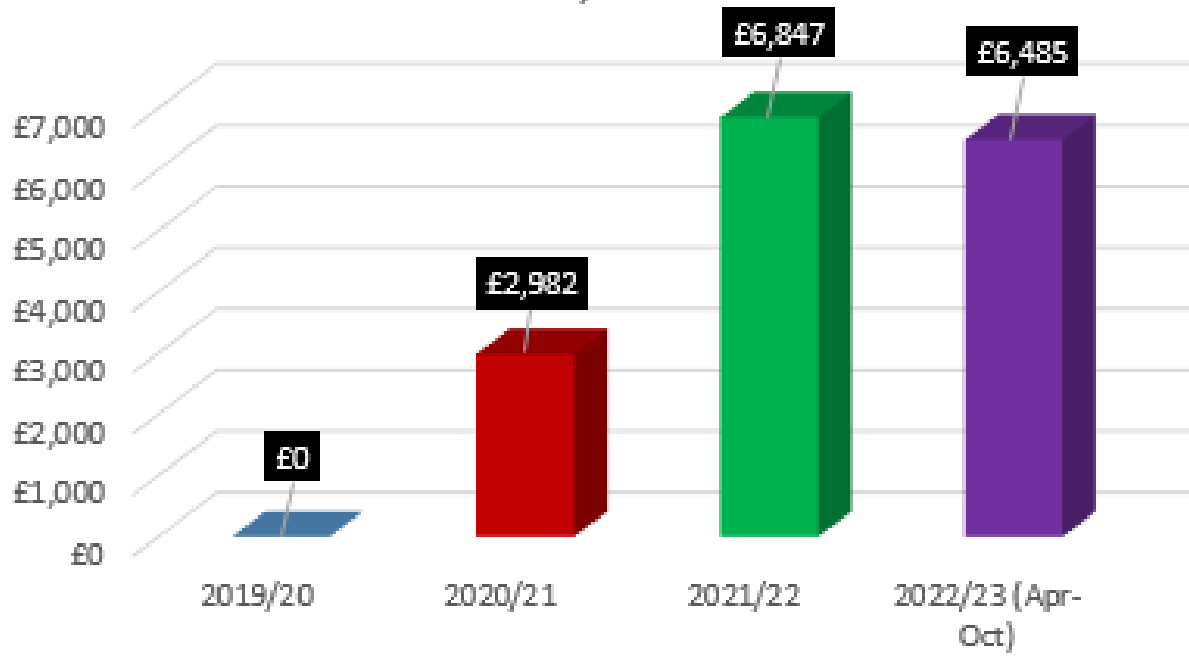
Fakenham, Community Centre



Fakenham, Highfield Road

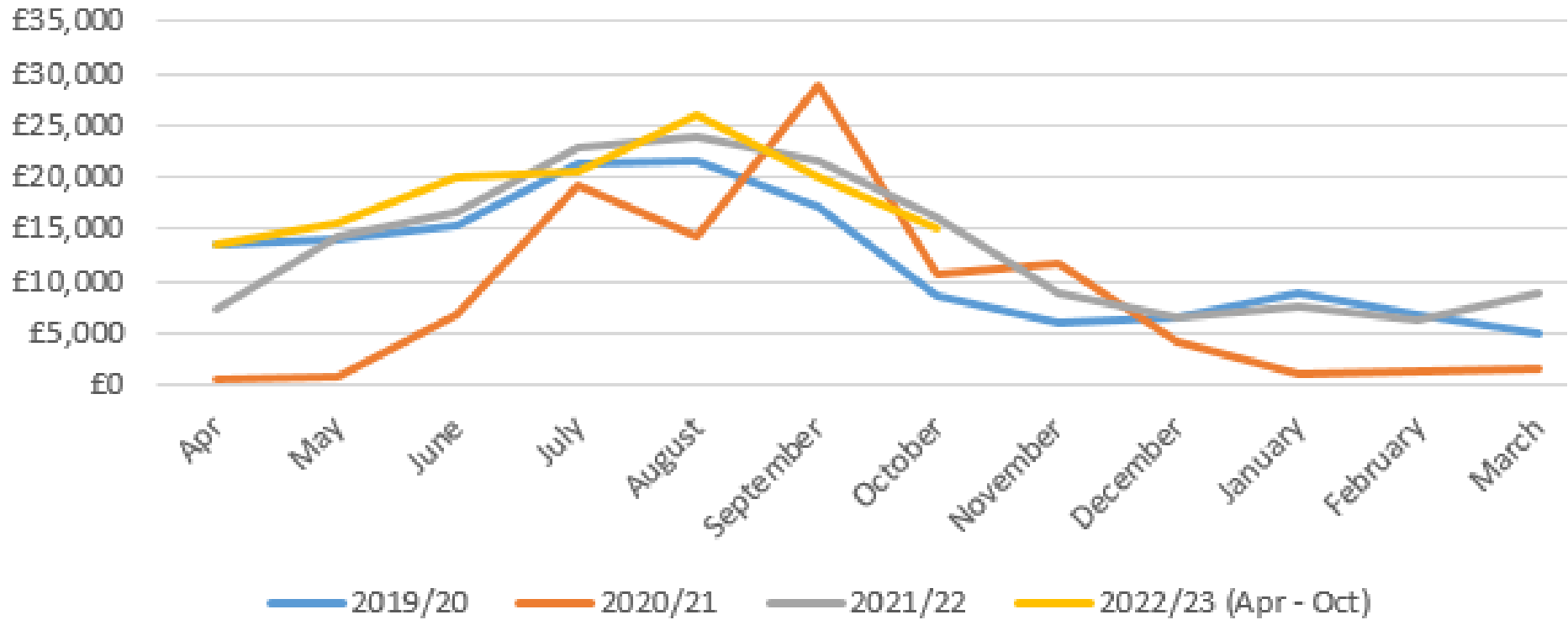


Fakenham, Millers Walk

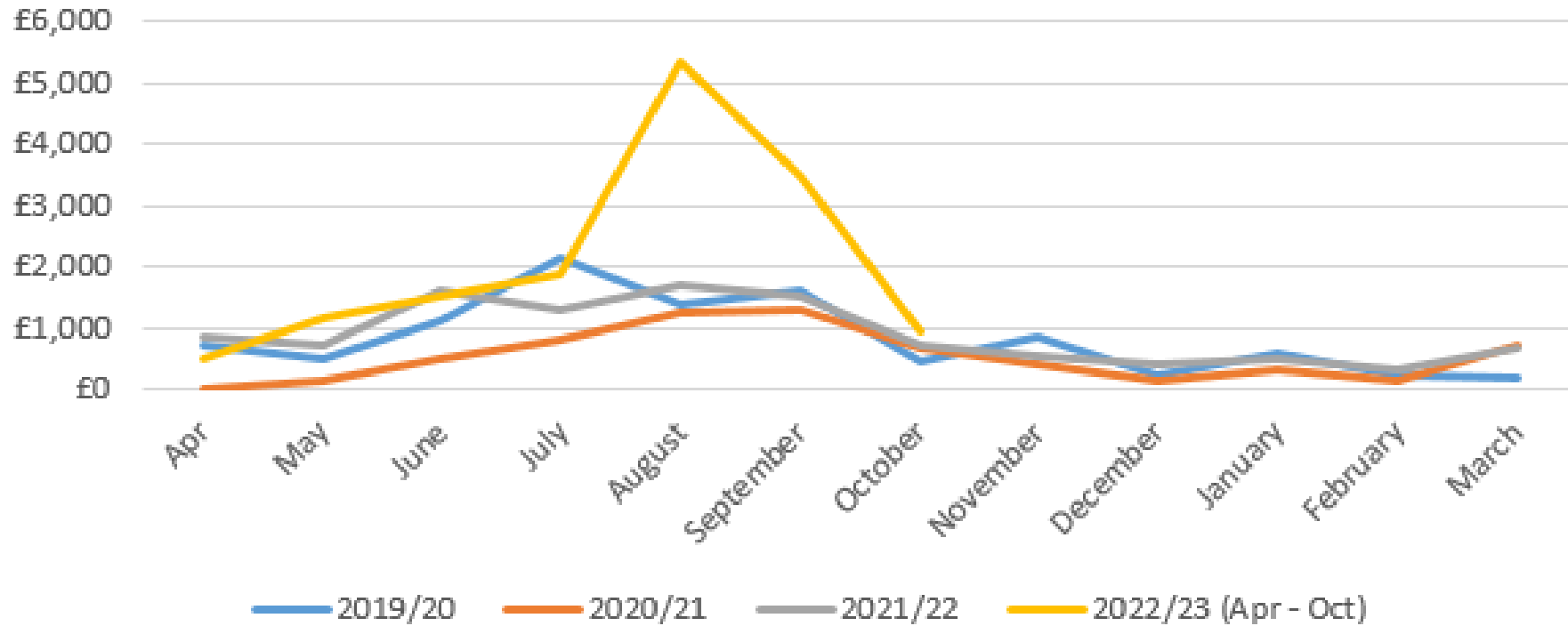


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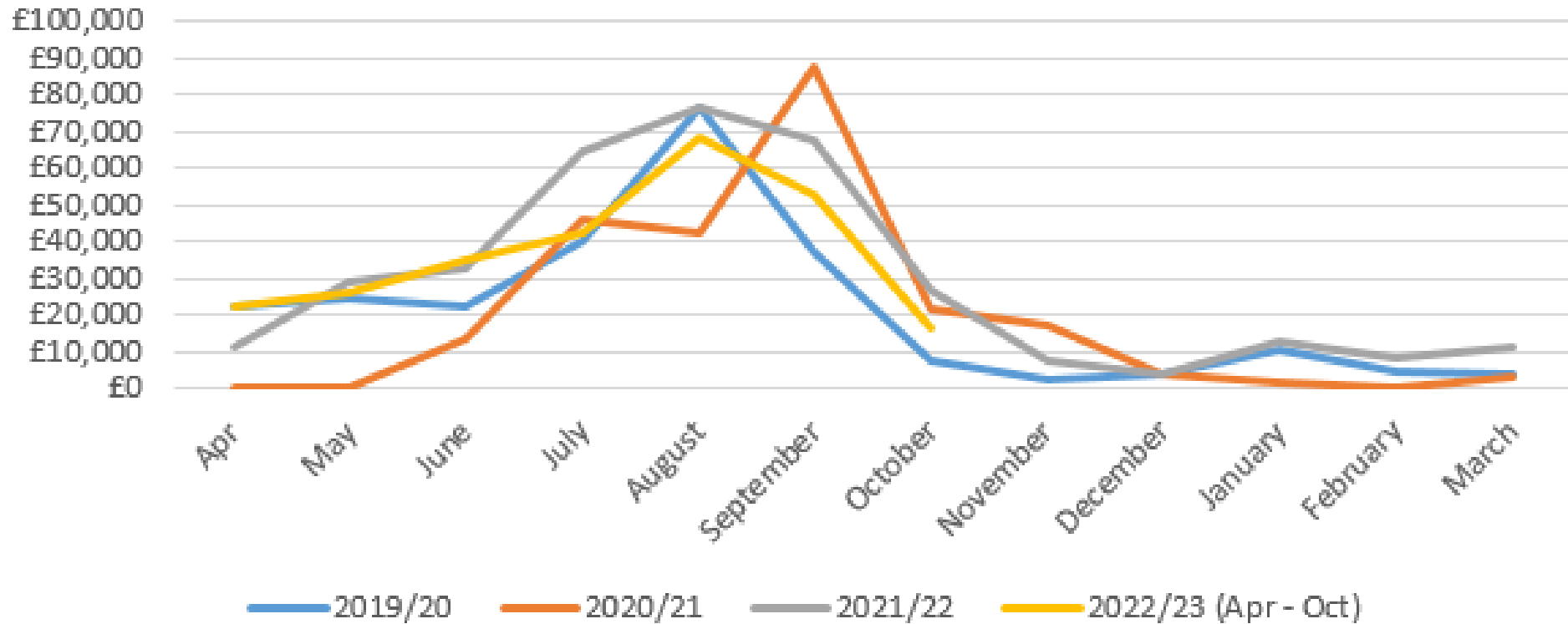
Cadogan Rd income 2019/20 - 2022/23 (Apr - Oct)



Cromer Promenade income 2019/20 - 2022/23 (Apr - Oct)

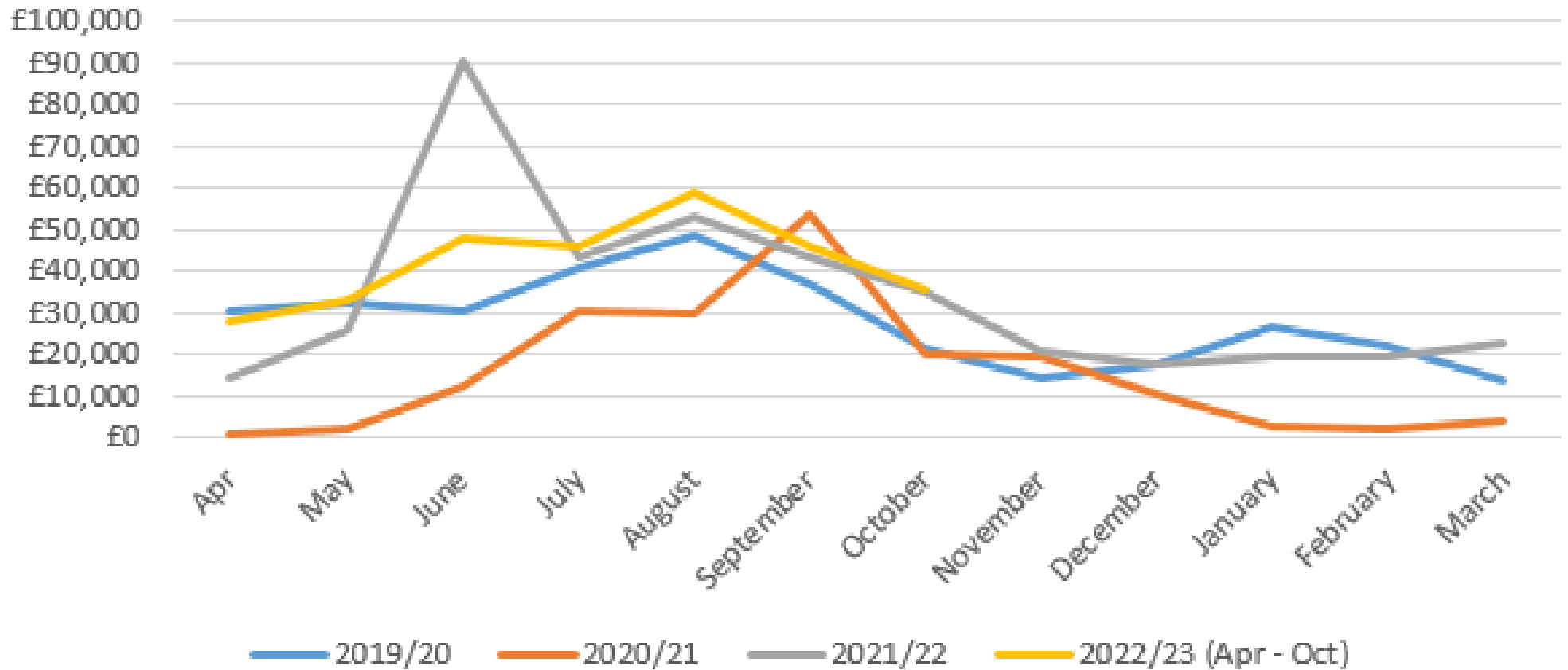


Runton Road CP income 2019/20 - 2022/23 (Apr - Oct)

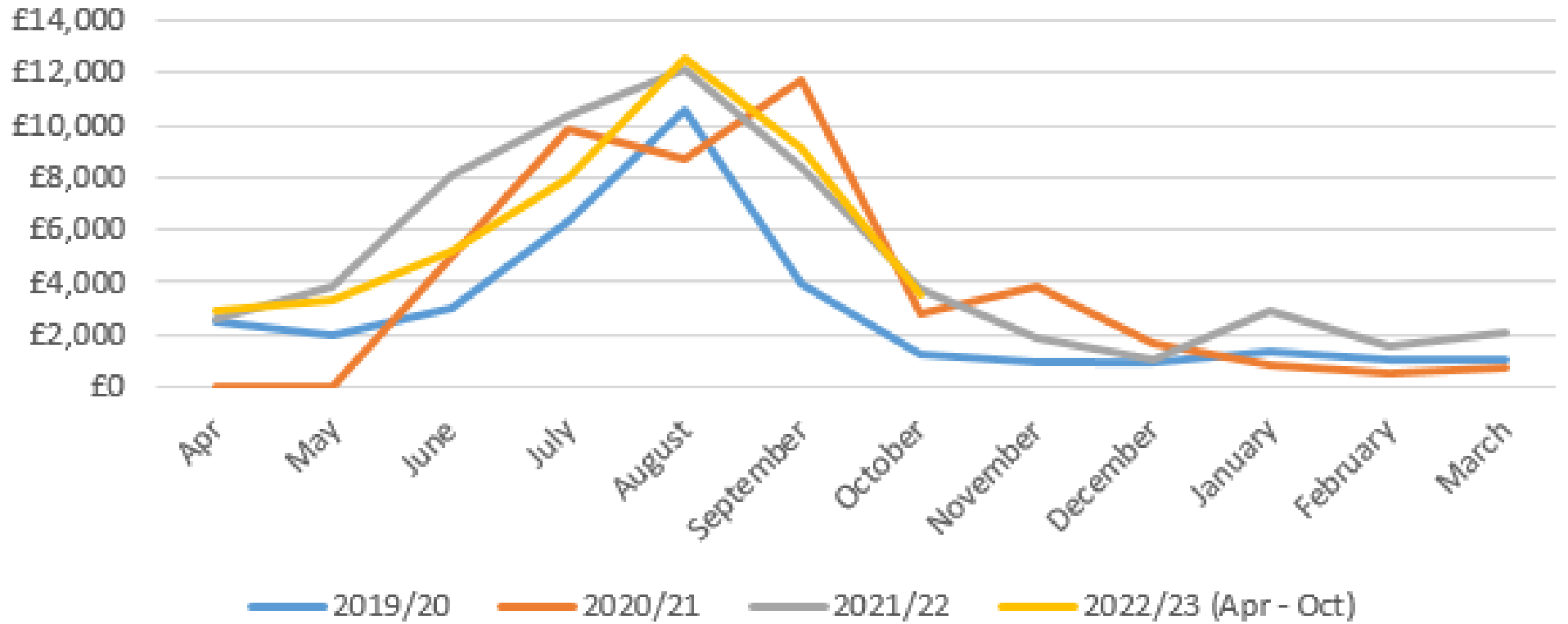


Meadow CP income 2019/20 - 2022/23 (Apr - Oct)

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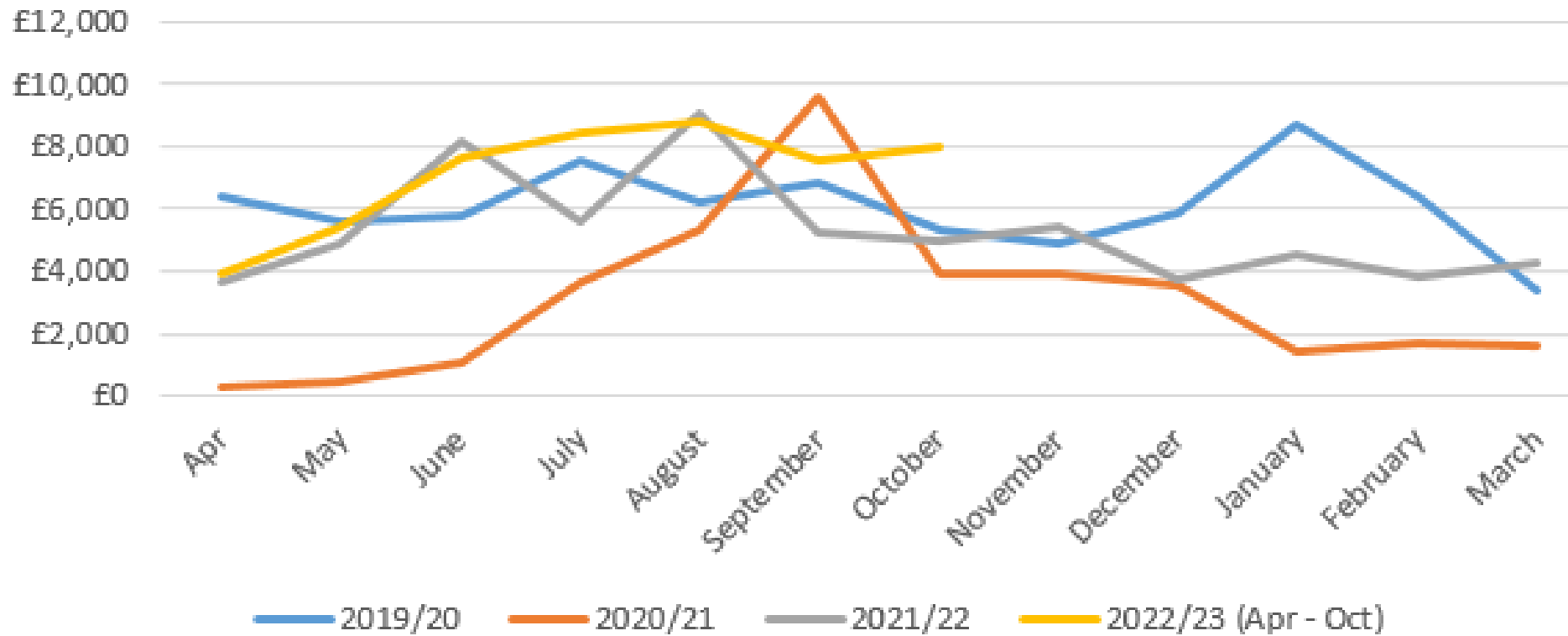


East Runton CP 2019/20 - 2022/23 (Apr - Oct)

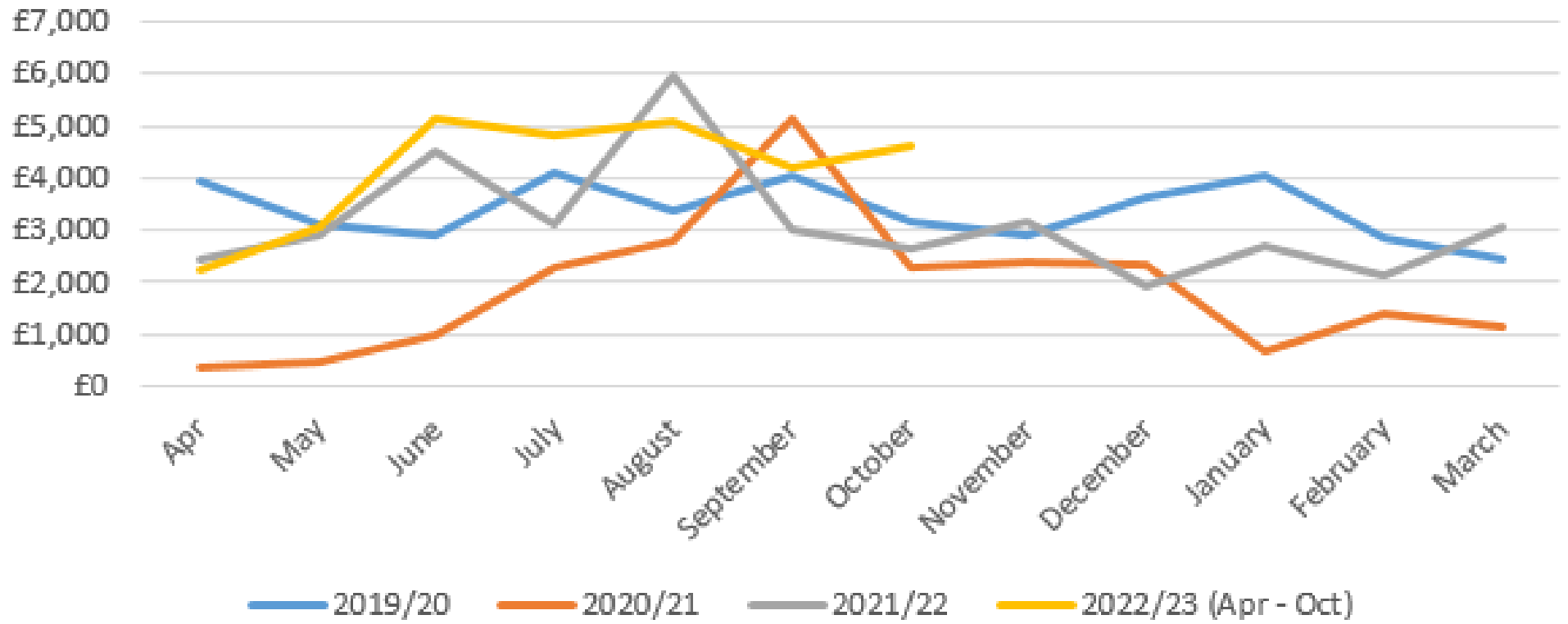


Bridge St CP 2019/20 - 2022/23 (Apr - Oct)

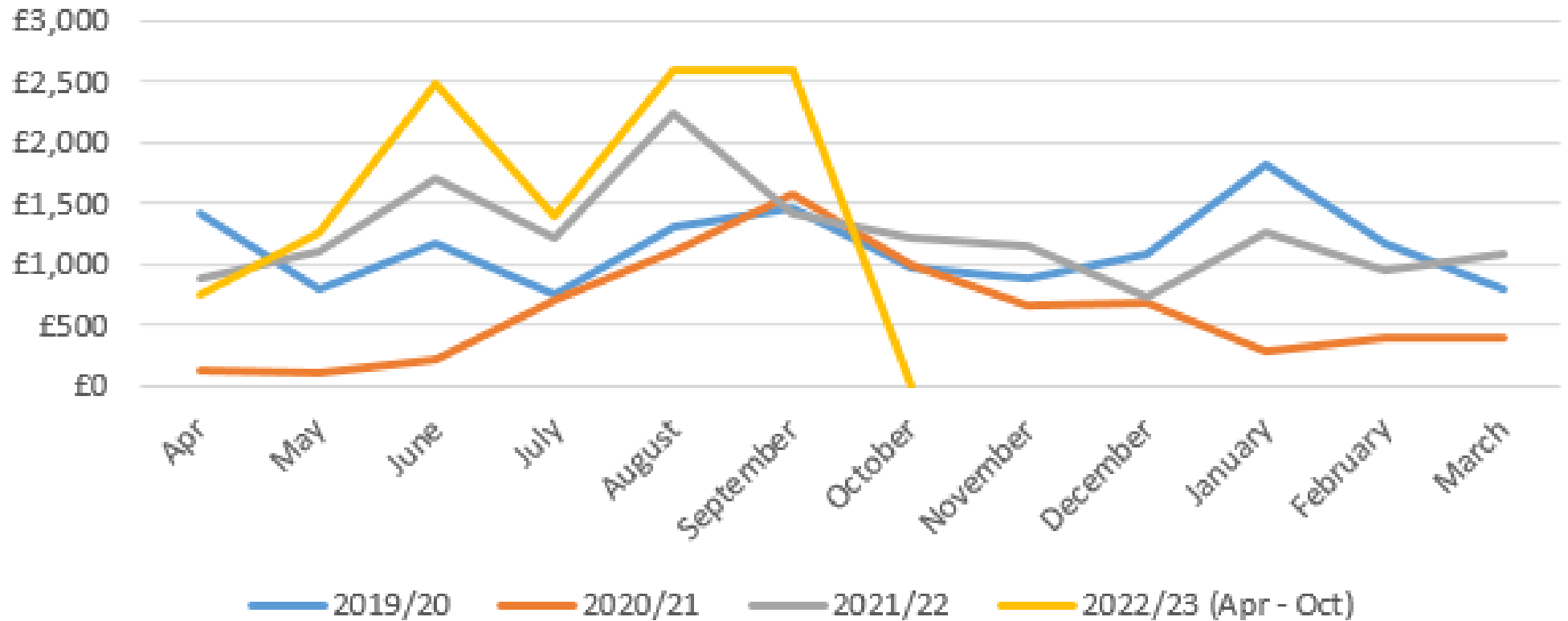
Page 100



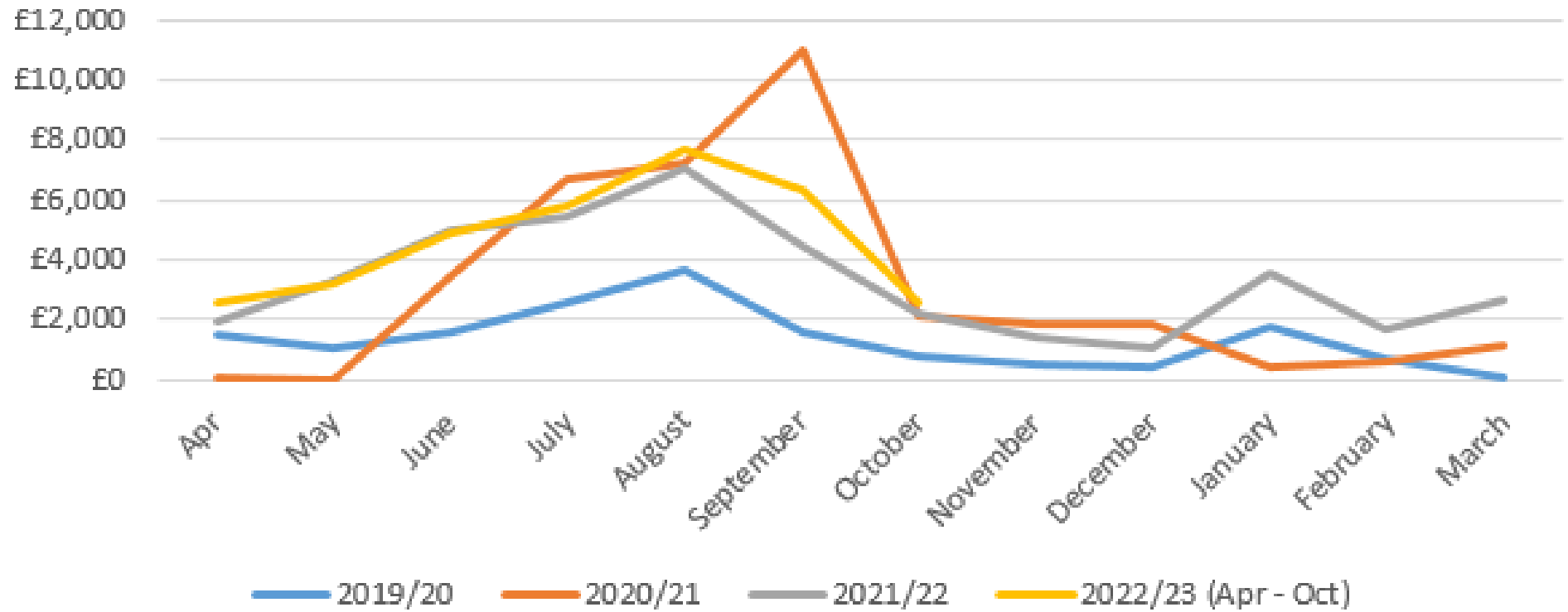
Queens Rd CP 2019/20 - 2022/23 (Apr - Oct)



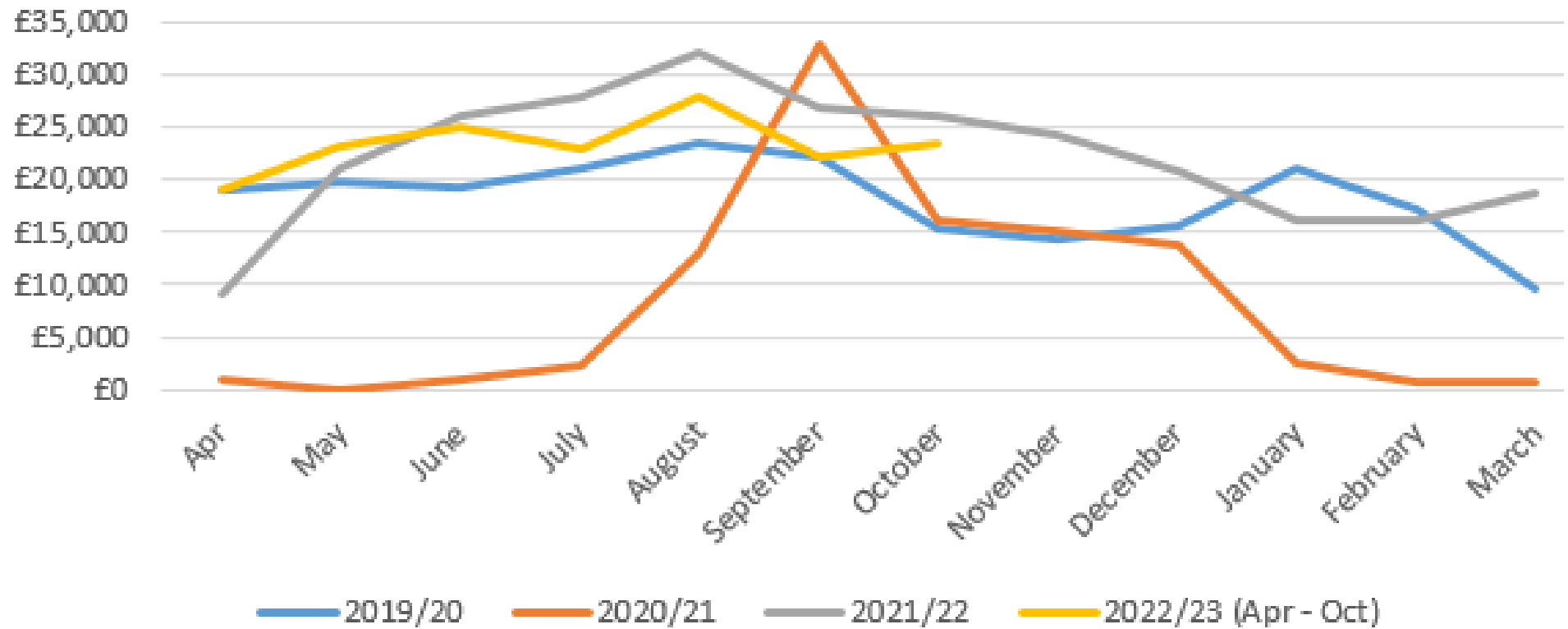
The Limes CP 2019/20 - 2022/23 (Apr - Oct)



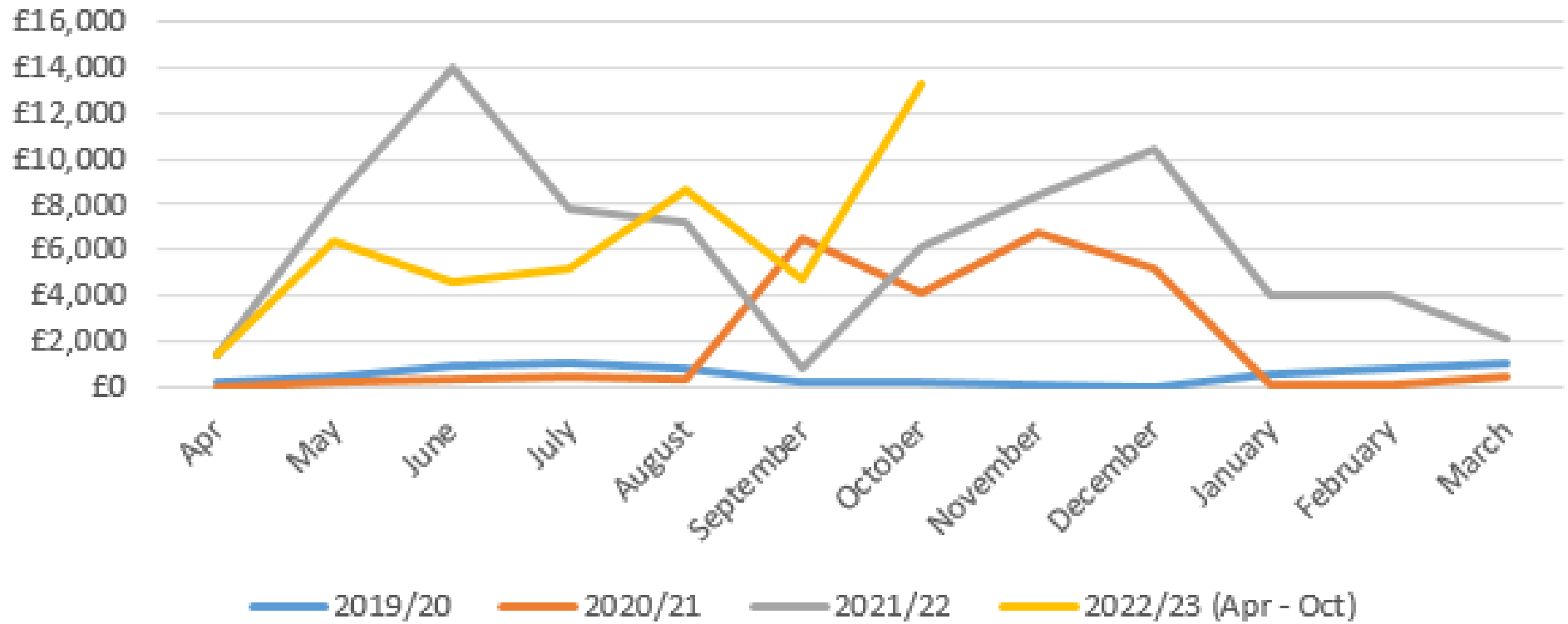
Cart Gap CP 2019/20 - 2022/23 (Apr - Oct)



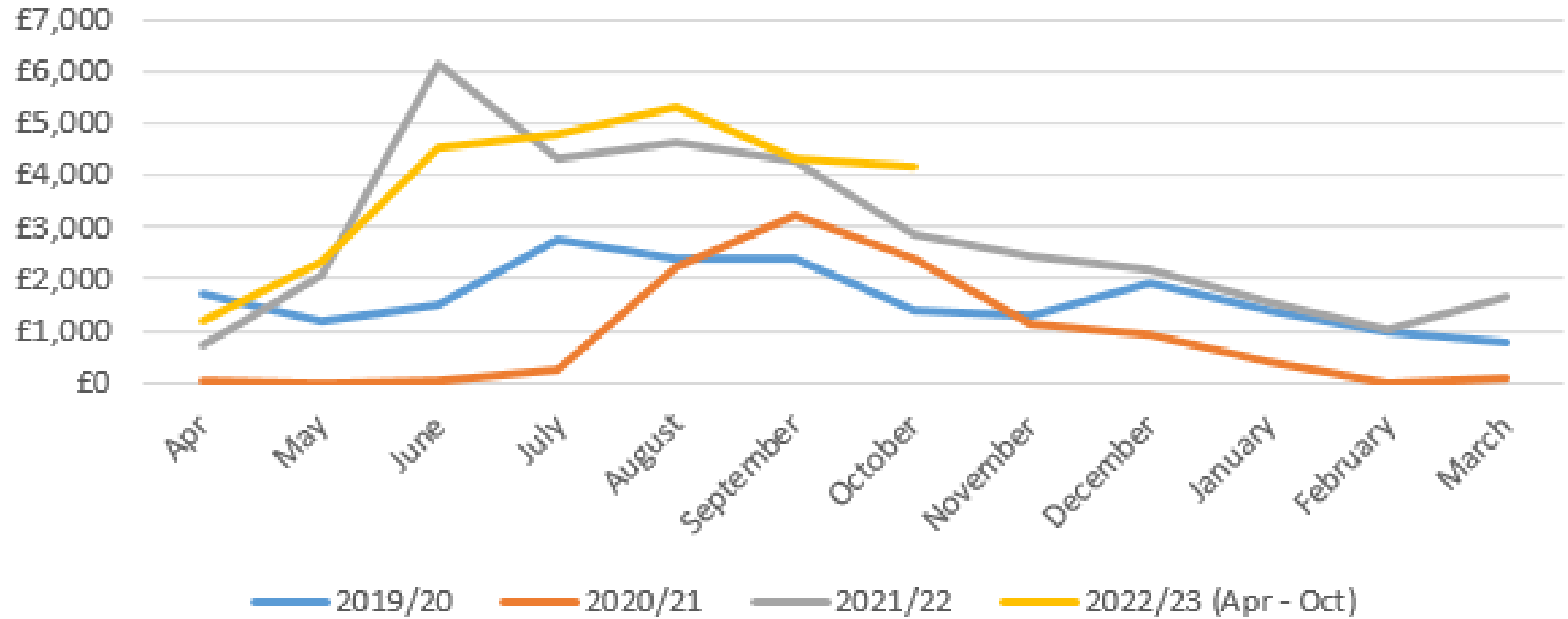
Albert St CP 2019/20 - 2022/23 (Apr - Oct)



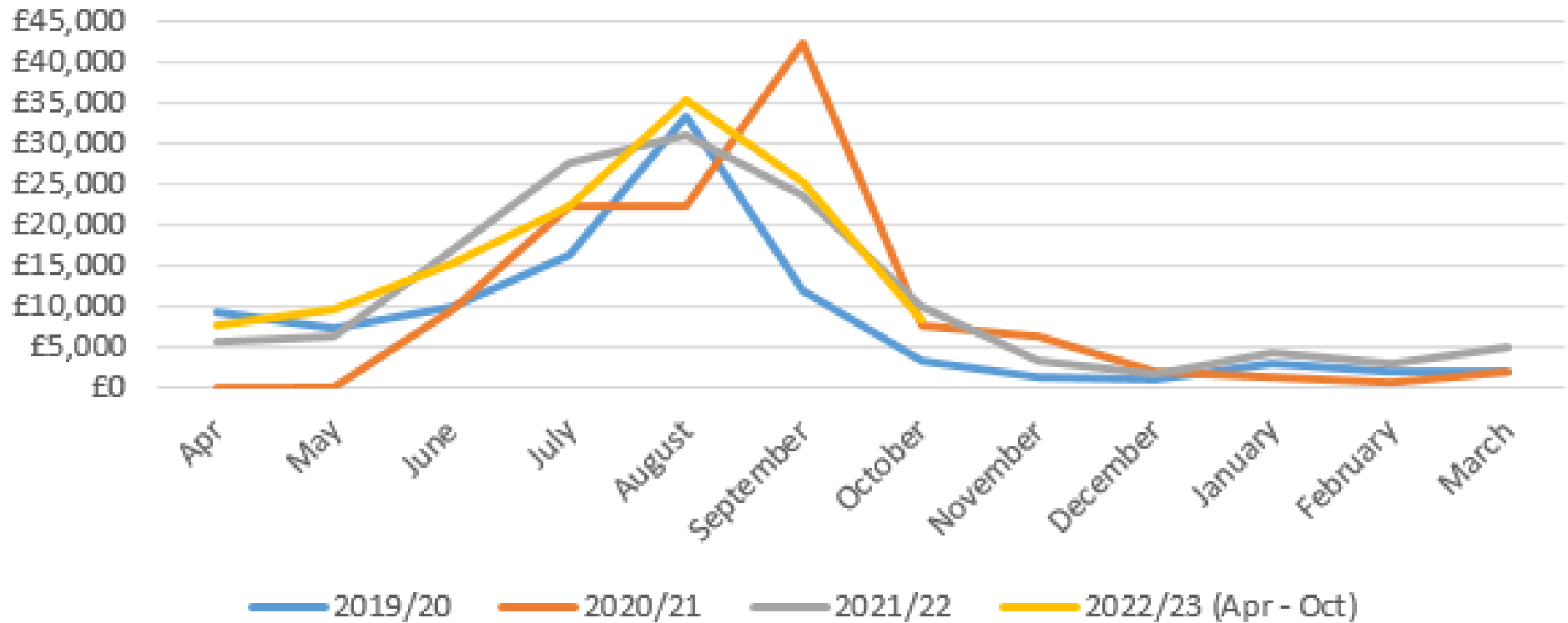
Holt Country Park 2019/20 - 2022/23 (Apr - Oct)



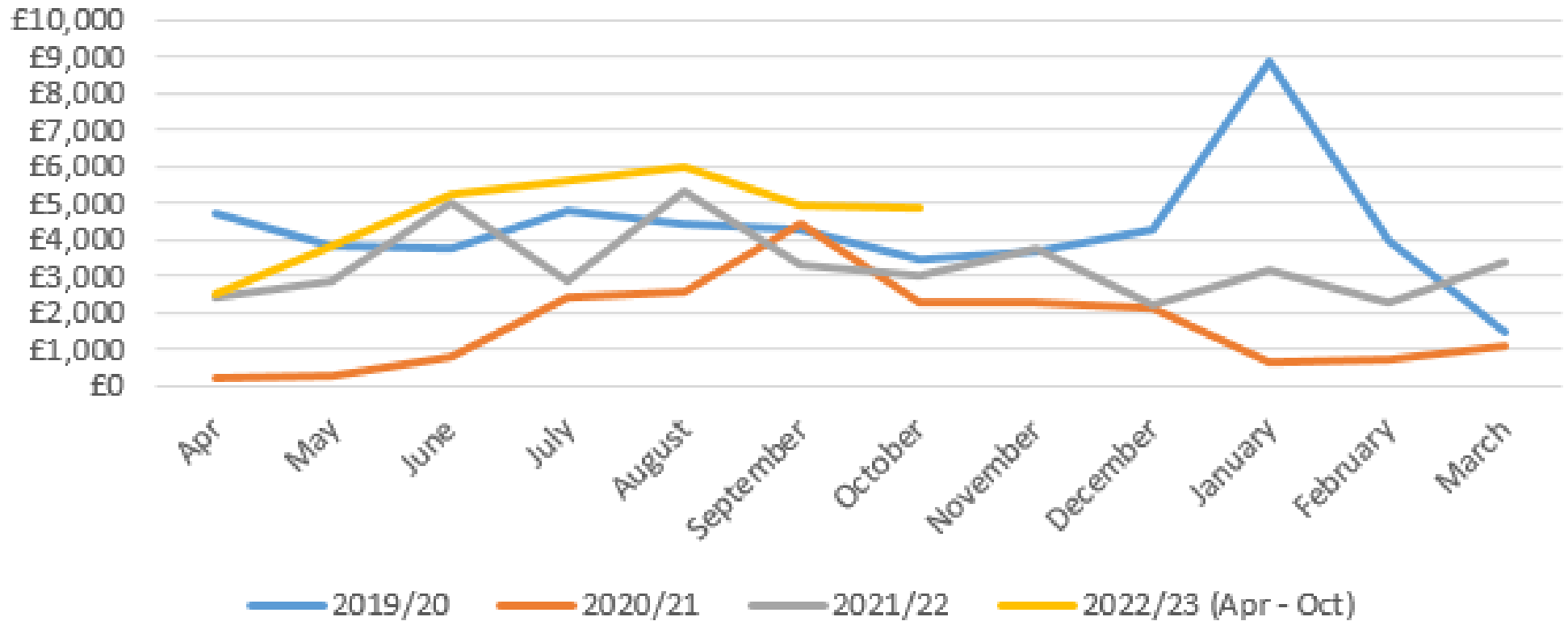
Station Yard CP 2019/20 - 2022/23 (Apr - Oct)



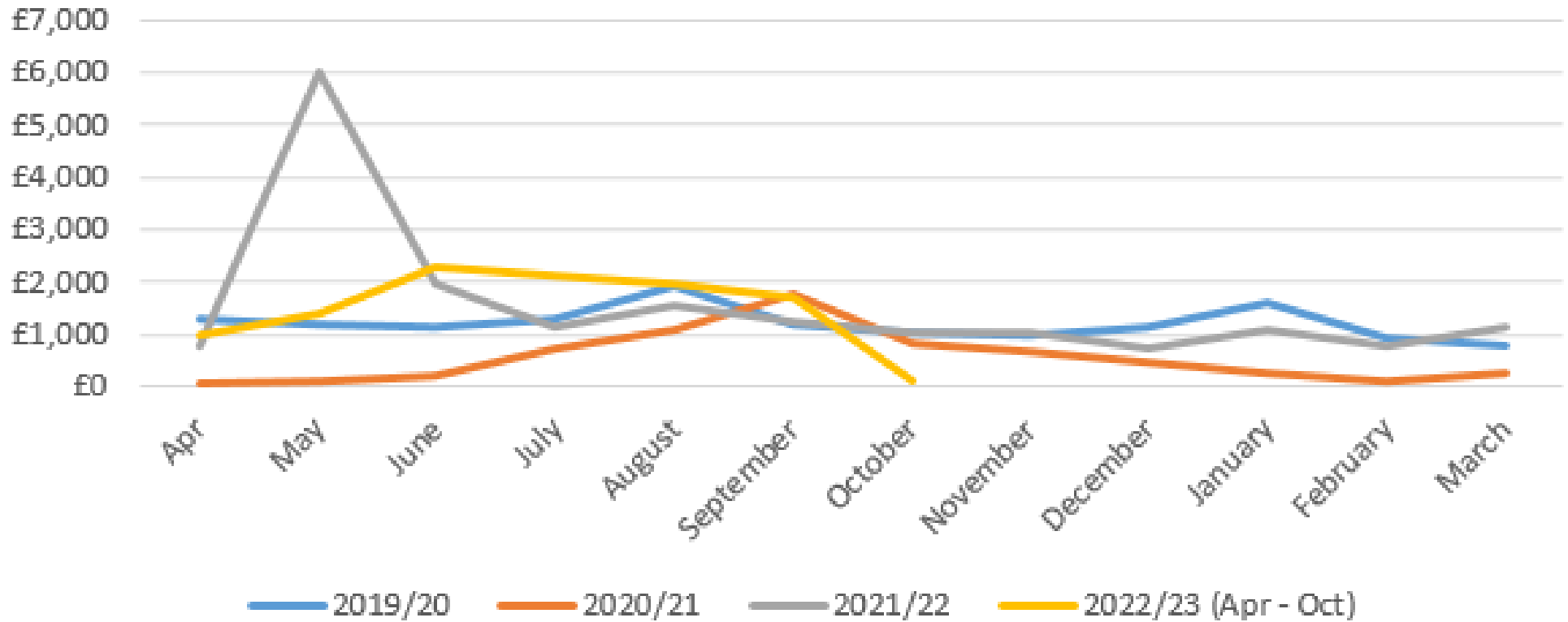
Mundesley Gold Park CP 2019/20 - 2022/23 (Apr - Oct)



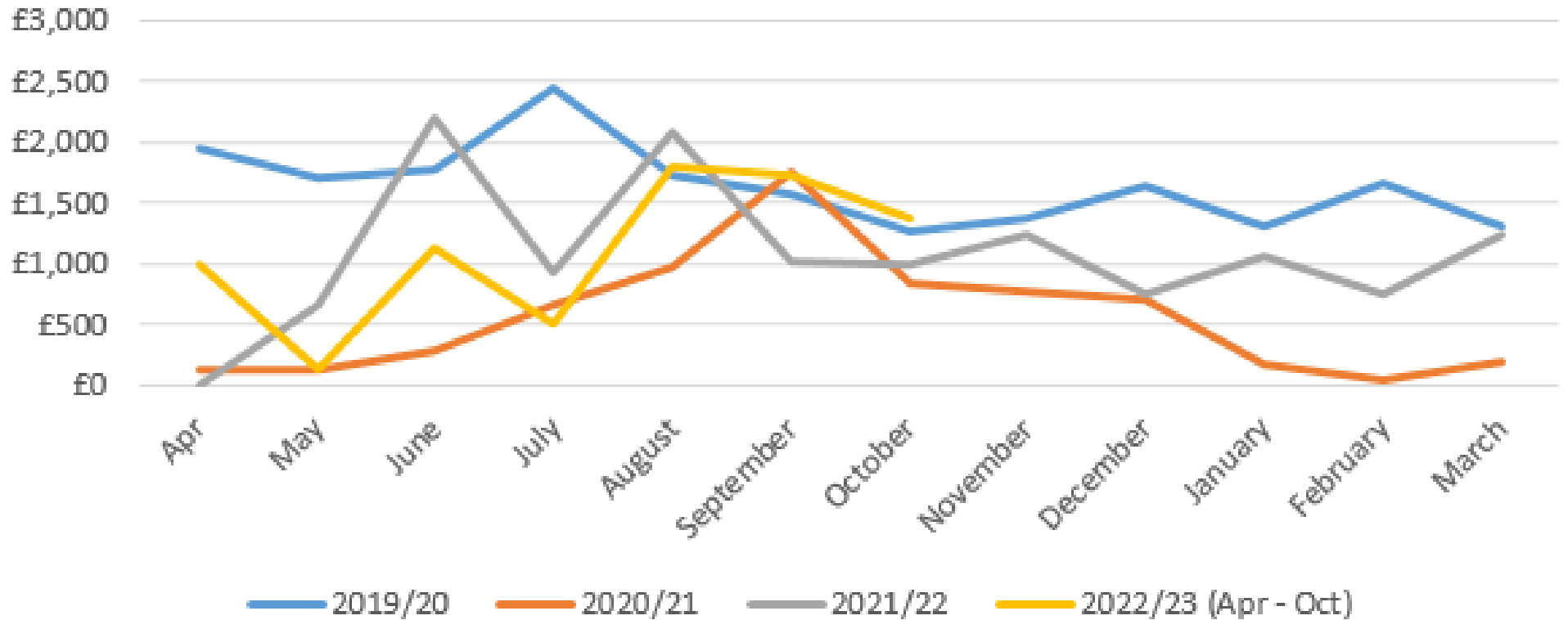
NW Bank Loke CP 2019/20 - 2022/23 (Apr - Oct)



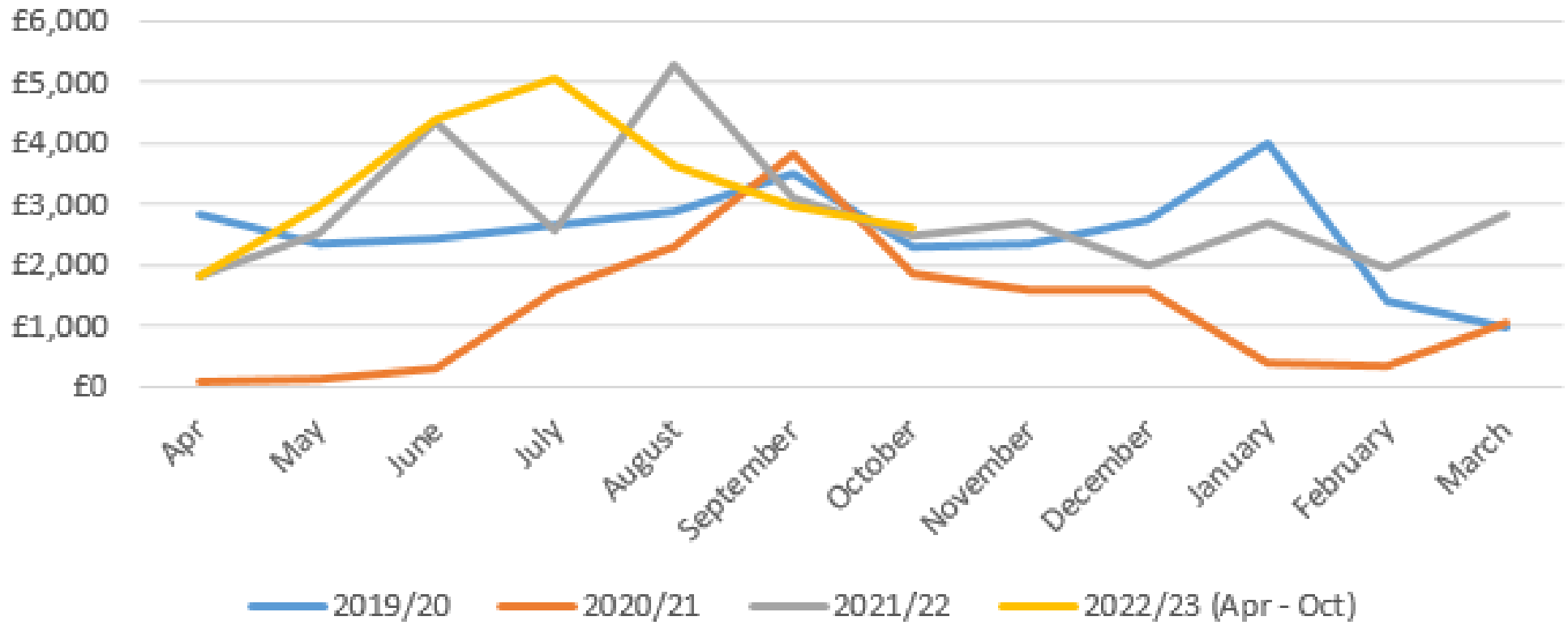
NW Mundesley Rd 2019/20 - 2022/23 (Apr - Oct)



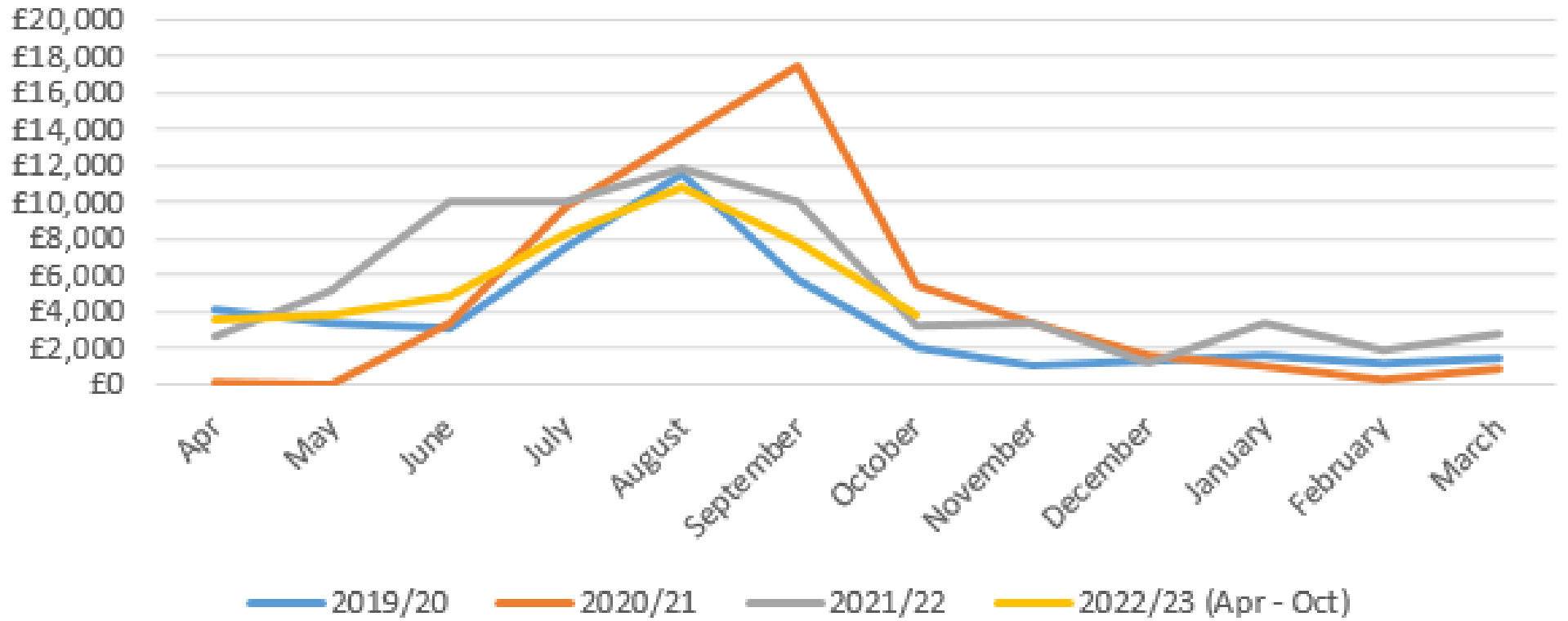
NW New Rd CP 2019/20 - 2022/23 (Apr - Oct)



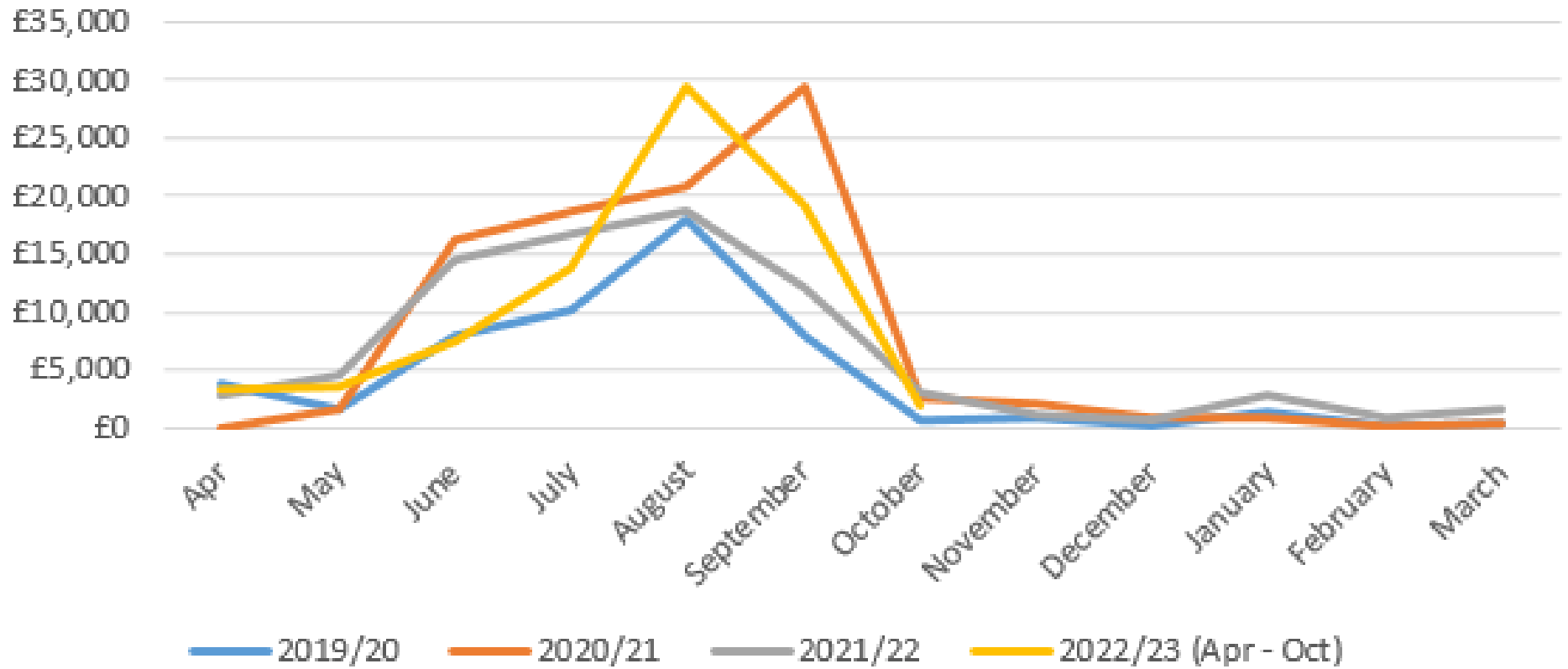
NW Vicarage St CP 2019/20 - 2022/23 (Apr - Oct)



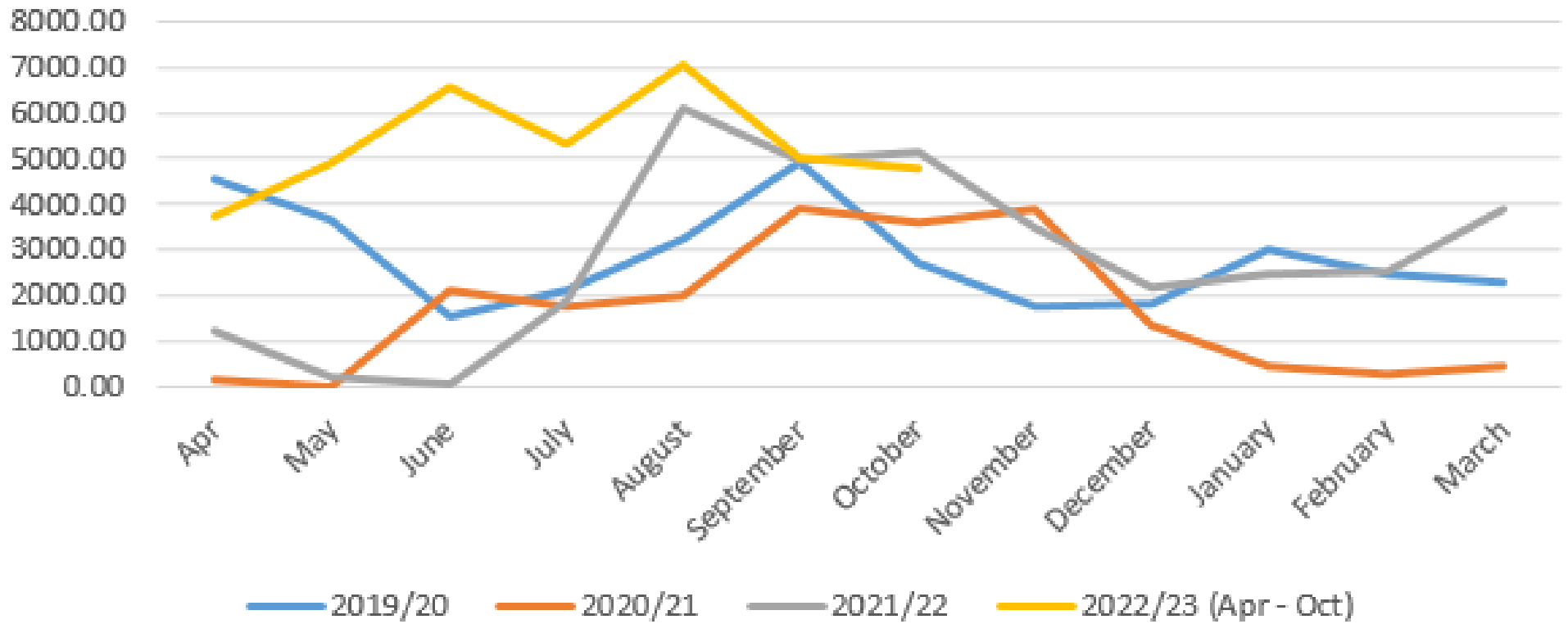
Pauls Lane CP 2019/20 - 2022/23 (Apr - Oct)



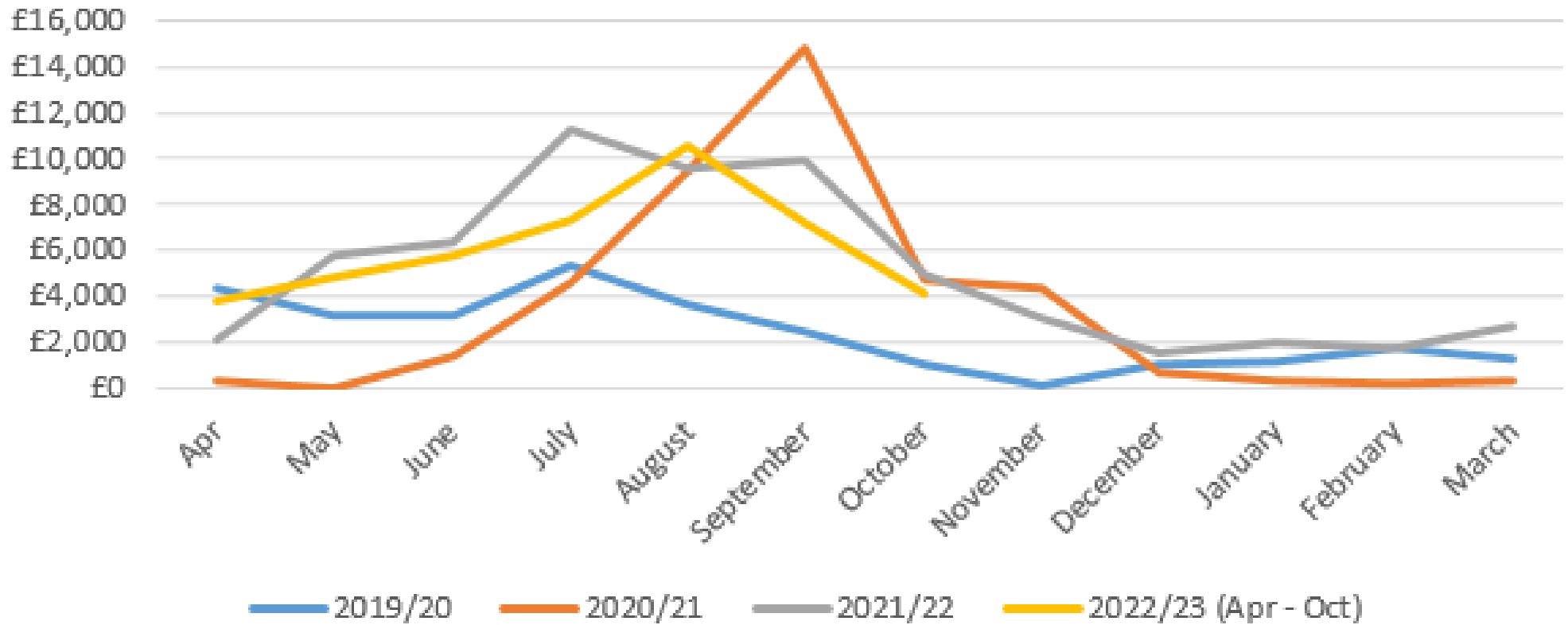
Sea Palling, Clink Rd CP 2019/20 - 2022/23 (Apr - Oct)



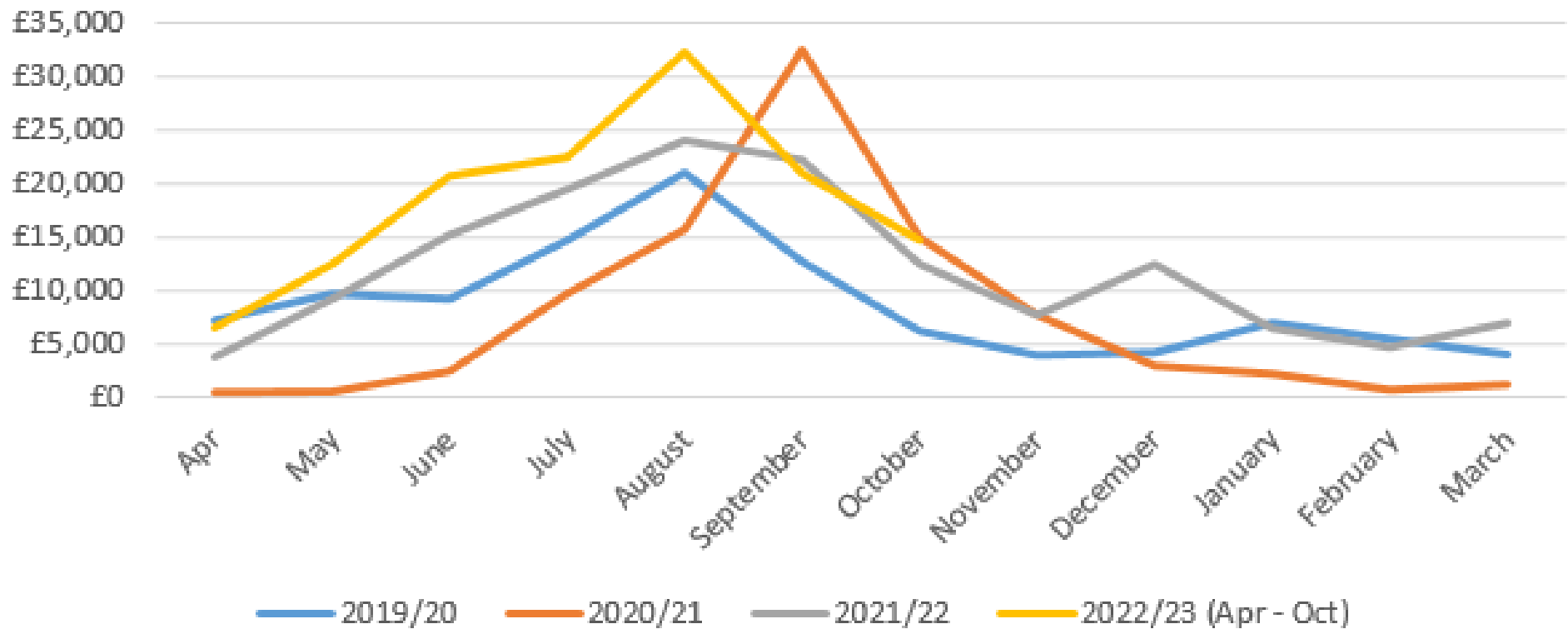
Chequers CP 2019/20 - 2022/23 (Apr - Oct)



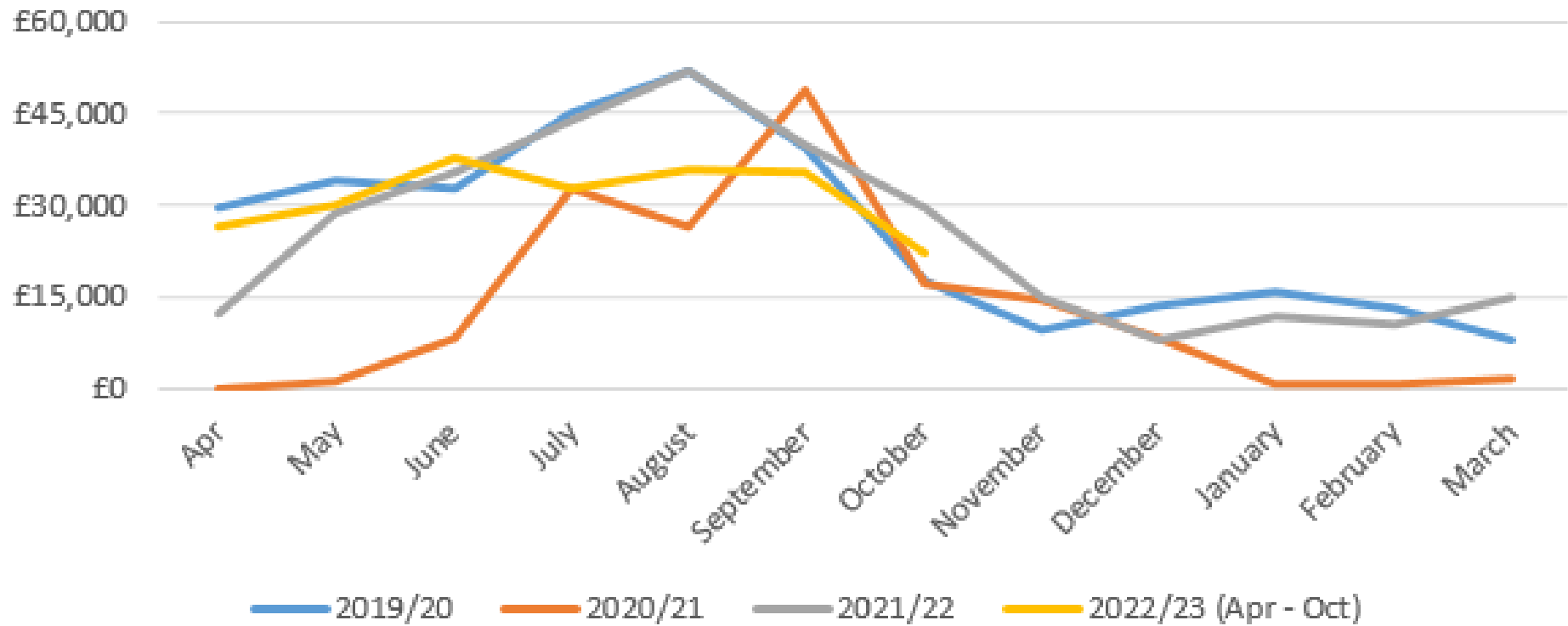
East Cliff CP 2019/20 - 2022/23 (Apr - Oct)



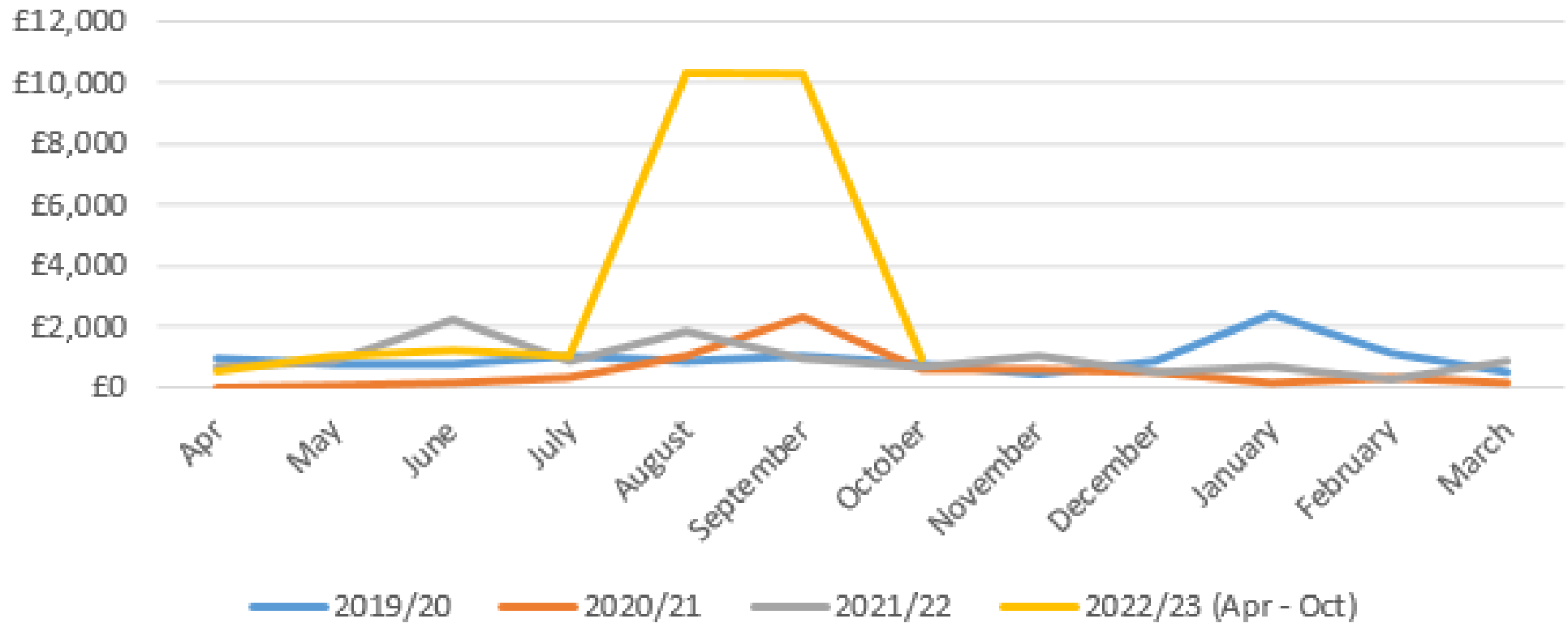
Morris St CP 2019/20 - 2022/23 (Apr - Oct)



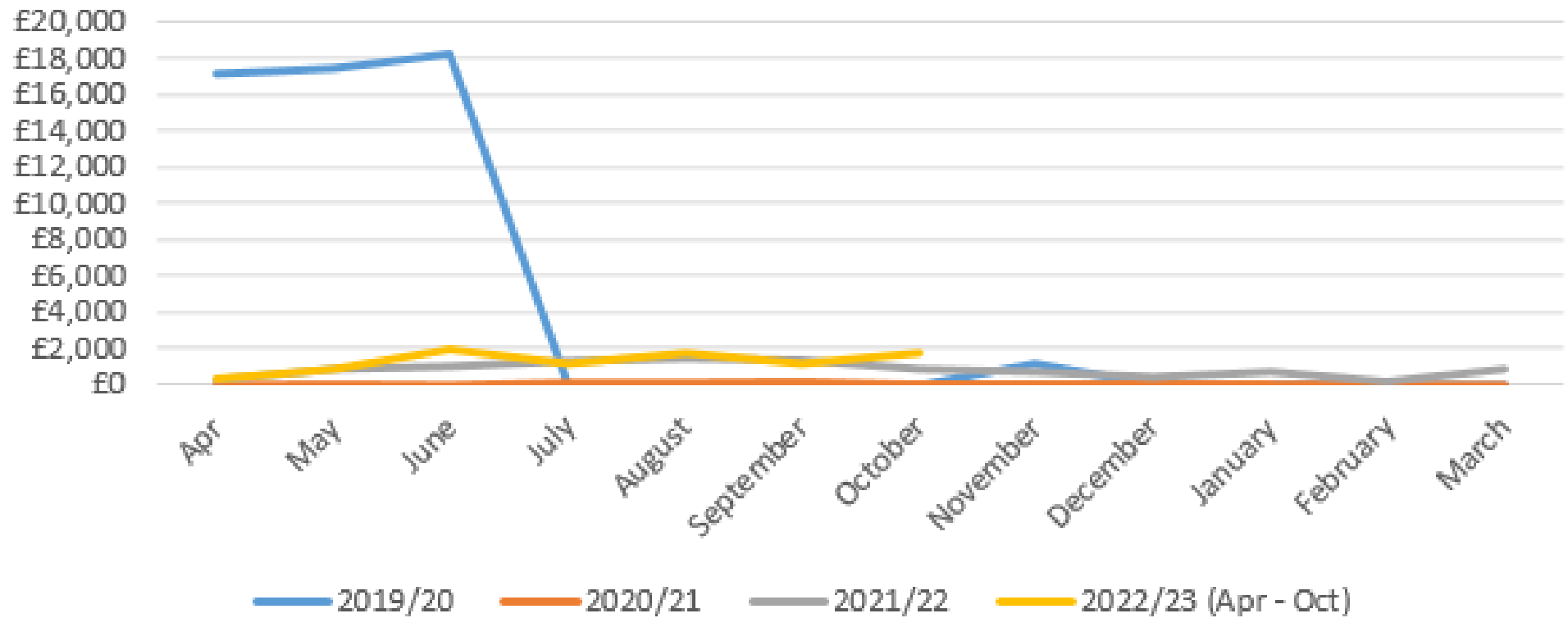
Station Approach CP 2019/20 - 2022/23 (Apr - Oct)



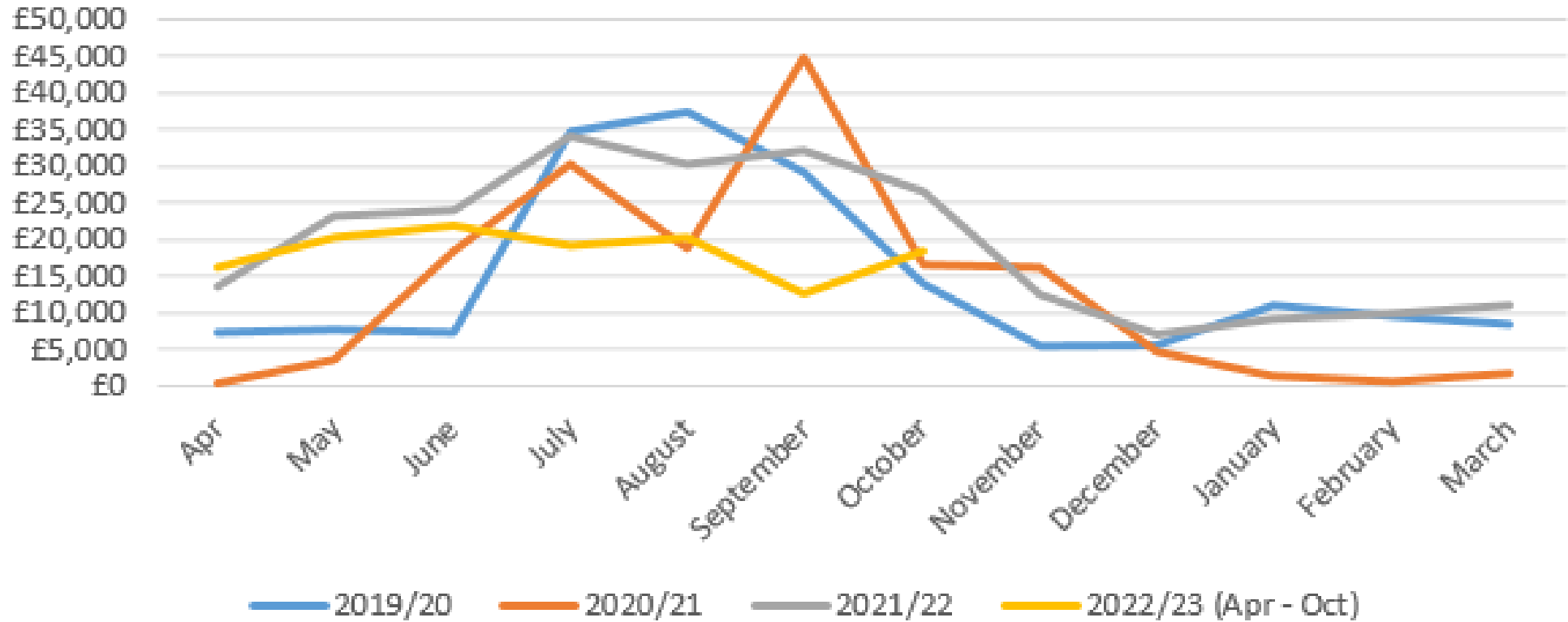
Stalham CP 2019/20 - 2022/23 (Apr - Oct)



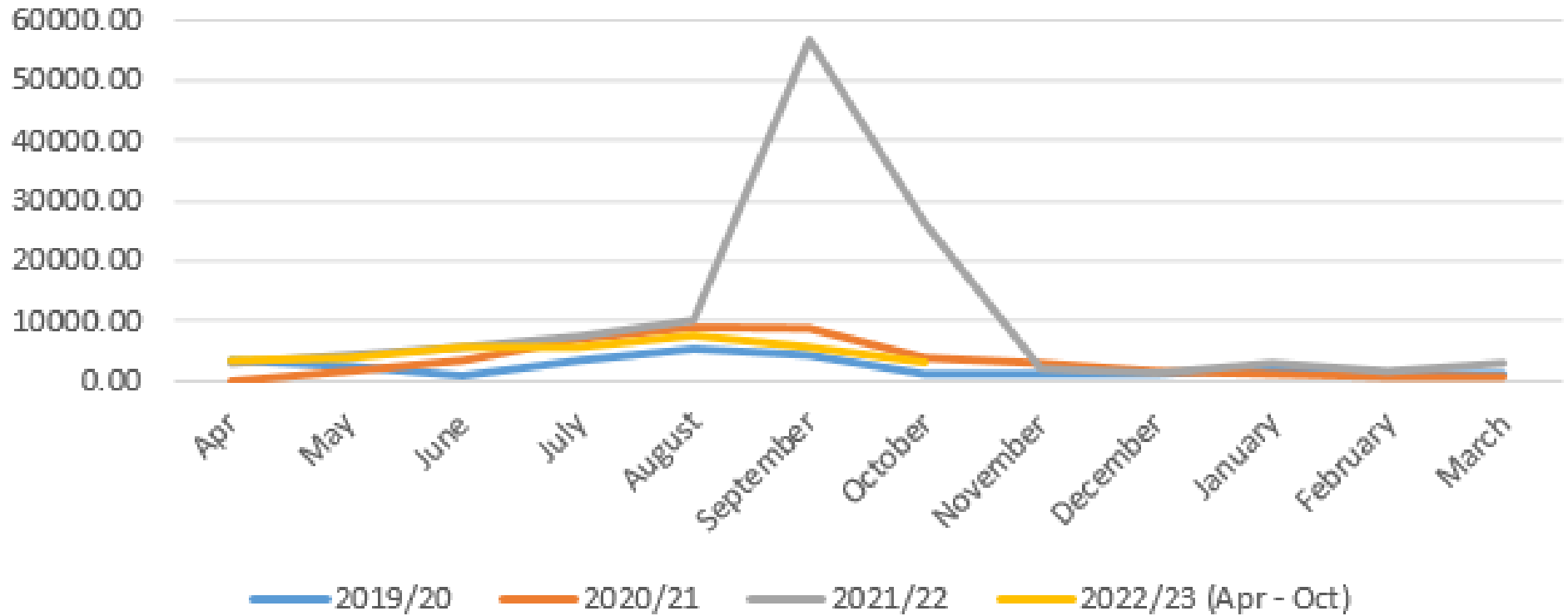
Wells Statithe St CP 2019/20 - 2022/23 (Apr - Oct)



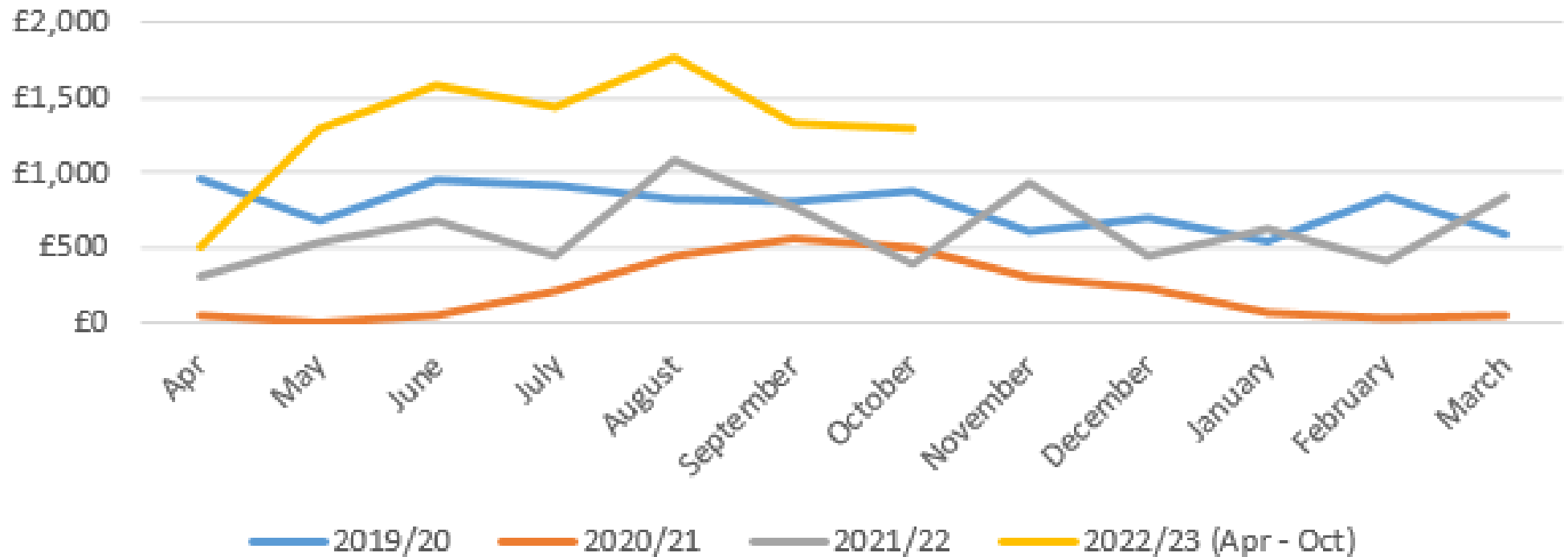
Wells Stearmans Yard CP 2019/20 - 2022/23 (Apr - Oct)



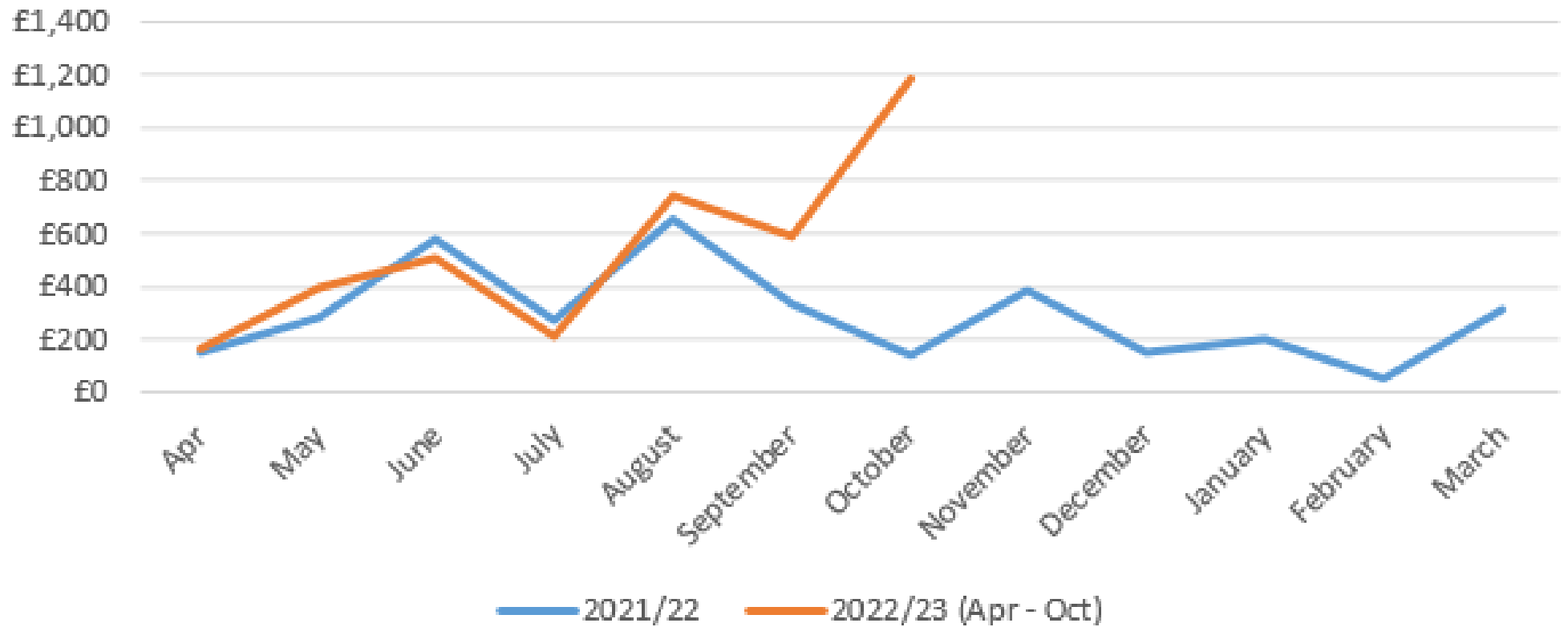
Weybourne CP 2019/20 - 2022/23 (Apr - Oct)



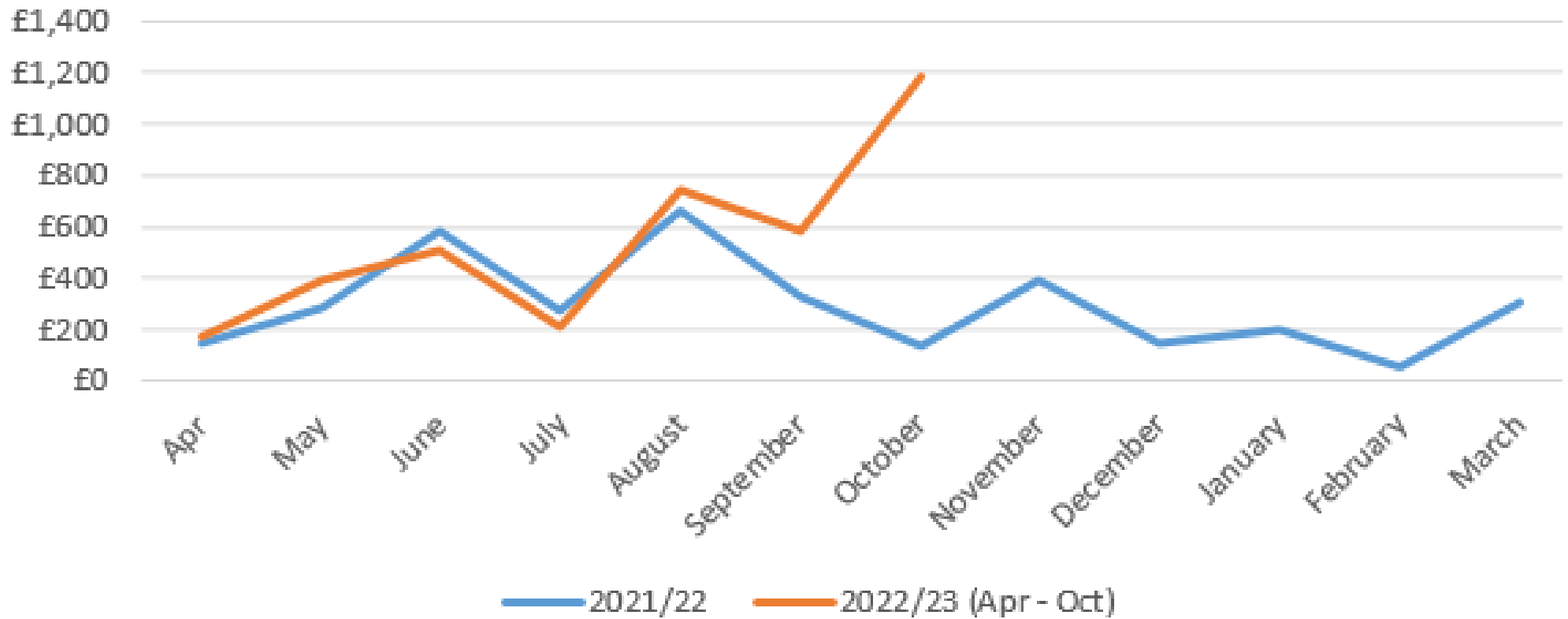
Fakenham Community Centre CP 2019/20 - 2022/23 (Apr - Oct)



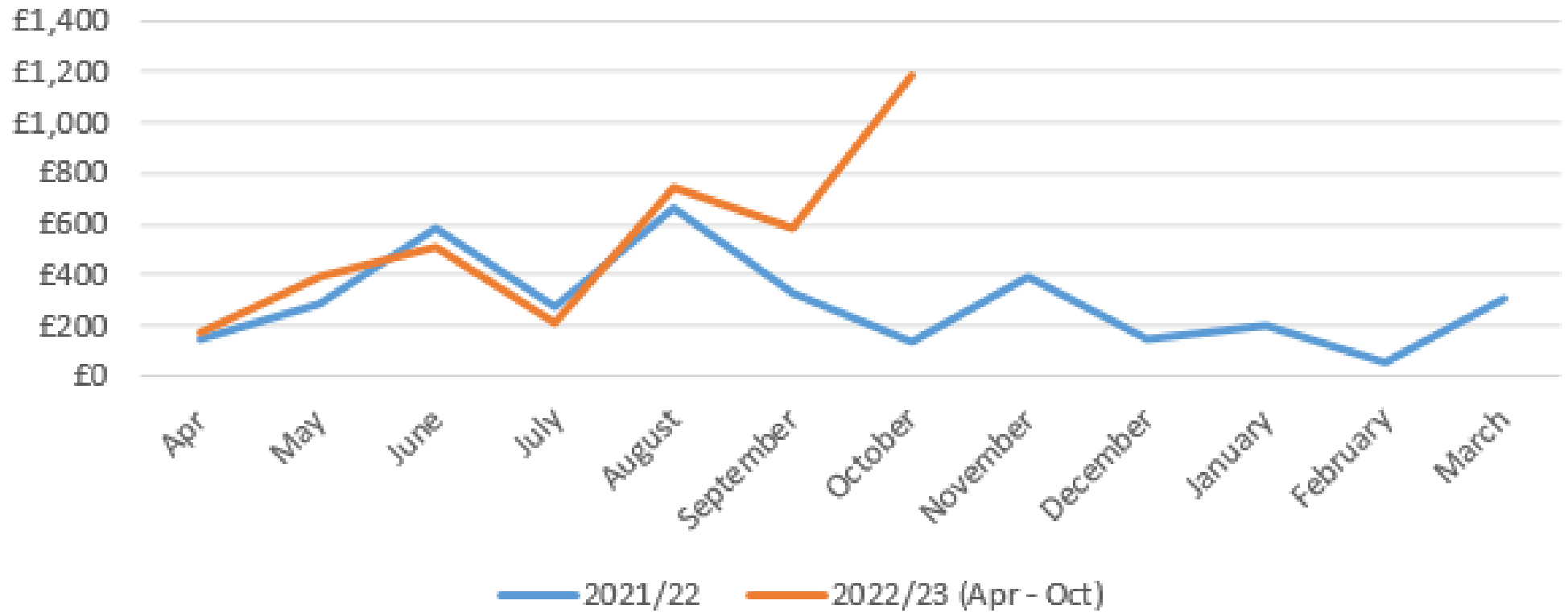
Fakenham Highfields Rd CP 2019/20 - 2022/23 (Apr - Oct)



Fakenham Millers Walk CP 2019/20 - 2022/23 (Apr - Oct)



Bacton Coast Road CP 2019/20 - 2022/23 (Apr - Oct)



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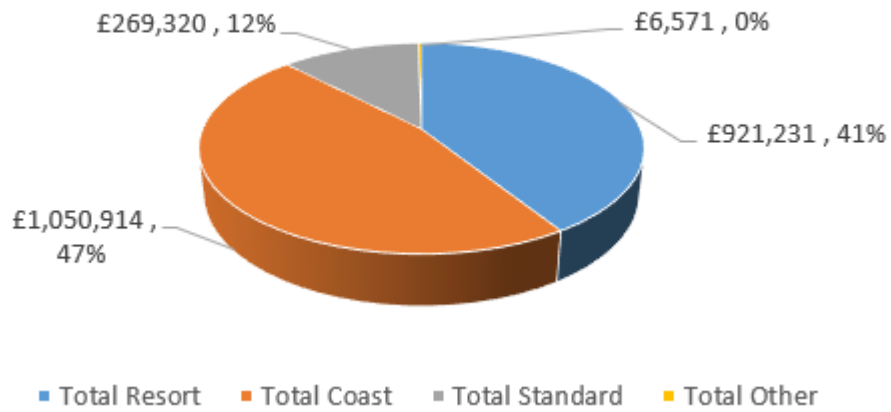
Appendix 3

Numbers of Free Car Parking Tickets Issued

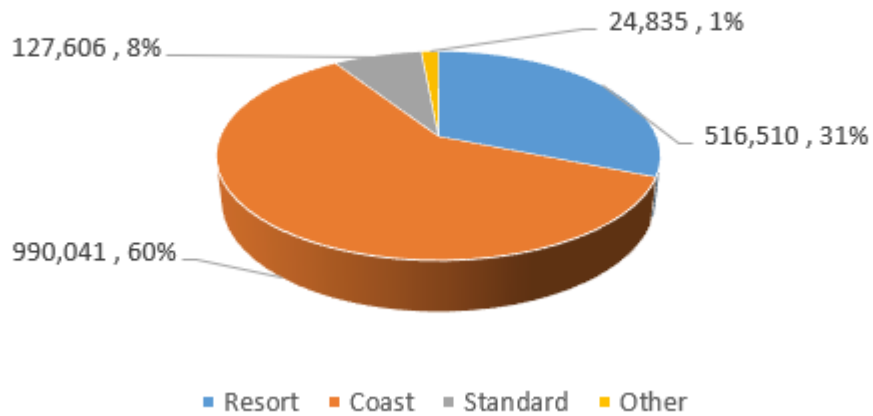
	<i>Resort</i>		<i>Standard</i>		<i>Resort</i>		<i>Standard</i>		<i>Resort</i>		<i>Standard</i>		<i>Resort</i>			
	Cromer		Fakenham		Holt		North Walsham		Sheringham		Stalham		Wells			
	Meadow		Bridge Street		Albert Street		Bank Loke		Morris St		High Street		Staithe Street		Totals	Totals
	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23
April	322	1,250	727	614	556	1,047	321	268	383	444	818	289	-	216	3,127	4,128
May	411	1,207	684	686	758	1,213	405	314	547	464	814	282	-	244	3,619	4,410
June	421	1,338	710	645	793	1,390	393	299	555	564	856	268	-	220	3,728	4,724
July	519	2,124	754	868	824	1,705	374	360	569	1,062	713	561	-	485	3,753	7,165
August	597	2,684	770	1,031	803	2,215	442	346	614	1,428	863	775	604	559	4,693	9,038
September	716	1,730	582	918	766	1,822	512	387	600	726	903	774	466	481	4,545	6,838
October	1,226	1,536	529	915	1,245	1,724	428	353	423	667	676	870	-	483	4,527	6,548
November	595		483		1,054		206		231		223		80		2,872	-
December	750		498		1,190		216		258		232		131		3,275	-
January	686		407		692		218		189		220		140		2,552	-
February	741		508		694		188		217		200		173		2,721	-
March	839		529		987		229		310		254		211		3,359	-
															42,771	42,851

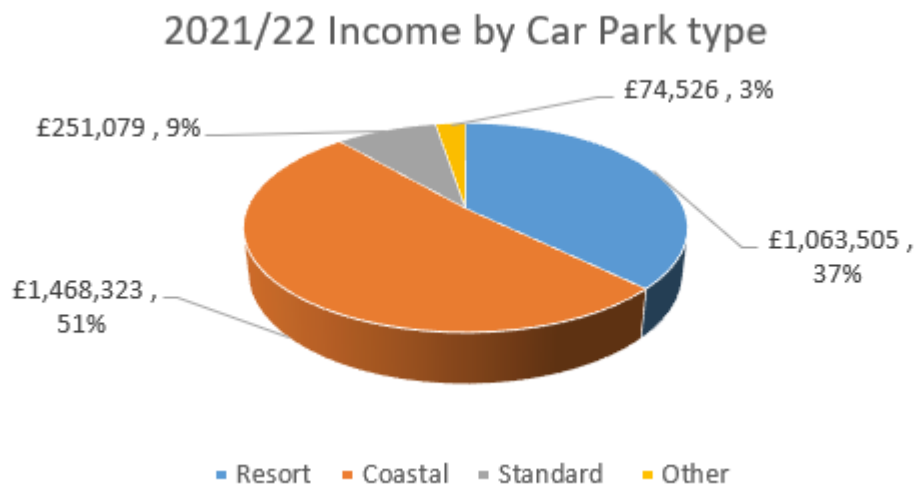
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2019/20 Income by Car Park type

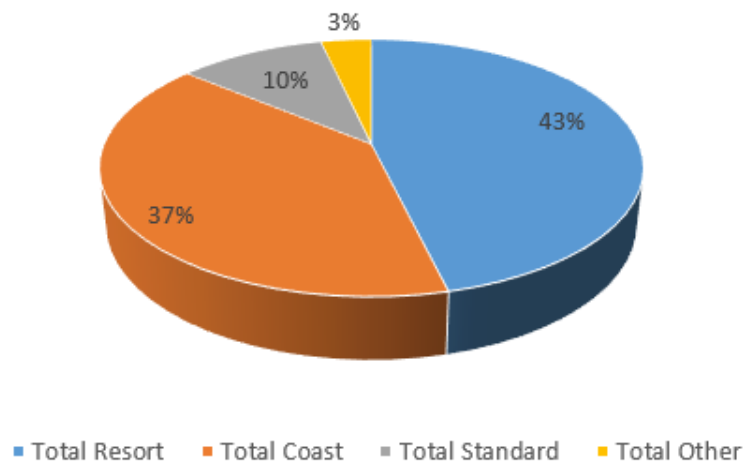


2020/21 Income by Car Park type





Scenario to show how much income is earned per car park type. Same number of car parks applied as average.



OFFICER DELEGATED DECISIONS (SEPTEMBER 2022 TO JANUARY 2023)

Summary: This report details the decisions taken by Senior Officers under delegated powers from September 2022 to January 2023

Options considered: Not applicable.

Recommendations: **To receive and note the report and the register of officer decisions taken under delegated powers.**

Reasons for

Recommendations: The Constitution: Chapter 6, Part 5, sections 5.1 and 5.2. details the exercise of any power or function of the Council where waiting until a meeting of Council or a committee would disadvantage the Council. The Constitution requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate)
Section 2.1 sets out the requirements regarding the reporting of conditional delegated decisions,

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)

Delegated decision forms – as completed by the relevant officer

Cabinet Member(s) All	Ward(s) affected All
Contact Officer, telephone number and email: Emma Denny, Democratic Services Manager, 01263 516010	

1. Introduction

1.1 Officer delegated decision making process.

Officer delegated decision are available to the public through the website and are reported to Members via Cabinet and Overview & Scrutiny Committee. The process for reporting and consulting on these decisions is contained in the Constitution at Chapter 6, 2.1 (Conditional Delegation) and 5.1 and 5.2 (Full Delegation to Chief Officers) and the publication of these decisions is a legal requirement.

- 1.2 The overall list has been revised to only include decisions taken during late 2022 and 2023. Historic lists are available on the website.

2. Consultation

- 2.1 The Constitution requires that for the exercise of any power or function of the Council in routine matters falling within established policies and existing budgets, where waiting until a meeting of the Council, a committee or working party would disadvantage the Council, an elector or a visitor to the District, then the officer exercising the power must consult with the Leader, the relevant portfolio holder and if it relates to a particular part of the District, the local member.
- 2.2 For the exercise of any power or function of the Council, which in law is capable of delegation, in an emergency threatening life, limb or substantial damage to property within the District, the senior officer shall consult with the Leader or the Deputy Leader.
- 2.3 Overview and Scrutiny Committee will receive the delegated decisions list at their meetings so they can fully understand why they were taken and assess the impact on the Council.

3. Financial and Resource Implications

As many of the decisions taken by officers under delegated powers were key decisions there is a financial impact.

4. Legal Implications

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 require that all decisions, including those taken by officers, must state:

- The decision taken and the date it was made
- The reasons for the decision
- Details of options considered and rejected and the reasons why they were rejected
- Declarations of interest and any dispensations granted in respect of interests

Officers taking a decision under delegation are required to complete a form.

5. Conclusion and Recommendations

Each decision has been recorded and a summary is provided at Appendix A

Recommendation:

Cabinet is asked to receive and note the register of officer decisions taken under delegation.

Record of Decisions taken under Delegated Authority (Appendix A)





Delegated Power being exercised; <i>*see footnote</i>	Key Decision y/n	Officer exercising Delegation	Details of decision made	Consultations undertaken	Date of decision	Date Reported to Cabinet
Section 2.1	Yes	Assistant Director for Sustainable Growth	To instruct the commencement of the North Walsham Market Place improvement scheme on the basis of the information provided by the Council's agent (NCC) and its contractor (Tarmac) (on 12 th August 2022) as discussed with the Portfolio Holder for Economic Growth. The target Price for the scheme (excluding fees but including materials is £1,336,158).	s 2.1b(iii) Portfolio Holder	September 2022	06 Feb 2023
Section 2.1	No	Chief Executive	To appoint an Interim S151 officer – as delegated by Full Council 22 June 2022	s 2.1b(iii) All Group Leaders	September 2022	06 Feb 2023
Section 5.1 Chapter 3, S7 Key decision – urgent matters)	Yes	Director for Place & Climate Change	On 7 December 2022 the Department for Levelling Up, Housing and Communities (DLUHC) advised that NNDC's UK Shared Prosperity (UKSPF) Investment Plan had been approved. This was later than anticipated as the approval of Investment Plans had originally been scheduled for the autumn, with the first award of payments anticipated to be received in October. Given the relatively short window to commence and deliver projects required to commit the 22/23 funds (£150,275) delegated authority is required to progress this as swiftly as possible. A report will be taken to Cabinet in March 2023, which will outline the intentions of both the UK Shared Prosperity Fund and the Rural England Prosperity and seek their support for the delivery process.	S 5.1 Portfolio Holder <i>(See also Key Decisions – matters of urgency, Chapter 3, S7)</i>	December 2022	06 Feb 2023 (Full report to Cabinet on 6 March 2023)

January 2023

** Chapter 6; Conditional delegation Section 2.1, Full delegation to Chief Officers Section 5.1 - Routine matters, Section 5.2 Emergency powers*

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North Norfolk District Council
Cabinet Work Programme
For the Period 01 March 2023 to 31st May 2023



Committee(s)	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
March 2023					
Cabinet	06 Mar 2023	Managing Performance Q3	Tim Adams <i>Steve Blatch</i> <i>Chief Executive</i>	<i>Customer Focus</i>	
Scrutiny	15 Mar 2023				
Cabinet	06 Mar 2023	Budget Monitoring Period 10	Eric Seward <i>Tina Stankley</i> <i>Director of Resources</i>	<i>Financial Sustainability</i>	
Scrutiny	15 Mar 2023				
Cabinet	06 Mar 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>	 <i>Possible Exempt information</i>
Cabinet	06 Mar 2023	Property Transactions <i>Rocket House, Cromer – works to address damp</i>	Eric Seward <i>Neil Turvey</i> <i>Renata Garfoot</i>	<i>Financial Sustainability</i> <i>Economic Growth</i>	 <i>Possible Exempt information</i>
Cabinet	06 Mar 2023	Property Transactions <i>Hornbeam car park</i>	Eric Seward <i>Neil Turvey</i> <i>Renata Garfoot</i>	<i>Financial Sustainability</i> <i>Economic Growth</i>	 <i>Possible Exempt information</i>
Cabinet	06 Mar 2023	Solar Car Port – the Reef, Sheringham	Nigel Lloyd <i>Kate Rawlings</i> <i>Climate & Environmental Policy Manager</i>	<i>Financial Sustainability</i> <i>Economic Growth</i> <i>Climate Change</i>	 <i>Possible Exempt information</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)

North Norfolk District Council
Cabinet Work Programme
For the Period 01 March 2023 to 31st May 2023

Committee(s)	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	06 Mar 2023	Employer Defence Recognition Scheme	Virginia Gay <i>Sonia Shuter Early Help & Prevention Manager</i>		
Cabinet	06 Mar 2023	Local Authority Housing Fund Grant Opportunity	Wendy Fredericks <i>Nicky Debbage Housing Strategy & Delivery Manager</i>		 Possible Exempt information
Cabinet	06 Mar 2023	UK Shared Prosperity Fund & Rural England Prosperity Fund – process for delivery of programmes & grants	Richard Kershaw <i>Stuart Quick Economic Growth Manager</i>		 Possible Exempt information
Cabinet	06 Mar 2023	Nutrient Neutrality Joint Venture	Andrew Brown <i>Phillip Rowson AD for Planning</i>		
Cabinet	06 Mar 2023	Norfolk Coastal Forum – Review of Terms of Reference	Angie Fitch-Tillett <i>Emma Denny DS Manager</i>		
Cabinet	06 Mar 2023	NN Youth Council – Terms of Reference	Lucy Shires <i>Emma Denny DS Manager</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)

North Norfolk District Council
 Cabinet Work Programme
 For the Period 01 March 2023 to 31st May 2023

Due to the Local Elections on 4th May, it is likely that there will be no further meetings of Cabinet until 5th June 2023

<i>Due to the Local Elections on 4th May, it is likely that there will be no further meetings of Cabinet until 5th June 2023</i>					
Dates tbc:					
Cabinet		Annual review – NN Sustainable Communities Fund			



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

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
July				
Scrutiny	Ambulance Response Times Monitoring: EEAST & Integrated Care Board	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	Impact of Second Homes & Holiday Lets – Data Report	Matt Stembrowicz Cllr L Withington	To review the Council’s new Housing Strategy	Committee Request
Scrutiny Cabinet	EQL Scrutiny Panel: Public Convenience Recommendations	Maxine Collis Cllr H Blathwayt	To review summary report and recommendations to Cabinet made by EQL Scrutiny Panel	TBC
Scrutiny	Waste Contract: Verbal update on TOM implementation	Steve Hems Cllr N Lloyd	A verbal update to provide assurance that TOM implementation remains on-track for September	Committee Request
September				
Scrutiny	Pre-Scrutiny: Performance Management Reporting Framework	Helen Thomas Cllr T Adams	To consider changes Performance Management Reporting Framework	Committee Request
Cabinet Scrutiny	Performance Monitoring Q1	Steve Blatch Cllr T Adams	To monitor the Council’s performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny	Performance Benchmarking Report	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Scrutiny	Planning Service Improvement Plan	Martyn Fulcher Cllr A Brown	To review the Planning Service Improvement Strategy	Committee Request
Scrutiny	NWHSZ Project Monitoring	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
Cabinet Scrutiny Council	Debt Management Annual Report (Cabinet recommendation)	Sean Knight Cllr E Seward	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	Treasury Management Annual Report (Cabinet recommendation)	Cllr E Seward	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	Out-turn report	Cllr E Seward	To make any recommendations to Council – To include an update on savings proposals	Annual
Cabinet Scrutiny	Budget Monitoring P4	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
October				
Cabinet Scrutiny Council	Council Tax Discount Determinations (Cabinet Recommendation)	Lucy Hume Cllr E Seward	To determine the Council Tax discounts for 2023/24	Annual
Scrutiny	Waste Contract: Serco Briefing	Steve Hems Cllr N Lloyd	To receive a formal update on the implementation of the revised waste contract TOM	Committee request
Cabinet WP Scrutiny	NWHSZ Project Monitoring	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
Scrutiny	Rural Prosperity Fund	Stuart Quick Cllr R Kershaw	To inform Members of the Rural Prosperity Grant Fund	
November				
Scrutiny	Waste Contract: Follow-up Serco Briefing	Steve Hems Cllr N Lloyd	To receive a formal update on the implementation of the revised waste contract TOM	Committee request
Cabinet Scrutiny	Budget Monitoring P6	Cllr E Seward	To review the budget monitoring position	Periodical
Scrutiny	Coastal Management Briefing	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	Prudential Indicators 2021-22 (Cabinet recommendation)	Director-Resources Cllr E Seward	To ensure the prudential indicators for 2021-22 are fully complied with.	Annual
Cabinet Scrutiny	Corporate Plan Review	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				
Cabinet Scrutiny Council	Fees & Charges	Tina Stankley 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	Treasury Management Half-Yearly Report (Cabinet recommendation)	Tina Stankley Cllr E Seward	Committee to consider recommendation to Council	Six Monthly
Scrutiny	Beach Huts & Chalets Monitoring	Renata Garfoot Cllr E Seward	To monitor the occupancy, condition and revenue of NNDC owned beach huts and chalets.	Annual
Cabinet Scrutiny Council	North Walsham Market Place Improvement Scheme	Rob Young Cllr R Kershaw	To review additional funding request	
Cabinet Scrutiny	Performance Monitoring Q2	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny	Performance Benchmarking Report	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Scrutiny	Enforcement Board Update	Martyn Fulcher Cllr A Brown	To receive an update on the work of the Enforcement Board	Bi-annual
Cabinet Scrutiny Council	Shannoeks CPO	Phillip Rowson Cllr A 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
January 2023				
Cabinet Scrutiny Council	Fees & Charges	Tina Stankley Cllr E Seward	To undertake an annual review of the Council's fees and charges and consider any recommendations for changes	Annual
Scrutiny Cabinet Council	Pre-Scrutiny: Draft Budget 2023-24	Tina Stankley Cllr E Seward	To review the proposed budget and projections	Annual
Scrutiny Cabinet Council	Medium Term Financial Strategy 2023-26	Tina Stankley Cllr E Seward	To review the MTFs for 2023-2026	Annual
Scrutiny Cabinet Council	Treasury Strategy (Cabinet recommendation)	Tina Stankley Cllr E Seward	Committee to consider recommendation to Council	Annual
Scrutiny Cabinet Council	Capital Strategy (Cabinet recommendation)	Tina Stankley Cllr E Seward	Committee to consider recommendation to Council	Annual
Scrutiny Cabinet Council	Investment Strategy (Cabinet recommendation)	Tina Stankley Cllr E Seward	Committee to consider recommendation to Council	Annual
Scrutiny	Sheringham Leisure Centre Project Review	Erika Temple Cllr V Gay	To review the implementation of the Sheringham Leisure Centre Project	Committee Request
February				
Scrutiny	Waste Contract: Serco Briefing	Steve Hems Cllr N Lloyd	To update the Committee on waste collection performance and contract GAP analysis progress	Committee Request
Cabinet WP Scrutiny	NWHSZ Project Monitoring	Rob Young Cllr R Kershaw	To monitor the implementation of the Project – Including requested details of £400k funding uplift.	Quarterly
Scrutiny	Planning Service Improvement Plan – Action Plan	Martyn Fulcher Cllr A Brown	To review the PSIP Action Plan	Committee Request
Scrutiny	Car Park Usage Monitoring	Tina Stankley Cllr E Seward	To undertake an annual review of the usage and revenue of the Council's public car parks	Annual
Cabinet Scrutiny	Officer Delegated Decisions	Emma Denny Cllr T Adams	To review officer delegated decisions	
Scrutiny	Comparison of Filming and Garden Bin Charges	Tina Stankley Cllr E Seward	To see benchmarking information for filming and garden bin charges (Briefing note)	Committee Request

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
March				
Scrutiny	Crime and Disorder Briefing	Matt Stembrowicz Cllr N Dixon	PCC Briefing and Q&A – Topic TBC	Annual
Cabinet Scrutiny	Budget Monitoring P10	Tina Stankley Cllr E Seward	To review the budget monitoring position	Periodic
Cabinet Scrutiny	Performance Monitoring Q3	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny	Performance Benchmarking Report	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Scrutiny	Ambulance Response Times Monitoring	Cllr V Holliday	To monitor ambulance response times data across the District	Six-Monthly
	ITEMS TBC			
	Mental health services in North Norfolk TBC		Consider existing work of NHOSC in response to CQC rating	
	Economic Development Strategy – TBC awaiting production		Awaiting confirmation of replacement	
	Cost of Living Crisis TBC		Possible review of future action plans following cost of living summit	

OVERVIEW & SCRUTINY: OUTCOMES & ACTION LIST – JANUARY 2023

REPORT, RECOMMENDATIONS & ACTIONS	ACTION BY	DATE
<p><u>10. FEES AND CHARGES 2023-24 (UPDATED)</u></p> <p>RESOLVED</p> <p>To recommend to Full Council:</p> <p>a) The fees and charges from 1 April 2023 as included in Appendix A.</p> <p>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.</p>	Full Council	February 2023
<p><u>11. MEDIUM TERM FINANCIAL STRATEGY 2024-27</u></p> <p>RESOLVED</p> <p>10 To recommend to Cabinet that financial modelling of inflationary costs of up to 5% for staff and fees be included in the report to identify potential risks.</p> <p>14 To recommend to Cabinet that in recognition of the increasing risk of deficits arising, robust savings and income generation contingency plans need to be developed as soon as possible in FY 23/24, to ensure that financial risks can be adequately mitigated for 2024-25 and onwards.</p>	Cabinet	February 2023
<p><u>12. PRE-SCRUTINY: DRAFT BUDGET 2023-24</u></p> <p>RESOLVED</p> <p>1. To note the proposed draft Budget for 2023/24 and recommend to Council for approval.</p> <p>ACTIONS</p> <p>1. To request that savings and income generation totals be clearly differentiated within Appendix A.</p>	Full Council	February 2023
	Director for Resources	February 2023

<p><u>13. CAPITAL STRATEGY 2023-24</u></p> <p>RESOLVED</p> <p>1. To recommend to Full Council that the Capital Strategy and Prudential Indicators for 2023-24 are approved.</p>	<p>Full Council</p>	<p>February 2023</p>
<p><u>14. INVESTMENT STRATEGY 2023-24</u></p> <p>RESOLVED</p> <p>1. To recommend to Full Council that the Investment Strategy is approved.</p>	<p>Full Council</p>	<p>February 2023</p>
<p><u>15. TREASURY MANAGEMENT STRATEGY 2023-24</u></p> <p>RESOLVED</p> <p>1. To recommend to Full Council that The Treasury Management Strategy is approved.</p>	<p>Full Council</p>	<p>February 2023</p>
<p><u>16. SHERINGHAM REEF LEISURE CENTRE - PROJECT REVIEW</u></p> <p>RESOLVED</p> <p>1. To note the report and lessons learnt log (appendix A) for future projects and ensure consistent management through lifetime of project.</p> <p>2. To recommend that the Governance, Risk & Audit Committee review the recommendations outlined within the lessons learnt log (appendix A) and risks identified within the report.</p> <p>ACTIONS</p> <p>1. To request that a future report be proposed for the Committee's 2023-24 Work Programme to include details of financial settlement, energy use/efficiency, impact on local tourism and user numbers.</p> <p>2. To request that a written response be provided on the plans for the remaining vacant area of the site, to be shared with the wider Committee and GRAC Chairman.</p>	<p>O&S Committee</p> <p>GRAC</p> <p>Scrutiny Officer</p> <p>Chief Executive</p>	<p>January 2023</p> <p>March 2023</p> <p>June 2023</p> <p>February 2023</p>

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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 - No Response	
14.07.21	Six-monthly updates to be added to the Committee Work Programme on Ambulance response times	Matt Stembrowicz	Added to Work Programme	16.07.21
14.07.21	Request information on the geographical location of the District's Community First Responders.	Matt Stembrowicz/Clr V Holliday	Outstanding	
15.09.21	RM to review Business Rates debts to uncover any potential issues relating to specific sector	Sean Knight	Data received - MS to	13.10.21
15.09.21	Original deadlines alongside updated, and benchmarking data included in Performance report, where possible.	CLT	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.	Clr J Toye/ADP	Format updated	
12.01.22	Consideration be given to including estimated costs of the Net Zero Strategy within the MTFS	Clr E Seward/Clr N Lloyd/Duncan	Outstanding	
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	Clr 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	06.04.22
09.03.22	Request that representatives of the Norfolk CCG and EEAST attend a future Overview & Scrutiny Committee Meeting	Matt Stembrowicz	Requested - awaiting confirmation	20.07.22
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	Outstanding	
20.07.22	ICB to share plans for reducing delays in transferring patients from hospitals to long-term care.	ICB	Outstanding	
20.07.22	Consideration as to how NNDC may help promote key health messages at Town & Parish level	ICB/EEAST	Outstanding	
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 Manag	TBC Awaiting Final Completion	
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	Complete	14.12.22
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	Added to Work Programme	
14.12.22	Comparison data on fliming and garden bin charges be added to Work Programme for February consideration	Scrutiny Officer / Tina Stanlkley	Added to Work Programme	
14.12.22	Following measures to be added to future benchmarking reports: CIPFA 8, CIPFA 9, CIPFA 10, and remove CIPFA 1	Policy & Performance Management	Due March 23	
25.01.23	Savings and income generation totals be clearly differentiated within 23-24 Budget Appendix A.	Director for Resources		
25.01.23	Written response on plans for vacant area of the Reef site to be shared with Committee and GRAC Chairman.	Chief Executive		
25.01.23	Written response on Reef building work sign-off and clarification of ongoing monitoring process.	CIlr V Gay		