

Cabinet



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Friday, 26 May 2023

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Monday, 5 June 2023 at 10.00 am.**

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

Members of the public who wish to ask a question or speak on an agenda item are requested to arrive at least 15 minutes before the start of the meeting so that the Chairman can re-order the agenda if necessary.

Further information on the procedure for public speaking can be obtained from Democratic Services, Tel: 01263 516010, Email: emma.denny@north-norfolk.gov.uk. Please note that this meeting is livestreamed: <https://www.youtube.com/channel/UCsShJeAVZMS0kSWcz-WyEzq>

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

Emma Denny
Democratic Services Manager

To: Cllr W Fredericks, Cllr L Shires, Cllr T Adams, Cllr A Brown, Cllr H Blathwayt, Cllr P Heinrich, Cllr C Ringer, Cllr A Varley and Cllr L Withington

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. MINUTES

1 - 12

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 06 March 2023.

3. PUBLIC QUESTIONS AND STATEMENTS

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

4. 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 (see attached guidance and flowchart)

5. ITEMS OF URGENT BUSINESS

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

6. MEMBERS' QUESTIONS

To receive oral questions from Members, if any

7. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

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

8. NOURISHING NORFOLK PROGRAMME

To receive a verbal update on the Nourishing Norfolk Programme.

**9. TEMPORARY LETTING ACCOMMODATION - GOVERNMENT CONSULTATION
(19 – 28)**

Executive Summary	This report seeks Cabinets' support to agree a response on behalf of North Norfolk District Council to two consultations proposing to introduce new regulations in relation to the use of dwellings as temporary letting accommodation (holiday, Air B&B).
Options considered	Alternative consultation responses have been considered.
Consultation(s)	This report is in response to a Government consultation and members and officers have provided comments and views.

Recommendations	That Cabinet resolves to respond to the consultations as outlined in Appendix A to this report
Reasons for recommendations	To support government proposals to introduce a more effective regulatory framework for the use of dwellings for purposes other than as principal residences and hence give local authorities better tools to manage the potential impacts of such uses.
Background papers	None

Wards affected	All
Cabinet member(s)	Cllr A Brown, Portfolio Holder for Planning, Cllr W Fredericks, Portfolio Holder for Housing
Contact Officer	Mark Ashwell, Planning Policy Manager

Links to key documents:	
Corporate Plan:	Local Homes for Local People
Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	N/A

Corporate Governance:	
Is this a key decision	Yes / No
Has the public interest test been applied	No
Details of any previous decision(s) on this matter	Overview & Scrutiny Committee considered this issue in July 2022

10. MANAGING PERFORMANCE QUARTER 4 AND CUMULATIVELY FOR 2022/2023

29 - 74

Managing Performance Quarter 4 and cumulatively for 2022/2023	
Executive Summary	<p>The Managing Performance Report attached, as Appendix A, will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance during the period 1st April 2022 to 31st March 2023.</p> <p>It gives an overview of progress towards achieving the objectives in the Corporate Plan and wider corporate performance around core service delivery during the year, and the actions taken to address any issues and proposes further action as needed.</p>
Options considered	<p>Actions to address any areas of under-delivery or poor service performance are raised with the relevant Assistant Director. Where there are ongoing issues with project delivery or service performance these are presented separately, for Cabinet's information and comment.</p>
Consultation(s)	<p>The preparation of this report itself has not involved consultation. Initially the development of the Corporate Plan in 2019 involved extensive consultation and the progression of specific actions within the Plan have involved further public engagement and consultation processes.</p>
Recommendations	<p>That Cabinet resolves to note this report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.</p>
Reasons for recommendations	<p>To ensure the objectives of the Council are achieved and service performance monitored, reviewed and as necessary improved.</p>
Background papers	<p>The 2019 – 2023 Corporate Plan and In-Phase performance management system</p>

Wards affected	All
Cabinet member(s)	Cllr Tim Adams, Leader of the Council
Contact Officer	<p>Steve Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232</p>

Links to key documents:	
Corporate Plan:	<p>This performance management report records outcomes against each of the Council's Corporate Plan's six key themes, and reports by exception on the operational performance of the Council.</p>

Medium Term Financial Strategy (MTFS)	This report in itself does not raise any issues in respect of the Council's Medium Term Financial Strategy – although individual project proposals and actions need to be considered in the context of the Council's financial position and be supported by a business case and agreed budget / savings or efficiency targets.
Council Policies & Strategies	The Council's Corporate Plan is a key document for the authority, supported by a number of corporate policies and strategies, some of which have been developed as specific actions or objectives of the Corporate Plan.

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	Not an exempt item of business.
Details of any previous decision(s) on this matter	This is a quarterly performance report presented to Cabinet and Overview and Scrutiny Committee

11. PURCHASE OF TWO ADDITIONAL REFUSE COLLECTION VEHICLES (75 – 82)

Executive Summary	This report outlines the requirement for allocation of capital funding for the purchase of two new refuse collection vehicles for the commercial and garden waste collection services delivered by Serco on behalf of the Council. These services have experienced significant customer growth over the last few years and are at a point whereby additional vehicles are required to ensure that the Council can continue to meet customers' expectations and deliver its statutory duties around domestic and commercial waste collections.
Options considered	Do nothing – this would result in a deteriorating service level and loss of customers resulting in lost income for the Council. Hiring additional vehicles – deemed poor value for money. Purchasing second-hand vehicles – no availability of suitable vehicles. Contractor purchasing vehicles – poor value for money and not in line with current fleet.
Consultation(s)	The proposal has been drawn up in conjunction with Serco who have recommended the provision of the additional vehicles and will look to factor their use in to a future round reorganisation.

Recommendations	That Cabinet recommend to full Council an addition to the Capital programme of £385,000 to purchase two new refuse collection vehicles and that the £385,000 be added to the residual £65,000 that is left over from the original budget to purchase refuse vehicles from 2019 to date. That Cabinet recommend to full Council that the purchase be funded by borrowing of £335,000 and a revenue contribution of £50,000.
Reasons for recommendations	To ensure the Council can meet customers' expectations and provide a service that can keep up with the continuing increase in demand for garden and commercial waste collection services. To ensure statutory duties around waste collection can be fulfilled. To support the future growth in revenue generating services.
Background papers	None

Wards affected	All
Cabinet member(s)	Cllr. Callum Ringer
Contact Officer	Scott Martin, Environment and Safety Manager, scott.martin@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	N/A
Medium Term Financial Strategy (MTFS)	The provision of additional resources on the revenue generating garden and commercial waste services will enable a better level of service delivery and help achieve future customer and revenue growth, supporting the MTFS.
Council Policies & Strategies	None

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	Is the item exempt, if so, state why.
Details of any previous decision(s) on this matter	N/A

Executive Summary	Stalham was selected as a suitable town for an investigation into the opportunities for improving the health (vitality and viability) of its town centre. A successful application was made in 2022 for a government-funded scheme and the Council subsequently progressed the initiative. A meeting took place in March with the appointed consultants and relevant stakeholders and subsequently a report was prepared, entitled 'Unlocking Your Place Potential.'
Options considered	The study has been undertaken and the further offer of support is available. The alternative option of taking this no further would not be sensible, however, once the further work has been done options for further support to the town's High Street will be considered.
Consultation(s)	In the lead up to the preparation of the HSTF initiative, representatives of Stalham Town Council (STC) and Stalham Business Forum (SBF) were engaged to agree the scope of the activities. Through the 'Unlocking Your Place Potential' study, representatives of Stalham Neighbourhood Development Committee, the Museum of the Broads, New Anglia Local Enterprise Partnership and Norfolk County Council were involved, alongside officers and members from NNDC and representatives of STC and SBF.
Recommendations	<p>Cabinet is asked to endorse the findings of the UYPP report and agree to the following actions:</p> <ul style="list-style-type: none"> • Continue to work with interested organisations in Stalham to progress options for supporting its town centre and local businesses operating there • arrange a meeting in the summer to discuss the findings of the HSTF investigation and to develop a scope for future actions by the relevant stakeholders • host a workshop in Stalham on improving local capacity, leadership and partnerships led by a High Streets Task Force expert that will consider governance and place management partnership structures, with an awareness of identified needs and potential future responsibilities • following the workshop, act on the recommendations to establish a partnership with a timetable and cycle of meetings suitable to prepare a joined-up plan and coordinate future delivery • evaluate the scope for a 'Place Making Programme' workshop to follow on from the above actions.
Reasons for recommendations	To support the further exploration of ways for Stalham's town centre to be improved.
Background papers	Stalham High Street Task Force Unlocking Your Place Potential (attached as an Appendix)

Wards affected	Stalham
Cabinet member(s)	Cllr Paul Heinrich, Cabinet Member for Sustainable Growth
Contact Officer	Rob Young, Assistant Director for Sustainable Growth Tel: 01263 516162 Email: robert.young@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	Boosting Business Growth
Medium Term Financial Strategy (MTFS)	None
Council Policies & Strategies	North Norfolk Local Plan

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	None

13. NORTH NORFOLK HYDROGEN STUDY

101 - 108

Executive Summary	<p>Increasing consideration is being given to the potential of the Bacton Energy Hub playing a major role in the UK's future energy security strategy as our national economy looks to transition to Net Zero, moving away from reliance on natural gas to sources of low carbon and renewable energy, including hydrogen and carbon capture and storage.</p> <p>The District Council therefore needs to understand the implications and opportunities presented for the future of the Bacton Energy Hub site through commissioning some research into how hydrogen production and carbon capture and storage might be accommodated on the site and understand the potential benefits which might be realised for the North Norfolk economy through such investments in terms of jobs, training, supply chains etc.</p> <p>This report therefore recommends that the District Council establishes a budget to commission a research report into the future opportunities for the Bacton Energy Hub site.</p>
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Options considered	<p>Commission research into the future opportunities for the Bacton Energy Hub site so that the Council is able to take an informed and proactive position in engaging with investors proposing investments at the site to produce hydrogen and in the storage of carbon in depleted offshore gas fields in the southern North Sea.</p> <p>Do nothing – not considered to be an appropriate position for the Council as potentially major proposals are developed for the Bacton Energy Hub site</p>
Consultation(s)	<p>The Council has held initial meetings with the North Sea Transition Authority, National Grid Gas Transmission, Cadent, and the Hydrogen Capital and Hydrogen Valley projects about the potential of future investments at the Bacton Energy Hub site.</p> <p>However, these conversations are at a very early and formative stage and have not provided the Council with much information such that it can take an informed position of the opportunities and implications of such proposals for the Bacton site.</p> <p>The Council therefore wishes to commission some initial, independent, research into these project proposals in order that it can, in due course, represent the interests of local communities and businesses in the further development of proposals made for the site.</p>
Recommendations	<p>Cabinet is recommended to establish an initial budget as detailed in the exempt appendix funded from the Corporate Plan Delivery Plan Reserve to commission a piece of independent research of the opportunities being proposed for the future of the Bacton Energy Hub site, particularly as a location for the production of hydrogen and the capture and storage of carbon, in order that the Council can take an informed position with respect to these significant proposals in support of the UK's Net Zero ambitions.</p>
Reasons for recommendations	<p>To position North Norfolk strongly in respect of developing proposals for the Bacton Energy Hub to make a significant contribution to the UK's Net Zero strategy and ambitions.</p>
Background papers	<p><u>North Sea Transition Authority (NSTA): Bacton Energy Hub - The move to
net zero (nstauthority.co.uk)</u></p> <p><u>North Sea Transition Authority (NSTA): Carbon Capture and Storage - The move to
net zero (nstauthority.co.uk)</u></p> <p><u>Capital Hydrogen</u></p> <p><u>Hydrogen Valley</u></p>

Wards affected	Bacton, Trunch, Mundesley
Cabinet member(s)	Cllr Tim Adams, Leader of the Council Cllr Adam Varley, Cabinet member for Net Zero and Climate Change Cllr Paul Heinrich, Cabinet Member for Sustainable Growth
Contact Officer	Steve Blatch, Chief Executive Tel: 01263 516232 Email: steve.blatch@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	Environment, Coast and Climate Change Sustainable Business Growth
Medium Term Financial Strategy (MTFS)	None directly, but the Bacton Energy Hub site is one of the largest business rated premises in the District and so contributes to our business rate base
Council Policies & Strategies	North Norfolk Local Plan Net Zero Strategy and Action Plan North Norfolk Coast Shoreline Management Plan

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	Part exempt (Paragraph 3 of Section 12A of the Local Government Act 1972) in terms of the budget to be established so as not to compromise procurement regulations in seeking prices / proposals for the research study.
Details of any previous decision(s) on this matter	None

14. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3 of Part I of Schedule 12A (as amended) to the Act.”

15. PRIVATE BUSINESS

CABINET

Minutes of the meeting of the Cabinet held on Monday, 6 March 2023 at the Council Chamber - Council Offices at 10.00 am

Committee

Members Present:

Cllr W Fredericks	Cllr V Gay
Cllr R Kershaw	Cllr N Lloyd
Cllr L Shires	Cllr T Adams (Chair)
Cllr A Brown	Cllr H Blathwayt

Members also attending:

Cllr C Cushing
Cllr N Dixon
Cllr J Rest

Officers in Attendance:

Chief Executive, S151 Officer, Monitoring Officer, Corporate Business Manager and the Democratic Services Manager

Apologies for Absence:

Mr E Seward

120 MINUTES

The minutes of the meeting held on 6th February were approved as a correct record and signed by the Chairman.

121 PUBLIC QUESTIONS AND STATEMENTS

None received.

122 DECLARATIONS OF INTEREST

The Leader declared a non-pecuniary interest in Agenda item 16. He had been in contact with many of the interested parties and was a Governor at Suffield Park Infant School. He said he would not vote on this item.

123 ITEMS OF URGENT BUSINESS

None received.

124 MEMBERS' QUESTIONS

The Chairman advised members that they could ask questions throughout the meeting as matters arose.

125 RECOMMENDATIONS FROM CABINET WORKING PARTIES

Planning Policy & Built Heritage Working Party – 20th February 2023:

The Chairman of the Planning Policy & Built Heritage Working Party, Cllr A Brown,

introduced this item. He explained that there were two recommendations to Cabinet. It was a statutory duty under the Wildlife and Countryside Act 1981, section 89, that the Norfolk Coast AONB Management Plan was reviewed every 5 years and it would bring in a supplementary planning documents, landscape character assessments and countryside plans.

Regarding the National Planning Policy Framework (NPPF), he said that the Council had some concerns about the proposed changes and would be responding the Government's consultation as outlined in the report presented to the Working Party

RESOLVED

Norfolk Coast AONB Updated Management Plan (2019-2024), revised 2022

That the contents of the updated Norfolk Coast AONB Management Plan (2019-2024) are endorsed for use as a material planning consideration in the determination of planning applications.

National Planning Policy Framework – Consultation on proposed changes

To respond to the consultation as outlined in the report.

126 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

The Chairman of the Overview & Scrutiny Committee, Cllr N Dixon, informed members that there were no recommendations to Cabinet from the meeting held on 15th February.

127 BUDGET MONITORING 2022-2023 PERIOD 10

The Chairman introduced this item. He said that there was a forecast full year overspend of £0.603m, mainly due to inflationary pressures. However, this had been offset to some extent by the recruitment freeze which had resulted in some savings.

The S151 Officer added that officers been asked to underspend on essential items up until the end of the financial year to try and reduce the deficit further. It was hoped by year end it would be lower than forecast.

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

Resolved to

- 1) Recommend to Full Council that any outturn deficit is funded by using the General Fund Reserve.

Reason for the decision:

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

128 MANAGING PERFORMANCE QUARTER 3 2022/2023

The Chairman introduced this item. He began by highlighting two projects, the tree planting scheme which was now almost complete and the solar car port at the Reef Leisure centre, which was innovative and exciting.

He went onto say that there were always challenges. Concerns had previously been

raised about the processing of benefits claims when there was a change of circumstances and he was pleased to say that this was currently at 8 days, which was a considerable improvement and to be welcomed.

In conclusion, he said that there were some significant changes in the 'Quality of Life' section following the loss of two blue flags. This situation would be closely monitored and reported on in the coming months.

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

RESOLVED

That Cabinet notes this report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.

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

Reason for the decision:

To ensure the objectives of the Council are achieved.

129 UK SHARED PROSPERITY FUND (UKSPF) AND RURAL ENGLAND PROSPERITY FUND (REPF)

The Portfolio Holder for Sustainable Growth, Cllr R Kershaw, introduced this item. He began by thanking the Economic Growth Manager for all the time he had spent on exploring the parameters of the two Funds, which had enabled the bid to focus on key areas. A Board had been established with the two MPs and local business leaders and it would start looking at where the Council would channel the benefit of the funds. The funding came in from April and the Council would be working with other local authorities, with the support of the Local Enterprise Partnership (LEP) to help distribute the funding. In the first year the focus would be on communities and support with the cost of living crisis, then it would move onto skills in the later years.

The Leader said that he was concerned that there was no financial support for the administration of the rural elements of the fund. Cllr Kershaw replied that the two funds had essentially been combined to address the issue that there was no financial support provided for the administration side of one of the funds. This was also the reason why the LEP had been brought into to provide administrative support as there was not the capacity within the Council.

Cllr C Cushing asked when Members would be able to see the detail of what the money was being spent on. Cllr Kershaw replied that talks were underway with businesses so that things could progress post April when the funding came through. He confirmed that it came through in three tranches.

It was proposed by Cllr T Adams, seconded by Cllr R Kershaw and

Resolved

1. To delegate the establishment and processes for their delivery, including the commission and procurement of delivery partners, to the Portfolio Holder for Sustainable Growth and the Assistant Director for Sustainable Growth.

Reason for the decision:

This recommendation is being made in order to deliver the UKSPF and REPF schemes within the timescales of the funding programmes.

130 EMPLOYER DEFENCE RECOGNITION SCHEME

Cllr V Gay, Portfolio Holder for Leisure, Culture and Wellbeing, introduced this item. She explained that the Council had published its own Armed Forces Covenant pledge in February 2022, which committed to achieving the Bronze, Silver and Gold Defence Employer Recognition Scheme (DERS) awards. Having achieved the Bronze award in 2022, the Council now wanted to register for the DERS Silver award. One of the criteria for this required a change in the Council's policy in that it needed to commit to providing at least 5 days additional leave for reservist training.

Cllr J Toye, Member Champion for the Armed Forces, said that Armed Forces Personnel protected the country at home and abroad and it was an opportunity to return this commitment to them and set an example to other businesses. He added that officers needed the support of other departments to deliver this within the timescale specified.

It was proposed by Cllr V Gay, seconded by Cllr W Fredericks and

RESOLVED

To give authority to the Lead Officer and the Armed Forces member Champion to liaise with HR and other relevant internal services to identify and implement any relevant changes to policy and process to ensure the achievement of at least the eight essential criteria.

To agree to the submission of the DERS Silver Award application by the application closing date of 19th April 2023.

Reason for the decision:

To enable NNDC to successfully obtain the DERS Silver Award.

131 LOCAL AUTHORITY HOUSING FUND GRANT OPPORTUNITY

Cllr W Fredericks, Portfolio Holder for Housing, introduced this item. She began by the Housing Strategy & Delivery Managers for their support in making this opportunity work. She explained that the Government had offered funding of £1,245,210m to provide 11 additional affordable homes in the District by December 2023, initially to house Ukrainian and Afghan refugee households. However, it was not enough to cover the cost of 11 homes, just 40% of the asking price. The Council could not afford to top up the additional 60% that was needed so it was proposed to work with Flagship Housing Group to deliver the 11 homes, adding that long-term these properties would be available to households on the Council's housing list. She concluded by saying that it was not the fault of those that had fled war that the scheme had been offered in the format that it had. It was the decision of the Government to proceed in this way.

Cllr J Rest asked why Flagship Housing was the chosen provider and whether others had been considered. He was concerned that it may place too much of a burden on one housing association. Cllr Fredericks replied that other providers had

been approached but Flagship had stepped forward and was willing to work with the Council. They were also working with other local authorities on the same basis.

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

RESOLVED that

- The Council accepts the Local Authority Housing Fund grant funding in full and commits to the delivery of 11 homes.
- The source of the homes is from market sales including new-build when available (and if affordable).
- The Council delivers the new homes in partnership with Flagship. The Council will pass the grant on to Flagship, who will provide the match funding and own the homes, in return the Council will have nomination rights to the homes in perpetuity.

Reason for the decision:

To seek approval for the Council to accept the LAHF grant and agree the delivery option recommended.

132 ESTABLISHING A JOINT VENTURE WITH ANGLIAN WATER AND NORFOLK AUTHORITIES TO PROVIDE ENVIRONMENTAL CREDITS

The Portfolio Holder for Planning & Enforcement, Cllr A Brown, introduced this item. He explained that the report contained details of how the constraints imposed by nutrient neutrality would be overcome through the establishment of a Joint Venture (JV). The Joint Venture would source the mitigation that is required to get the housing market moving and sell credits to developers to enable them to demonstrate housing schemes were nutrient neutral. Cllr Brown said that this was the preferred format for addressing the issue. The alternative option of developer-led schemes did not sit comfortably with the ethos of the District and could lead to small and medium sized enterprises struggling to meet the associated costs. The other option of using a solution led by Natural England, could cause some challenges as their methods for their calculator did not align with the Council's. A Joint Venture company was the best solution and the seed funding of £30k for local authorities joining the scheme seemed very reasonable.

Cllr Brown said that there were still some issues that needed to be firmed up. It was not clear what would happen in the case of a split vote and there was likely to be some contention as to how schemes were allocated. As it currently stood, the greatest need was in North Norfolk, in terms of numbers of affected sites.

He concluded by saying that he would like to see Government involvement in the control of the market in acquiring land and it would be interesting to see how the availability of sites would be affected and if there would be a mechanism put in place for the call of sites.

The Chairman added that Natural England had identified a site in North Norfolk where mitigation could take place but no further detail had been provided. He invited the Assistant Director for Planning to speak.

He began by saying that this was an extremely complicated area of planning policy. In terms of the numbers of applications currently delayed by nutrient neutrality, North

Norfolk had 99 applications and rising. He said that the JV solution was the best option for delivery of small and medium sized enterprises and the Council would focus on the delivery of these. In terms of the three strands of environmental credits, the first was that of the developer purchasing land and developing their own form of mitigation and this was likely to happen on the larger sites. Natural England are led in terms of nature-based solutions and this was taking longer to develop and come forward. This meant that the third option of the JV was preferable and good value for money.

Cllr W Fredericks referred to section 1.6 of the report which highlighted the necessary improvement of wastewater treatment. She referred to the loss of two blue flags in North Norfolk recently due to water contamination and said that she would like Anglian Water to demonstrate that this work was underway and their ongoing commitment to improvement and to outline their role in the Joint Venture company. The Assistant Director for Planning replied that it was a formal legal requirement of the Levelling Up Bill and all water companies would be bound by these improvements. He said that he would be speaking to Anglian Water at the next meeting of the Board and was happy to raise that point but added that it was a national issue.

Cllr V Gay said that clean water was once considered to be a considerable accomplishment of the UK and it was a shame to see standards slipping so much. She said that if Cllr Fredericks was proposing that Anglian Water spoke to members about the issue of waste water treatment in North Norfolk, then she would be happy to support that.

Cllr A Brown pointed out that in section 6 paragraph c, this was highlighted as a risk of the JV proposal. He added that the Council needed to progress as soon as possible.

Cllr R Kershaw said that he was supportive of the recommendations set out in the report but the attitude of Anglian Water so far regarding water pollution and the blue flags made them an uncomfortable bedfellow. He added that there was no mention of agriculture at all in the report, and it remained one of the biggest polluters. There was not enough water available to support the farming industry, yet alone the additional number of homes that needed to be built. He said that he supported the proposals for North Norfolk in terms of planning, there were far bigger issues ahead and he had concerns about how these would be addressed.

Cllr N Dixon said that he was supportive of the proposals in principle but saw it as a skeleton to which more 'flesh' needed to be added. He said that paucity of detail was the greatest challenge, referring to section 3.5 which stated that it was not anticipated that the JV would be a direct provider of mitigation solutions itself, yet the vision of mitigation solutions was at the heart of this but it was not known who was going to undertake it. He went on to say that it was heading in the right direction but he was not clear on how it was going to work. He gave the example of the proposed credit allocation policy, which suggested dealing with them on an 'oldest to newest' basis. This was fine but it was not clear how this would be allocated across the local authorities involved in the JV scheme. It was this kind of issue that was causing him some concern. The test would be in how these general principles were applied and whether they worked. Cllr Dixon went on to say that there was a thread of optimism regarding the timescales. He said he thought it would be difficult to hold to these timescales. Costs were also an issue. It wasn't clear how firm the costings were and whether more funding would be needed in the future. He concluded by saying that he was not highlighting these matters in a critical way but just to state that there was

still much more to be done in order to deliver what was needed in the timescales specified. He said that he felt an additional risk should be added to the list of mitigation progressing in some local authority areas but not others and the release of planning applications not being spread evenly across the affected areas.

Cllr N Lloyd echoed Cllr Dixon's comments. He said that he was concerned that if developers contributed sums of money to offset the nutrient neutrality issue, how that would affect the viability of affordable housing delivery. Commenting on agricultural impact, he said that every day phosphate and nitrates were leaching into waterways and this was a matter that would have to be addressed at some point.

He said that there was no other option right now but he asked that when it was reviewed in a year's time, would it come back to the Council so that progressed could be assessed.

The Assistant Director for Planning said that the request was for seed funding to set up a private, arms' length company. He confirmed that he was happy to report back to Cabinet regularly on progress. He added that it would be a company in its own right that would be independent.

Cllr L Shires referred to page 119 and the 'need to identify a portfolio of short-term mitigation to enable planning applications to be considered and determined and new homes delivered'. She asked how long that this would take and whether it would be done independently as Districts. She said that short term mitigation did not feel like a long-term solution.

The Assistant Director for Planning replied that the group of short term mitigation measures had been set out and included purchasing an agreement with landowners to plant a cover crop to address run-off issues. This could mean a change in farming methods that could be in place for a number of years until the natural reed-beds were established or until investment in waste water treatment plants came to fruition.

Cllr Shires asked what if the long-term solutions were not fully developed by the end of the anticipated 2 year period, which was considered to be short term. The Assistant Director for Planning replied that various provisions were being looked into to ensure that they would be working by then, including agreements with Anglian Water to ensure that waste water treatment schemes were coming online and agreements with landowners regarding nature based solutions. He added that the position of Natural England, who had oversight of these matters, was that they would only release sites for development once they were assured that permanent mitigation was in place.

The Chief Executive reminded members that it was almost a year since the issue of nutrient neutrality had taken hold. A partnership solution was offered to try and address the issue. It was very much a stopgap and a practical response and a work in progress. He said that the issues that had been raised needed to be seen in the context of the wider relationship that the Council had with Anglian Water as the Planning authority, around their investment programme and their relationship with Ofwat around their improved capital programme. He said that in terms of accommodating future growth, and water scarcity and the quality of water discharge and the aspiration to achieve a better balance in terms of nature based solutions, it appeared that there needed to be a strategic conversation with Anglian Water moving forward if all these issues were to be addressed in a reasonable timeframe. These issues could not be considered in isolation. He concluded by commending the hard work of officers in bringing forward a practical solution. It was not the finished

article and the concerns raised around equity across the local authorities were addressed.

Cllr J Rest asked why Kings Lynn & West Norfolk Borough Council and Great Yarmouth Borough Council were not taking part in the Joint Venture company. The Assistant Director for Planning replied that the issue of nutrient neutrality was restricted to the River Wensum and the Broads and there was no real impact on those two authorities.

Cllr J Toye commented that the Council was establishing a separate company that would be costing the Council money and he would like to ensure that ongoing costs were monitored.

Cllr N Dixon said that one of the main challenges would be managing expectations. The Council needed to be careful that it was explained that this was an approach towards a solution and that the final solutions were still some way off. He urged caution in how the JV was presented.

Cllr H Blathwayt said that it was not a level playing field. Suffolk Coastal, for example, had escaped being caught up in the nutrient neutrality issue despite feeding into the catchment area for the Waveney River and the Broads.

The Chairman acknowledged that there were shortcomings and challenges but it was a good starting point. He thanked officers for their hard work.

It was proposed by Cllr T Adams, seconded by Cllr A Brown and

RESOLVED

1. To enter a Joint Venture (a company limited by guarantee) with Anglian Water and one or more local authorities in Norfolk for the provision of environmental credits (initially focussing on addressing nutrient neutrality) as per the attached Heads of Terms.
2. To commit £30,000 revenue (Planning Reserve) in 2023/24 as part of establishing the Joint Venture. The purpose of the funding being to establish the operating model in year one, after which there will be full recovery of the operating costs as part of the credit income.
3. To delegate to the Director of Place and Climate Change in consultation with the Leader of the Council to finalise the details of the joint venture agreement and operating arrangements and enter the Joint Venture

133 THE REEF SOLAR CAR PORT

Cllr N Lloyd, Portfolio Holder for Environment and Climate Change, introduced this item. He said that he was delighted to see the project coming forwards. It would procure financial sustainability of the Reef Leisure Centre during a time of soaring energy costs. Cllr Lloyd explained that the scheme stacked up financially and would reduce the Council's overheads as soon as it was operational. He added that he hoped it would act as an incentive for future projects.

Cllr V Gay, Portfolio Holder for Leisure & Wellbeing, said that the project demonstrated the Council's commitment to the environment, but also to leisure provision for both visitors and residents and to financial prudence.

It was proposed by Cllr N Lloyd, seconded by Cllr V Gay and

RESOLVED

- To appoint supplier A to design and build a solar car port at the Reef, in accordance with the costs and specifications for two rows of photo voltaic arrays as set out in the business case (confidential appendix A) within the allocated budget for this scheme
- To delegate to the Assistant Director for Sustainable Growth, in consultation with the Portfolio Holder for Climate Change and Environment, agreement on the detailed design of the scheme
- To delegate to the Assistant Director for Environmental and Leisure Services to negotiate a suitable agreement with Sports Leisure Management Ltd. (Everyone Active) for matters relating to the electricity supply and any operational matters relevant to the site and the leisure contract
- To delegate to the Environment and Climate Policy Manager to explore options for further installations at other Council-owned assets (e.g. other leisure centres) as soon as this project is successfully underway

Reasons for the decision:

- To generate renewable energy to supply the Reef Leisure Centre and aid the Council's transition to Net Zero, reducing carbon and producing an associated cost saving from carbon avoided
- To provide a return on investment reducing the Council's and/or its contractor's energy costs
- To help protect the electricity supply to the Reef against ongoing energy price increases thus helping secure the use of the asset for the District
- To demonstrate the viability, acceptability, desirability and deliverability of this renewable technology to inform decisions about its potential roll-out on other parts of the Council's estate
- To showcase the scheme to inspire landowners, businesses and the wider community to embrace renewable energy generation

134 LEASE OF PREMISES AT NORTH LODGE PARK, CROMER

The Chairman invited the Estates & Assets Strategy Manager to introduce this item. She began by explaining that the proposals related to a Council-owned premises formerly used as a café/tea room and nursery along with adjoining public toilets at North Lodge Park, Cromer. It was currently vacant and the toilets were redundant as new ones were being provided nearby.

She said that 10 bids had been received for the site, five of which were considered to be of sufficient value to merit consideration.

The Chairman said that there was a huge variety in the bids that had come forward.

Cllr R Kershaw said that he understood the need for members to consider the best value bid but it was not just about money, it was also about the best option for the community. He said that initially, he was minded to support the proposal for a nursery but after further consideration, he felt that it was important to bring some life back into North Lodge Park and nowadays, parents tended to just drop off and fetch

their children from nursery, with very little interaction otherwise. He also questioned the demand for a nursery and therefore had come to the conclusion that Option 3 would be the best project as it would keep the facility open to the public, throughout the day and into the evening. He therefore proposed that Option 3 was progressed.

The Chairman said that he welcomed the number of new schemes and projects that were happening in North Lodge Park, such as the refurbishment of the Collector's Cabin and the new public conveniences on the former tennis courts.

Cllr L Shires said that she seconded Cllr Kershaw's proposal to progress with Option 3, purely for the social value which was immeasurable.

Cllr V Gay said that in the present climate, she felt that Option 3 was more viable as it was a community-led project.

Cllr W Fredericks sought confirmation that additional nursery provision wasn't needed in Cromer at the present time and that it was a sector that was well supported in the town. The Chairman replied that there would be a need for additional provision in the future but at the current time there was sufficient provision at Suffield Park Infant School, which had benefitted from Section 106 funding several years ago. He concluded that members needed to consider whether North Lodge Park was the right location for a nursery. Cllr Fredericks commented that there was very little parking for parents to drop off their children.

It was proposed by Cllr R Kershaw, seconded by Cllr L Shires and

RESOLVED to

Approve proposal ref: 3 as outlined in the exempt appendix A.

Members are satisfied that the bid promotes or improves social well-being in the whole or part of its area to such an extent that the general rule of best financial value should be departed from.

Reason for the decision:

A lease of the premises which brings the building back into use and will see an improvement in the Park through tenant investment. The proposal will generate income that will be used to fund Council services.

In departing from the best financial value, and approving Bid 3, the reasons for disposal were considered to have regard to the contribution of that bid to the promotion or improvement of social, economic or environmental well-being.

135 EXCLUSION OF PRESS AND PUBLIC

136 PRIVATE BUSINESS

The meeting ended at 11.07am.

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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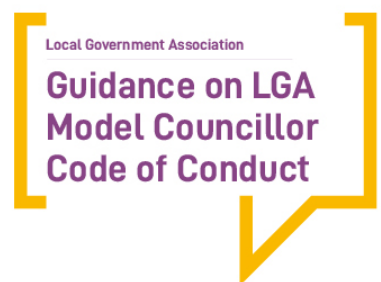
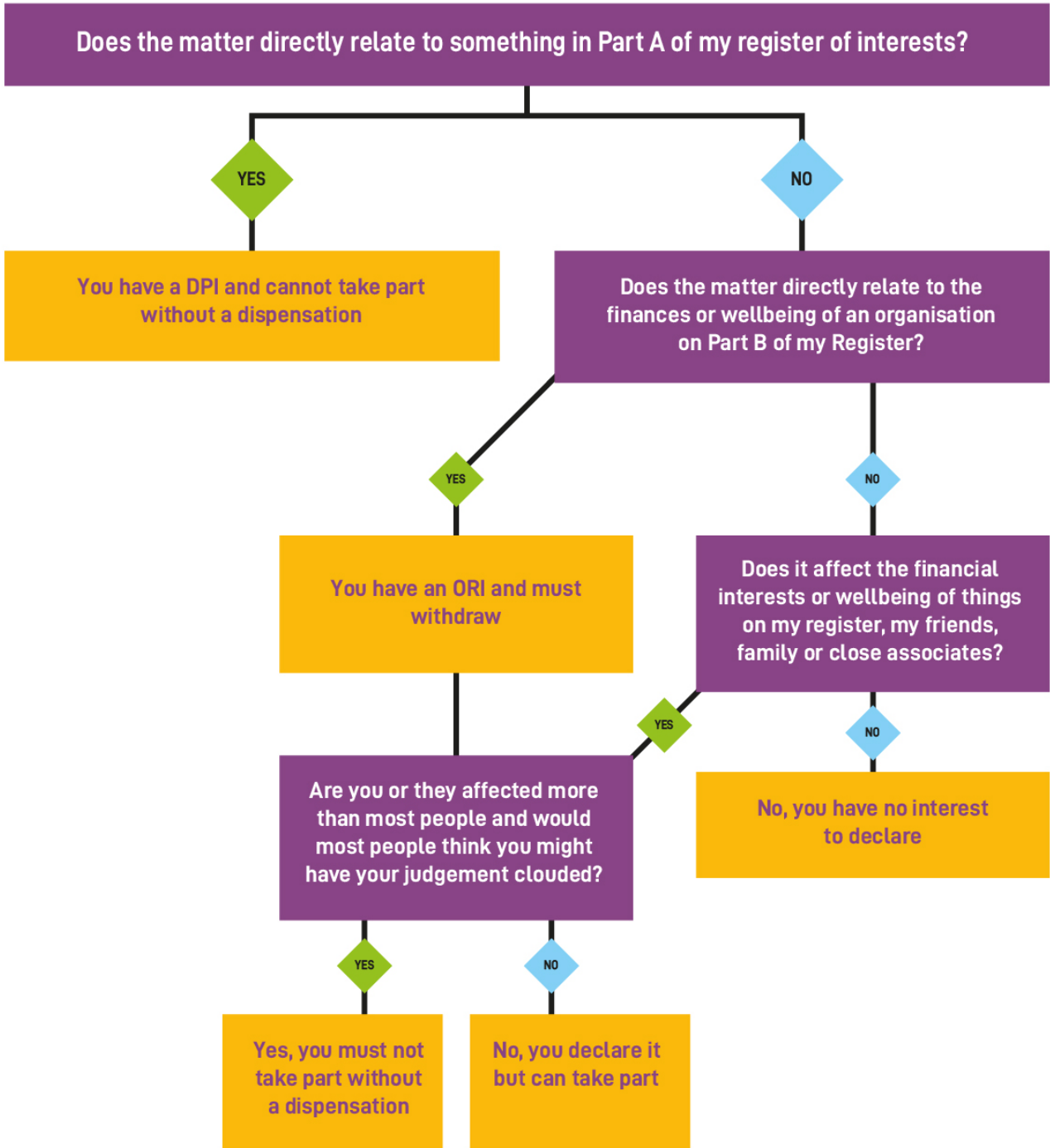
* 'director' includes a member of the committee of management of an industrial and provident society.

* '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)



Agenda Item 9

TEMPORARY LETTING ACCOMMODATION – GOVERNMENT CONSULTATION	
Executive Summary	This report seeks Cabinets' support to agree a response on behalf of North Norfolk District Council to two consultations proposing to introduce new regulations in relation to the use of dwellings as temporary letting accommodation (holiday, Air B&B).
Options considered	Alternative consultation responses have been considered.
Consultation(s)	This report is in response to a Government consultation and members and officers have provided comments and views.
Recommendations	That Cabinet resolves to respond to the consultations as outlined in Appendix A to this report
Reasons for recommendations	To support government proposals to introduce a more effective regulatory framework for the use of dwellings for purposes other than as principal residences and hence give local authorities better tools to manage the potential impacts of such uses.
Background papers	None

Wards affected	All
Cabinet member(s)	Cllr A Brown, Portfolio Holder for Planning, Cllr W Fredericks, Portfolio Holder for Housing
Contact Officer	Mark Ashwell, Planning Policy Manager

Links to key documents:	
Corporate Plan:	Local Homes for Local People
Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	N/A

Corporate Governance:	
Is this a key decision	Yes / No
Has the public interest test been applied	No
Details of any previous decision(s) on this matter	Overview & Scrutiny Committee considered this issue in July 2022

1. Purpose of the report

This report sets out how the Council intends to respond to the Government's consultation on Temporary Letting Accommodation.

1.1 Introduction and Background

Government has published two separate but related consultations concerning the regulation of homes used as temporary letting accommodation. The first seeks views on the introduction of a registration scheme. The second outlines options for introducing new planning controls. Both consultations close on the 7th of June and take the form of an on-line questionnaire.

1.2 Further details are available here:

(1) DCMS: [Consultation on a registration scheme for short-term lets in England - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

(2) DLUHC: [Introduction of a use class for short term lets and associated permitted development rights - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

2. New Registration Requirements

- 2.1 This seeks views on the potential introduction of a new national registration scheme for houses being used as temporary letting accommodation. The consultation asks about whether registration should be mandatory, who should administer the scheme and what information should be collected as part of the registration process. Broadly officers recommend supporting a mandatory national registration scheme and that registration is dependent on compliance with a number of standards (mostly existing) such as fire safety, boiler safety, furniture safety and so on. The intention would be to bring temporary uses such as Air B&B in line with the requirements which currently apply to accommodation such as guest houses.

3. Planning Changes – proposals and options

- 3.1 In summary government is seeking views on:

- (a) The creation of a separate use class for temporary letting accommodation – this would mean that for planning purposes temporary letting would be classed as a different use from a permanently occupied dwelling and as such would be a material change of use for which planning permission would be required. The consultation defines temporary letting accommodation as

'Use of a dwelling-house that is not a sole or main residence for temporary sleeping accommodation for the purpose of holiday, leisure, recreation, business or other travel.'

Note that this definition would not encompass second homes, other than those which are used for periodic letting, and would only be applicable to whole, rather than parts of, dwellings. The use of a single or a small number of rooms within a dwelling would remain outside of control.

- (b) Alongside the change in Use Class, government then proposes to introduce a new permitted development right which would grant an automatic planning permission for change of use from a dwelling to a temporary let, and vice versa.

At first glance this second proposal appears to render the first proposal redundant in that planning permission would be required under provision (a) and then granted by a new national allowance under provision (b).

- 3.2 This is intentional with government pointing out that temporary letting accommodation is not an issue in many (most) locations and in those areas where local authorities can evidence the need for local controls, they have the option to serve an Article 4 Direction. An Article 4 Direction has the effect of removing permitted development allowances for specified types of development in defined geographical areas. For example, if North Norfolk wished to introduce the need for planning permission for letting accommodation in some parts of the district, but not in others, it would do so via the making of an Article 4 Direction. Outside of the area defined in the Direction planning permission would not be required.
- 3.3 Views are also sort on whether government should continue to allow the use of homes for temporary letting for a defined period of days in each year, namely 30, 60 or 90 days without the need for permission. This would allow homeowners to let their properties for the defined period without the need for planning permission.
- 3.4 None of the provisions would apply retrospectively so would have no impact on owners already using properties for various types of letting accommodation.
- 3.5 The consultation questions and suggested responses are attached at **Appendix A.**

4 Financial and Resource Implications

- 4.1 New burdens could fall on Local Authorities to administer any registration scheme and deal with the increased number of planning applications. Initially these could be significant, and the Authority should make the case for additional resource. Proposed fees for both registration and planning applications would help to mitigate this impact in the longer term.

5 Sustainability

- 5.1 These measures are intended to improve the sustainability of communities

6 Conclusion and Recommendations

- 6.1 Taken overall the Council should broadly support these proposed measures. There is significant concern amongst communities that the rapid expansion of various types of holiday letting accommodation is adversely affecting the sustainability of communities and has the potential to have significant impacts on the character of areas and the amenity of occupiers of adjacent dwellings. The introduction of registration and a need for planning permission would

allow local authorities to develop locally specific responses via Local Plan policies if they wished to regulate this sector.

Appendix A – Recommended consultation responses

Suggested Consultation responses for the Registration Scheme

1. Should the scheme be Mandatory or opt-in – if opt-in determined by local authority?

Proposed response - mandatory:

- *Level playing field for all landlords.*
- *All users of holiday accommodation benefit from registration i.e. certainty of safety measures.*
- *Data can be compared within and between local authority areas.*

2. Should the scheme be Managed by; Local Government, the English Tourist Board or another organisation?

Proposed response - To be consistent with other forms of holiday accommodation regulation this should be the responsibility of local government.

3. Should a Registration number accompany holiday let advertisement?

Proposed response – yes, this will encourage good practice and provide incentive to all landlords to register or risk losing business. It will also give reassurance to customers.

4. What Unit of registration; Owners, premises/dwellings or part of a dwelling, individual accommodation units.

Propose registration is by premises/dwelling or part of a dwelling. This will identify all premises/properties that include holiday lets. In the event there is more than one unit at an address these can be shown as separate entries on the same registration. Registration by owner may be difficult to dis-aggregate, for example a single owner may own hundreds of holiday lets across many local authority districts. Requiring registration by unit may become onerous, for example where a landlord has multiple lets on one site.

5. Scope – what type of accommodation should require registration? The consultation seeks views on what holiday accommodation should be included in addition to permanent structures. Examples include caravans, motorhomes, campervans, tree-houses, mountain bothies, shepherds huts, cars, clamping, yurts, boats and house-swaps.

It is difficult to know where to draw the line. For reasons of pragmatism we propose to include static and connected to mains services such as caravans and some glamping and yurts but none of the other types of accommodation listed.

6. What Exemptions should apply? – the consultation proposes that certain types of short-term lets are excluded. Most proposed exclusions are not holiday accommodations e.g. women’s refuges, student halls of residence, etc. This list seems sensible and comprehensive. The list also includes licenced hotels and B&Bs and self-catering properties on their premises. Again this seems a sensible exclusion.

Accept the consultation recommendations.

The options range from an annual registration to a single 'one-off' registration with the onus on the owner removing the registration if they stop letting the property/unit.

7. Frequency of Registration.

Ideally the registration should be annually as many of the safety certificates required for registration require an annual update. However this may be unduly onerous and costly for both landlords and the registering authority. A reasonable compromise would be three years.

8. Information to collect at registration. The consultation lists quite a few possible options which fall into four main categories; details of the landlord and if appropriate their agent, details of the property, evidence of compliance with regulations, e.g. an up to date gas safety certificate and other miscellaneous information. The miscellaneous information covers; the number of nights let in the previous year and the number of night available to let in the current year, proof that the 'owner' is entitled to let the property and that the owner has obtained planning permission or confirmed that planning permission is not needed.

Although there is a lot of detail proposed all has potential value. However the process should avoid duplication of information collected by others such as the Valuation Office Agency. In particular the requirement around planning permission is important as it links to the proposals around change of use to short-term let and the potential for local authorities to require planning permission for this.

9. Regulations – the consultation lists a number of regulations that the owner must evidence, e.g. fire safety, food safety, etc. Some may not apply in all cases but the owner can make this clear at the time of registration.

The list appears comprehensive and necessary.

10. Compliance – the consultation proposes a 'light touch' approach to check on compliance. The options:

- a) An entirely self-certifying process with no element of ongoing physical inspection of documentation or of the short-term let.
- b) Light touch inspections of documentation uploaded as part of the registration process based on a % of all properties to be spot checked at random on an ongoing basis.
- c) Light touch physical inspections of short-term lets based on a % to be spot checked at random on an ongoing basis.
- d) Light touch physical inspections of short-term lets based on an intelligence or risk-based approach on an ongoing basis.

Option a) relies entirely on the honesty of the landlord and whilst most will be honest some will not. Option c) (perhaps informed by intelligence – option d)) would ensure that landlords who fail to comply face the risk of being caught and facing penalties.

11. Penalties – the consultation provides examples of actions that could result in penalties and the sanctions ties that could result.

Actions resulting in penalties;

- a) Short-term let owners/providers operating without registering.
- b) Failure to provide valid documentation or information.
- c) Failure to renew registration if applicable.
- d) Failure to comply with registration requirements (for example, failure to pay the relevant fee or charge within the specified period).

- e) Falsification of registration documentation.
- f) Failure to grant access to the short-term let to the scheme administrator or relevant authority, if deemed appropriate.

Proposed penalties;

- a) Fines, which could vary according to the severity and duration of a violation.
- b) Revocation of registration, for a period of time or permanently.
- c) Notices requiring a short-term let owner/provider to rectify a violation could be issued in some circumstances before registration is revoked. If the owner/provider fails to take the necessary action within a specified timeframe, then the registration would be revoked.

The actions that could result in penalties is comprehensive. Each of the proposed penalties would be appropriate in the right circumstances. For example the revocation of registration would be an ultimate sanction for a serious offence or repeated minor offences.

12. **Fees** – the consultation proposes that the fees cover the cost of administering the registration process. The consultation proposes a range of options including a flat fee per landlord a fee per property or a sliding scale. The consultation also seeks views on whether this is a fee per registration or both a fee for registration and an annual fee.

A fee per unit registered feels the most equitable and easiest to administer. There should also be an annual fee to cover the cost of updating documents (even if this is not a full registration).

13. **The consultation asks if the (advertising) platforms should contribute to the cost of setting up the registration scheme.**

The platforms should be involved in the initial set up – providing advice to landlords on the registration process and making clear which properties are registered. If the scheme is mandatory the platforms could require registration as a requirement before the platform accepts the property. The platforms are likely to pass any recurring costs onto landlords via increased fees so there is little benefit in seeking regular contributions from the platforms as this may add to administration costs (i.e. seeking fees from both landlords and platforms).

14. **Access to data.** The consultation proposes that a range of organisations have access to collated data, i.e. not data about individual properties or landlords. The list of organisations contains; local authorities, enforcement agencies, commercial organisations, central government, Visit England and academics.

There is no issue with making the information widely available provided it is at a level that cannot identify individual properties or landlords.

15. **Minimum threshold.** The consultation asks if single rooms or properties let very occasionally should be included.

Only self-contained units of accommodation should be included to align with proposed planning class use proposals.

Suggested Responses to the planning consultation

Do you agree with the need for planning controls?

North Norfolk agrees that there is a clear rationale and public interest case for the introduction of planning controls in relation to short-term letting accommodation and for other types of residential uses (second homes) not covered in the consultation.

These types of uses are materially different to the use of a dwelling as a permanent dwelling and can have significant impacts both as individual proposals and cumulatively.

Do you agree with the introduction of a new use class?

Whilst we agree with the creation of a new Use Class government should consider if there is merit in creating a single new Use Class to cover residential occupation of a dwelling for any purpose other than as a principal residence of the occupier. The stated rationale for the new class is that some types of residential use are materially different to others and the consultation identifies both direct impacts (amenity) and wider community impacts (loss of homes, house price escalation, service withdrawal) arising from these differences as the justification for a new class.

It is disappointing that the consultation is focussed on short term lets. Arguable the issues identified are equally applicable to other types of residential occupation including the use of a property as a second home. A single new use class to encompass all such uses could avoid excessive complexity.

It is assumed that government intends to separately consult on the use of homes as second homes. It is disappointing that this is not happening at this stage.

Do you agree with the definition for the new use class?

The specific wording used is potentially confusing. It states:

'Use of a dwellinghouse that is not a sole or main residence for temporary sleeping accommodation for the purpose of holiday, leisure, recreation, business or other travel.'

There is no reason to include the words 'that is not a sole or main residence'. The inclusion of these words potentially implies that the new Use Class only relates to those dwellings which are not sole or main residences. It is assumed this is not the intention and clarification is desirable.

A simpler and clearer alternative should be considered, for example,

'Use of a dwellinghouse for temporary sleeping accommodation for the purpose of holiday, leisure, recreation, business or other travel.'

Or alternatively, if government were minded to extend the definition to include other non principal residential uses

'Use of a dwellinghouse for residential occupation other than as the principal residence of the occupier.'

Do you think there should be specific arrangements for different types of temporary letting?

The land use issues which arise in relation to short term lets are broadly similar for all types of such accommodation and therefore there would appear to be no underlying rationale for treating some in different ways to others.

Do you think there should be a new permitted development right to allow dwellings to be used as letting accommodation without the need to secure planning permission?

No - Having identified that temporary letting accommodation is materially different to principal residential occupation and raises land use concerns that justify separate classification including amenity impacts which arise irrespective of the concentration of such uses it is unclear on what basis such uses should then be classed as permitted development.

The management of potential impacts, and the degree of local flexibility, should be determined at a local level via the determination of planning applications in accordance with locally derived land use policies. Local Authorities which consider this is not an issue which affects their area, or parts of their areas, would grant permissions or, if they wished, introduce a Local Development Order consenting this type of proposal.

Do you agree that there should be a permitted development right to allow temporary letting accommodation to be returned to a dwelling without planning permission?

Yes

Do you agree that permitted development rights should be available without conditions or limitations?

No - North Norfolk objects to the introduction of a permitted development allowance but if such an allowance is introduced it should be subject to limitations and conditions which mitigate potential impacts. These could include:

1. controls over intensity of use - our experience is it is not uncommon for small properties, perhaps capable of sleeping two or three people to be advertised as sleeping much higher numbers.

2. *the provision of on-site car parking.*
3. *the exclusion of permitted development allowances in AONBs and National Parks which tend to have a concentration of such uses. This would avoid the need for Councils such as North Norfolk to rely on Article 4 Directions.*

Should local authorities be notified before any permitted development rights are used by property owners?

Yes - Notification is likely to be an important monitoring mechanism unless the separate proposals for a mandatory registration system is introduced.

If a new use class is introduced should home owners nevertheless be able to continue to use their properties for letting purposes but only for a limited number of days?

Yes, limited to 30 days per year.

Should temporary letting accommodation be allowed to be extended as permitted development in the same way as dwelling houses?

No, any increase in size should require planning permission as such proposals could have significant impacts associated with increased intensity of use.

Managing Performance Quarter 4 and cumulatively for 2022/2023	
Executive Summary	<p>The Managing Performance Report attached, as Appendix A, will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance during the period 1st April 2022 to 31st March 2023.</p> <p>It gives an overview of progress towards achieving the objectives in the Corporate Plan and wider corporate performance around core service delivery during the year, and the actions taken to address any issues and proposes further action as needed.</p>
Options considered	<p>Actions to address any areas of under-delivery or poor service performance are raised with the relevant Assistant Director. Where there are ongoing issues with project delivery or service performance these are presented separately, for Cabinet's information and comment.</p>
Consultation(s)	<p>The preparation of this report itself has not involved consultation. Initially the development of the Corporate Plan in 2019 involved extensive consultation and the progression of specific actions within the Plan have involved further public engagement and consultation processes.</p>
Recommendations	<p>That Cabinet resolves to note this report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.</p>
Reasons for recommendations	<p>To ensure the objectives of the Council are achieved and service performance monitored, reviewed and as necessary improved.</p>
Background papers	<p>The 2019 – 2023 Corporate Plan and In-Phase performance management system</p>

Wards affected	All
Cabinet member(s)	Cllr Tim Adams, Leader of the Council
Contact Officer	Steve Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232

Links to key documents:	
Corporate Plan:	<p>This performance management report records outcomes against each of the Council's Corporate Plan's six key themes, and reports by exception on the operational performance of the Council.</p>

Medium Term Financial Strategy (MTFS)	This report in itself does not raise any issues in respect of the Council's Medium Term Financial Strategy – although individual project proposals and actions need to be considered in the context of the Council's financial position and be supported by a business case and agreed budget / savings or efficiency targets.
Council Policies & Strategies	The Council's Corporate Plan is a key document for the authority, supported by a number of corporate policies and strategies, some of which have been developed as specific actions or objectives of the Corporate Plan.

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	Not an exempt item of business.
Details of any previous decision(s) on this matter	This is a quarterly performance report presented to Cabinet and Overview and Scrutiny Committee

1. Purpose of the report

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

2. Introduction & Background

- 2.1 This report covers the fourth quarter of the 2022/23 reporting year – i.e. the period covering January, February and March 2023 and provides some commentary of cumulative achievements / performance across the whole of the 2022/23 year – essentially the final year of the 2019 -2023 Corporate Plan reflecting the priorities and achievements of the 2019 – 2023 Council administration.
- 2.2 Continued good progress has been made over Quarter 4 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report – albeit that there was some further disruption to refuse and recycling collection services due to industrial action taken by employees of the Council's contractor SERCO in the period February – March 2023, following the changes made to the routes and collection days during the autumn of 2022.

3.0 Quarter 4 - 2022/23 - Managing Performance Report

- 3.1 The Quarter 4 2022/23 Managing Performance Report is attached as an Appendix to this Cabinet report. It covers the period 1 January to 31 March

2023 with many indicators measured / reported across the whole year and is a summary report with more detailed information and context available through the In-Phase system.

3.2 The report takes the following format:-

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

3.3 In autumn 2022 the Overview and Scrutiny Committee requested that benchmarking information be integrated into the performance report to enable assessment of the Council's performance against other, similar councils. This information is therefore now provided, where available, in Appendix A and the headline report from LG Inform NNDC responsibilities as Appendix B to the report and allows benchmarking comparisons to be made. The benchmarking data is generally one period behind the performance data being reported but should give an idea of the comparison of NNDC performance against the CIPFA nearest neighbours.

4.0 Delivery against the key priority objectives for the period 1 January to 31 March 2023

4.1 Local Homes for Local Need

- 4.1.1 During the fourth quarter 64 households on the Council's Housing List have been housed which is slightly lower than the average for the previous three quarters (74 households). This gives a total number of households placed in 2022/23 of 285; compared to 340 households in 2021/22. Throughout 2022/23 the number of households presenting to the Council as homeless has increased and at 31st March 2023 we had 69 households accommodated in temporary accommodation – this represents an increase of 25 households or an increase of 56% compared to the numbers at 31st March 2022. The People Services Team are actively managing these cases recognising that accommodating people in temporary accommodation is not satisfactory and that it represents a rising cost to the Council as housing benefit payments do not cover the costs of the temporary accommodation provided.
- 4.1.2 Only 13 new affordable homes have been completed during the 2022/23 reporting year, against an anticipated number of 100 new homes over the year. This represents a significant under-achievement over the 12 month period and is due to a number of factors including some plans of Registered Provider partners and developers being delayed or not progressed due to delays due to COVID, the District being at the end of the adopted Local Plan period meaning most allocated sites have been exhausted, and the issue of Nutrient Neutrality delaying or placing some schemes in doubt (including the Stalham Housing with Extra Care scheme). Over the four years of the Corporate Plan 2019 – 2023 359 new affordable homes have been provided. In addition, the District Council has converted or purchased 18 dwellings for use as temporary accommodation.
- 4.1.3 The Council appointed an Energy Efficiency Officer who commenced their employment with the authority on 7th March 2022. After developing an energy efficiency improvement grant scheme in April / May 2022, over the period June 2022 – March 2023, grant monies had been approved and works completed to retrofit energy efficiency measures to 32 properties across the District; with further applications under consideration.

4.2 Boosting Business Growth and Sustainability

- 4.2.1 Good progress has been made over the period 1st September 2022 to 31st March 2023 in the delivery of the place-making element of the North Walsham High Street Heritage Action Zone programme to re-model North Walsham

Market Place to create a safer more accessible town centre environment where most vehicles have been removed. This significant programme of improvements was completed on time leaving improvements to Bank Loke and Black Swan Loke to be completed in the coming months alongside the works to The Cedars building which are continuing and the operation of the Building Improvement Grant Scheme and cultural programme which are to operate through until March 2024.

- 4.2.2 A workshop event involving representatives of the Town, District and County councils, New Anglia LEP, Museum of the Broads and local businesses was held in Stalham as part of the Government's High Street Task Force programme on 3rd March 2023. The summary results of the workshop have been shared with partners and a separate item on the Cabinet agenda proposes how the District Council would look to take this programme of forward in Stalham in the coming months.
- 4.2.3 Over the last six months of 2022/23, significant proposals have been announced through the Capital Hydrogen and Hydrogen Valley projects which would see the Bacton Energy Hub site being developed as a production site for the processing of hydrogen. The District Council has held initial meetings and attended events with partners to these proposals to understand the proposed investments and these conversations are likely to gather pace in the coming months and are again the subject of a separate report on this Cabinet agenda.

4.3 Customer Focus

- 4.3.1 The implementation of the new Target Operating Model for the refuse and recycling collection service introduced in the autumn highlighted some issues in terms of how complaints made to the Council and its contractor SERCO were managed, resulting in some double-handling and some customers not receiving timely responses to their complaints, resulting in high call volumes and low levels of response times to telephone enquiries in September and October 2023. Since this time there has been a significant and sustained improvement in our customer contact response and a new dashboard of customer response at a service level has recently been introduced and is being monitored on a weekly basis.
- 4.3.2 Complaints referred to the Local Government and Social Care Ombudsman in 2022/23 totalled 11 with one outstanding decision and the other 10 closed with no action; in the 2021/22 year there were 10 referrals and one case where the Council was found to be at fault.
- 4.3.3 A Planning Service Improvement Plan has been approved and adopted and is now being implemented across the service. This will seek to allow greater self-service in understanding the progress and status of an application and look to strengthen engagement with town and parish councils and planning agents. Planning performance against national performance indicators remains good and are at a level comparable to neighbouring and similar authorities, as evidenced in the tables at Appendix B.

4.4 Climate, Coast and the Environment

- 4.4.1 The Council achieved its objective in planting a minimum of 110,000 trees over the four years 2019 – 2023 as proposed in the Corporate Plan. In the 2022/23 planting season 25,820 trees were planted, above the profiled 20,000. In recognition of achieving this target of planting one tree for every resident in the District the Leader of the Council planted a symbolic 110,000th tree at Holt Country Park at an event held on 8th March of this year.

- 4.4.2 In support of the Council's Net Zero 2030 Strategy and Action a new methodology has been agreed for calculating the Council's carbon footprint and assessing the value of carbon in future council decisions. This will be shared with the new Council and become a reporting criteria in all future Committee reports.
- 4.4.3 Further rounds of public consultation and engagement were undertaken for the Cromer Phase 2 and Mundesley Coast Protection Schemes due to be commenced during 2023 and preparatory work was also undertaken in respect of the Council's approach to delivering the new Coastal Transition Accelerator Programme.

4.5 Quality of Life

- 4.5.1 Works to provide the new public toilet and Changing Place facilities at Stearmans Yard, Wells were completed in November 2022 and works have been progressed on similar new-build schemes at Queens Road, Fakenham due to open in the week of the 22nd May 2023 and at Vicarage Street, North Walsham due to be completed by end June 2023.
- 4.5.2 Works to refurbish the bar, front of house and patrons toilets at the Cromer Pier Pavilion Theatre in a six week period at a cost of £300,000 were completed; as was a £90,000 improvement project at Sheringham Little Theatre.
- 4.5.3 Based on bathing water quality results in summer 2022, the District Council has only retained Blue Flag status at three beaches – Cromer, Sheringham and West Runton for 2023; with East Runton, Mundesley and Sea Palling achieving Seaside Awards due to recording "good" rather than "excellent" water quality outcomes. This is a disappointing outcome for the Council but does not reflect on the services and facilities provided by the Council at these locations.
- 4.5.4 Disappointingly the District Council learned in January 2023 that neither of its two applications for Round 2 Levelling Up Fund monies for the Fakenham Leisure and Sports Hub and Cromer Resort Improvements had been successful. Officer have undertaken evaluation of our bids and others submitted to try and gain a corporate understanding as to why these bids were unsuccessful on this occasion and if lessons can be learned to strengthen the proposals for future bidding rounds.
- 4.5.5 The Council's team of Community Connectors has continued to develop its links with local voluntary and community sector organisations across the District, supporting individuals wellbeing through the increasing promotion and awareness of the value social prescribing. Funding has now been secured for the team for a further twelve months to end March 2024.

4.6 Financial Sustainability and Growth

- 4.6.1 Adoption of the 2023/24 budget by Full Council at its meeting of 22nd February 2023 with a modest 3% rise in the District Council Charge, ring-fenced for cost of living support programmes. Subsequent issuing of Council Tax bills to over 55,000 accounts.
- 4.6.2 Another strong performance of the Revenues Team achieving a Council Tax collection rate for 2022/23 of 98.26% against a target of 98.2% and an NNDR collection rate of 99.25% against a target of 99.2%
- 4.6.3 The Council appointed a new Director of Resources in November 2022 and has since October 2022 been introducing a new financial management system.

5.0 Conclusion

- 5.1 Continued strong progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives

as detailed in the report, despite much focus of the People Services teams being on the Council's response to the Cost of Living pressures which is seeing increased demand for advice, support and homelessness services; and more widely across the Council the impact of contract and construction cost inflation on the delivery of some projects and services – including the refuse and recycling contract, North Walsham Heritage Action Zone programme.

6.0 Financial and Resource Implications

- 6.1 The financial and resource implications of each of the actions and objectives in the Corporate Plan have been considered and, as necessary, prioritised. Some actions and projects have “slipped” in terms of delivery timescales as other issues have arisen and been deemed to take priority – in the second and third years of the Plan this involved the Council's response to the COVID pandemic, but more recently has involved issues such as the Nutrient Neutrality and Cost of Living issues which were unforeseen in 2019 and have required the Council to develop a local response.
- 6.2 In terms of the funding of actions and projects the Council established a Delivery Plan Reserve in February 2020 to support delivery of Corporate Plan objectives and project proposals are subject to appraisal and with Cabinet approval can secure funding from this Reserve to support delivery.

7.0 Legal Implications

- 7.1 There are no legal implications arising from this report. Individual actions and project proposals seek legal advice as necessary.

8.0 Risks

- 8.1 This quarterly performance report does not in itself raise any risks, but reports on progress against specific core service and Corporate Plan projects and actions, some of which present risks and require a considered response by the Council. Where necessary relevant comment is made to such risks and more detailed assessment and commentary provided at Project Boards, reports to Corporate Leadership Team, Cabinet, Overview and Scrutiny Committee and the Governance, Risk and Audit Committee. Individual services and projects are also subject to Internal Audit Review, prioritised based on scale of risk through the Annual Audit Plan and a number of projects and programmes which have secured external funding also have their own risk and reporting structures where grant monies are either claimed in arrears or have key reporting frameworks with a requirement for the Council to pay monies received in advance if satisfactory progress in terms of delivery isn't made.

9.0 Net Zero Target

- 9.1 The Council developed and adopted a Net Zero Strategy & Action Plan in the summer of 2022 as a Corporate Plan priority and this is now in the process of being implemented with “new” priority actions now reported in the quarterly performance report. This issue therefore has increasing priority for the Council, including the amendment of the Committee report template so that all Council decisions are required to detail how the Net Zero implications of decisions has been considered and appropriate mitigation proposed.

9.2 As a quarterly performance report, this report in itself does not raise any Net Zero impacts – although delivery of individual actions and project proposals will require appropriate consideration and mitigation moving forward.

10.0 Equality, Diversity & Inclusion

10.1 This report does not raise any Equality, Diversity or Inclusion issues in itself, but many of the services and actions delivered will require consideration of these issues.

11.0 Community Safety issues

11.1 This report does not raise any community safety issues.

12.0 Conclusion and Recommendations

12.1 Continued strong progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives despite much focus of the People Services teams being on the Council's response to the Cost of Living pressures which is seeing increased demand for advice, support and homelessness services; and more widely across the Council the impact of contract and construction cost inflation on the delivery of some projects and services – including the refuse and recycling contract, North Walsham Heritage Action Zone programme.

12.2 It is recommended that:-

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

Managing Performance

Contents

	Page
Chief Executive's Overview	1
Key	4
Key Priorities Overview	5
Local Homes for Local Need	6
Boosting Business Sustainability and Growth	11
Customer Focus	13
Climate, Coast and the Environment	16
Quality of Life	21
Financial Sustainability and Growth	24
Performance Focus	25



Managing Performance

Quarterly Report Chief Executive's Overview

Delivery against the key priority objectives for the period 1 January to 31 March 2023

Local Homes for Local Need

- During the fourth quarter 64 households on the Council's Housing List have been housed which is slightly lower than the average for the previous three quarters (74 households). This gives a total number of households placed in 2022/23 of 285; compared to 340 households in 2021/22. Throughout 2022/23 the number of households presenting to the Council as homeless has increased and at 31 March 2023 we had 69 households accommodated in temporary accommodation – this represents an increase of 25 households or an increase of 56% compared to the numbers at 31 March 2022. The People Services Team are actively managing these cases recognising that accommodating people in temporary accommodation is not satisfactory and that it represents a rising cost to the Council as housing benefit payments do not cover the costs of the temporary accommodation provided.
- Only 13 new affordable homes have been completed during the 2022/23 reporting year, against an anticipated number of 100 new homes over the year. This represents a significant under-achievement over the 12 month period and is due to a number of factors including some plans of Registered Provider partners and developers being delayed or not progressed due to delays due to COVID, the District being at the end of the adopted Local Plan period meaning most allocated sites have been exhausted, and the issue of Nutrient Neutrality delaying or placing some schemes in doubt (including the Stalham Housing with Extra Care scheme). Over the four years of the Corporate Plan 2019 – 2023 359 new affordable homes have been provided. In addition the District Council has converted or purchased 18 dwellings for use as temporary accommodation.
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Financial Sustainability and Growth






- Adoption of the 2023/24 budget by Full Council at its meeting of 22 February 2023 with a modest 3% rise in the District Council Charge, ring-fenced for cost of living support programmes. Subsequent issuing of Council Tax bills to over 55,000 accounts.
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Conclusion












Continued strong progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report, despite much focus of the People Services teams being on the Council's response to the Cost of Living pressures which is seeing increased demand for advice, support and homelessness services; and more widely across the Council contract and construction cost inflation in the delivery of some projects and services – including the refuse and recycling contract, North Walsham Heritage Action Zone programme.

Actions and Performance Measure Keys

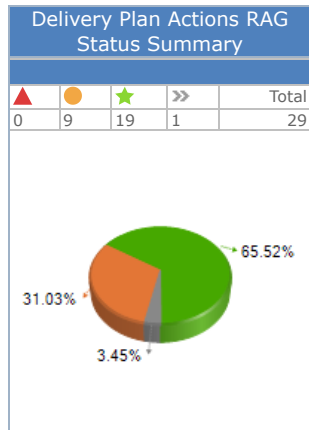
Actions - key to symbols

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

Measures - key to symbols




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


Key Priorities Overview

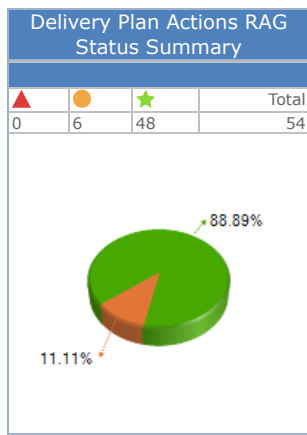


Delivery Plan Actions Summary
Actions stage
Not Started:6, In Progress:13, Completed:9, Blocked:0, Parked:0, Cancelled:1

Local Homes for Local Need

Local Homes for Local Need Key Performance Indicator Update		
Mar 2023		
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Comments	
	Actual (YTD)	489
	Target (YTD)	
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.
HS 001 Number of affordable homes built	Performance (YTD)	
	Comments	
	Actual (YTD)	13
	Target (YTD)	100
	Direction of change (YTD)	
	Benchmarking Comments	Additional affordable homes. Annual dataset. Data last updated: 03/12/2022. Actual data: The Additional affordable homes for North Norfolk was 111 dwellings in the latest recorded period of 2021/22, this was less than the previous recorded period in 2020/21 with 155 dwellings and greater than the figure 5 years ago in 2017/18 with 109 dwellings . Area comparisons: North Norfolk had less affordable homes than the mean for North Norfolk CIPFA nearest neighbours of 116 dwellings in 2021/22, the districts in this comparison group had a minimum of 15 dwellings, maximum of 291 dwellings, a 25th percentile marker of 186 dwellings and a 75th percentile marker of 54 dwellings. Ranks: North Norfolk was ranked 24th out of 39 districts in the East of England, and 91st out of 181 districts in England for the latest recorded period, rank 1 being the highest number of Additional affordable homes. Source name: Department for Levelling Up, Housing & Communities, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per year. The Additional affordable homes provided as a percentage of all net additional homes dataset is also relevant. The Additional affordable homes provided as a percentage of all net additional homes for North Norfolk was 24% in the latest recorded period of 2021/22. The mean for North Norfolk CIPFA nearest neighbours was 23% in 2021/22.

Local Homes for Local Need Key Performance Indicator Update		
Mar 2023		
CE 002 Number of long term empty homes (6 months or more as at October each year)	Performance (YTD)	n/a
	Comments	
	Actual (YTD)	483
	Target (YTD)	
	Direction of change (YTD)	
	Benchmarking Comments	The benchmarking data for long term empty properties is not available. This dataset shows the Total vacant dwellings. Annual dataset. Data last updated: 14/04/2023. Actual data: The Total vacant dwellings for North Norfolk was 1,614 dwellings in the latest recorded period of 2022/23, this was greater than the previous recorded period in 2021/22 with 1,508 dwellings and less than the figure 5 periods ago in 2018/19 with 1,646 dwellings . Area comparisons: North Norfolk had higher vacant dwellings than the mean for North Norfolk CIPFA nearest neighbours of 1,551 dwellings in 2022/23, the districts in this comparison group had a minimum of 886 dwellings, maximum of 2,667 dwellings, a 25th percentile marker of 1,125 dwellings and a 75th percentile marker of 1,806 dwellings. Ranks: North Norfolk was ranked 27th out of 39 districts in the East of England, and 120th out of 164 districts in England for the latest recorded period, rank 1 being the highest Total vacant dwellings. Source name: Department for Levelling Up, Housing & Communities, obtained via LG Inform Plus.



Delivery Plan Actions Summary

Actions stage
In Progress:10, Completed:44

Local Homes for Local Need delivery plan actions completed this quarter				
Objective(s)/ Department	Action		31/03/2023	
<ul style="list-style-type: none"> Objective 1.2.3b: Increase the Supply of Housing - Supporting new types - Modern Construction Strategic Housing 	<input checked="" type="checkbox"/> 1.2.3b.1 Encourage and support the use of MMC	Performance	★	
		Comments	27/04/23 The Flagship site in Warham is MMC and has started on site. A further MMC site in Sheringham is due to start on site in 2023/24	
		Owner	Graham Connolly	
		Start Date	01/01/2023	
		Due Date	31/03/2023	
		Estimated end date/ Completion date	31/03/2023	
<ul style="list-style-type: none"> Objective 1.2.3c: Increase the Supply of Housing - Supporting new types - Community-led Strategic Housing 	<input checked="" type="checkbox"/> 1.2.3c.2 Establish new community-led groups	Performance	★	
		Comments	27/04/23 This objective is complete following the establishment of the Swanton Novers Community Land Trust in 2020. The Council will continue to support existing and new community-led housing groups.	
		Owner	Graham Connolly	
		Start Date	01/01/2023	
		Due Date	31/03/2023	
		Estimated end date/ Completion date	31/03/2023	
<ul style="list-style-type: none"> Objective 1.3.1b: Improving Housing Stock Condition - Private - energy & fuel poverty - Improve ener Strategic Housing Key Priorities 	<input checked="" type="checkbox"/> 1.3.1b.2 Lobby government to secure long-term grant funding for energy efficiency works	Performance	★	
		Comments	27/4/23 The Portfolio Holder for Housing and Benefits has exchanged letters with the Minister for Business, Energy and Corporate Responsibility at the Department for Energy Security and Net Zero. The Minister responded to concerns raised about the insecurity of funding and complex eligibility rules which excluded many households. To some extent the current round of funding (Home Upgrade Grant 2) addresses the concerns raised by the Portfolio Holder.	
		Owner	Graham Connolly	
		Start Date	01/10/2022	
		Due Date	31/12/2022	
		Estimated end date/ Completion date	02/03/2023	
		<input checked="" type="checkbox"/> 1.3.1b.7 Identify good practice for making energy efficiency improvements to older/listed buildings	Performance	★

		31/03/2023	
		Comments	27/4/23 The Council's Energy Officer has written to all the Country Estates in the District and held meetings with the Holkham and Raynham Estates. Both the Raynham and Holkham estates have plans to improve the energy efficiency of rented homes on their estates and the Holkham Estate has facilitated visits by the Energy Officer to completed work and work in progress. We have some limited information on good practice we can share with other landlords.
		Owner	Graham Connolly
		Start Date	01/01/2023
		Due Date	31/03/2023
		Estimated end date/ Completion date	31/03/2023
<ul style="list-style-type: none"> ▪ Objective 1.4.4b: Making Best Use of Existing Homes - Alternative housing options - Market rent ▪ Strategic Housing ▪ Housing Options 	<input checked="" type="checkbox"/> 1.4.4b.2 Provide better support and information to existing and prospective landlords	Performance	✔
		Comments	02/05/23 This action links to 1.2.3a.1 Investigate ways the Council can support the development of good quality market rented housing. We have collated existing activity and have undertaken research into possible interventions to support the private rented sector. This work has been brought together into a consolidated report which has been agreed with the Portfolio Holder. Actions (to improve website information and consider investment opportunities for PRS) are now being implemented
		Owner	Nicky Debbage
		Start Date	01/07/2022
		Due Date	31/12/2022
		Estimated end date/ Completion date	31/03/2023
<ul style="list-style-type: none"> ▪ Objective 1.5.1b: Vulnerable Residents - Prevent Homelessness & Help for those Homeless - Strategy ▪ Strategic Housing ▪ Housing Options ▪ Key Priorities 	<input checked="" type="checkbox"/> 1.5.1b.3 Contribute to Norfolk Strategic Housing Partnership project to end homelessness in Norfolk	Performance	✔
		Comments	02/05/23 - The NSHP No Homelessness in Norfolk Strategy has been produced and signed-off by Leaders. The action plan has been agreed and working groups formed to deliver key actions in the strategy. This work will be ongoing and integrated into districts Homelessness & Rough Sleeping action plans
		Owner	Nicky Debbage
		Start Date	31/03/2021
		Due Date	31/03/2023
		Estimated end date/ Completion date	31/03/2023

Local Homes for Local Need delivery plan actions exceptions report					
Objective(s)/ Department	Action	Stage	31/03/2023		
<ul style="list-style-type: none"> ▪ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others - Affordable Housing ▪ Strategic Housing ▪ Major Planning Projects 	<input checked="" type="checkbox"/> 1.2.2a.2 Make the planning process easier for affordable housing providers	In Progress	Performance	●	
			Comments	Housing Portfolio Holder Briefing - Procurement exercise agreed to secure external consultant to provide an independent review of how to make the planning process easier for affordable housing providers. Brief Drafted.	
		Owner	Geoff Lyon		
		Start Date	01/01/2022		
		Due Date	31/03/2022		
		Estimated end date/ Completion date	31/05/2023		
<ul style="list-style-type: none"> ▪ Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development ▪ Place and Climate Change 	<input checked="" type="checkbox"/> 1.2.2b.4 Fakenham Roundabout	In Progress	Performance	●	

			31/03/2023	
			Comments	<p>The Fakenham Roundabout Project has stalled due to escalating materials and construction costs.</p> <p>Original cost estimate is insufficient to complete works - with an additional circa £1m required at time of writing.</p> <p>Landowner investigating changes to S106 agreement and draft planning conditions pursuant to current submission, however, indicated that funding shortfall will be met by them.</p> <p>Applications to NCC to extend existing Business Rates funding availability (£900k) were successful. This funding is to be match funded by NNDC (£900k).</p> <p>Earliest opportunity for works now Autumn 2023 and this is the current target date.</p> <p>Design works continuing and new project manager appointed by NCC.</p> <p>Proposed works included in contractors work programme.</p>
			Owner	Martyn Fulcher
			Start Date	01/12/2021
			Due Date	31/12/2023
			Estimated end date/ Completion date	31/12/2023
<ul style="list-style-type: none"> ▪ Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development ▪ Strategic Housing ▪ Economic Growth 	<input checked="" type="checkbox"/> 1.2.2b.3 Encourage small and medium-sized builders and developers	In Progress	Performance	★
			Comments	27/04/23 With the support of Local Partnerships the Council working with Broadland Housing Association has agreed an offer to SME developers to provide affordable homes. The final stage is to provide information on the Council's website and use this to raise awareness/publicity is underway and on target to complete by June. Work to engage SME contractors in energy efficiency retrofit works has concluded. Nearly all contractors identified are either already involved in retrofit works or are not interested.
			Owner	Graham Connolly
			Start Date	01/10/2022
			Due Date	31/12/2022
			Estimated end date/ Completion date	30/06/2023
<ul style="list-style-type: none"> ▪ Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development ▪ Strategic Housing ▪ Major Planning Projects 	<input checked="" type="checkbox"/> 1.2.2b.2 Investigate de-risking options	In Progress	Performance	●
			Comments	The consultants recommendations from action 1.2.2a.2 will be used to inform this action. The outcome will form part of the programme of the Planning Service Improvement Plan to be completed during Summer/Autumn 2023 linked, in part, to affordable housing pre-apps.
			Owner	Geoff Lyon
			Start Date	01/01/2022
			Due Date	31/03/2022
			Estimated end date/ Completion date	31/05/2023
<ul style="list-style-type: none"> ▪ Objective 1.2.3c: Increase the Supply of Housing - Supporting new types - Community-led ▪ Strategic Housing 	<input checked="" type="checkbox"/> 1.2.3c.1 Help grow existing community-led organisations	In Progress	Performance	●
			Comments	27/4/23 The Council was not able to fund any new Community-led affordable homes in 2022/23. There are however two sites in Swanton Novers (Seven Homes) and Blakeney (also seven homes) which we anticipate will complete within the next two years with help from the Council's Community Housing Fund. We are also about to hold discussions with Homes for Wells and Holt Neighbourhood Housing Society about their plans for new affordable housing and how the Council might provide support.
			Owner	Graham Connolly
			Start Date	31/03/2022
			Due Date	31/03/2025

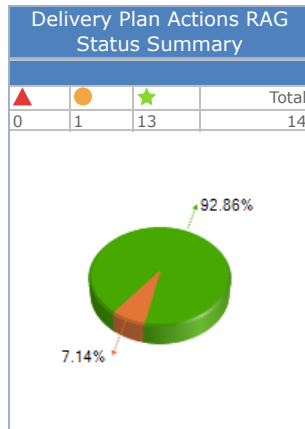
				31/03/2023
			Estimated end date/ Completion date	31/03/2025
<ul style="list-style-type: none"> ▪ Objective 1.4.2: Making Best Use of Existing Homes - Supporting access to home ownership ▪ Strategic Housing 	<input checked="" type="checkbox"/> 1.4.2.1 The council will work with partners to raise awareness and understanding of shared ownership	In Progress	Performance	★
			Comments	02/05/23 Research was carried out with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this research were considered by Business Planning and resulting actions (publicity & training) are being implemented linked to delivery of new shared ownership homes, as they become available.
			Owner	Nicky Debbage
			Start Date	01/10/2021
			Due Date	31/12/2022
			Estimated end date/ Completion date	31/12/2023
<ul style="list-style-type: none"> ▪ Objective 1.5.2b: Supporting Vulnerable Residents - Provision of Specialist Housing - Care/ Extra Ca ▪ Strategic Housing ▪ Key Priorities 	<input checked="" type="checkbox"/> 1.5.2b.1 Working with partners to deliver 500 units of Housing with Care / Extra Care	In Progress	Performance	●
			Comments	02/05/23 A number of sites have been identified for new extra care schemes. One site in Stalham was submitted for Planning consent but is delayed as a result of nutrient neutrality requirements. We are also actively working with a housing provider on a site in North Walsham and a further potential site in Cromer
			Owner	Nicky Debbage
			Start Date	31/03/2021
			Due Date	31/12/2028
			Estimated end date/ Completion date	31/12/2028

Local Homes for Local Need delivery plan actions cancelled this quarter

No entries this quarter

Boosting Business Sustainability and Growth

Boosting Business Sustainability and Growth Key Performance Indicator Update		
		Mar 2023
EG 011 Number of businesses supported	Performance (YTD)	★
	Actual (YTD)	235
	Target (YTD)	120
	Direction of change (YTD)	↕
	Benchmarking Comments	Benchmarking data is not available.
	Comments	



Delivery Plan Actions Summary
Actions stage
Not Started:2, In Progress:7, Completed:5

Boosting Business Sustainability and Growth delivery plan actions completed this quarter
No entries this quarter

Boosting Business Sustainability and Growth delivery plan actions exceptions report				
Objective(s)/ Department	Action	Stage	31/03/2023	
<ul style="list-style-type: none"> ▪ Economic Growth ▪ Key Priorities ▪ Objective 2.3: Taking a proactive approach to unlocking development sites 	<input checked="" type="checkbox"/> 2.3.2 New investment opportunities	Not Started	Performance	★
			Comments	A number of new investment opportunities continue to be explored, presently including: <ul style="list-style-type: none"> The occupation of Wind Farm Place at Egmere The development of the former RAF Neatishead to include Academy of Robotics Supporting the development of Anglian Film Studios Bacton Gas hydrogen energy plant project
			Owner	Stuart Quick
			Start Date	16/11/2022
			Due Date	30/04/2023
			Estimated end date/ Completion date	30/04/2023
<ul style="list-style-type: none"> ▪ Economic Growth ▪ Objective 2.7: Facilitating the transition of our town centres ▪ Key Priorities 	<input checked="" type="checkbox"/> 2.7.2 - Support the work of the High Street Task Force - community engagement work in Stalham	Not Started	Performance	★
			Comments	

				31/03/2023	
			Comments	Stalham's town centre was identified for support from the Government High Streets Task Force (HSTF). The HSTF will look to work with the Council and local stakeholders to help identify the critical issues that may be holding back the town and seek to develop a range of solutions to support them. The first step of the process was to host a visit from the Task Force, which took place on 3 March and included a meeting with key local stakeholders and a guided tour of the town. A diagnostic report with recommendations for appropriate actions has just been received and the next steps are shortly to be agreed with local stakeholders.	
			Owner	Stewart Damonsing	
			Start Date	01/11/2022	
			Due Date	30/04/2023	
			Estimated end date/ Completion date	30/04/2023	
<ul style="list-style-type: none"> ▪ Objective 2.2: Developing and implementing new Economic Growth Strategy ▪ Economic Growth ▪ Key Priorities 	<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy 2020 - 2023	In Progress	Performance	●	
			Comments	It is anticipated that post-election the incoming administration will agree the objectives which form the basis of an Economic Strategy. Meanwhile an online portal is being developed to promote the emerging programmes of economic support (through the UK Shared Prosperity Fund and Rural England Prosperity Fund) to businesses.	
			Owner	Stuart Quick	
			Start Date	01/04/2022	
			Due Date	30/04/2023	
			Estimated end date/ Completion date	30/04/2023	
<ul style="list-style-type: none"> ▪ Objective 2.6: Encouraging links between local education providers, apprentices and businesses ▪ Economic Growth 	<input checked="" type="checkbox"/> 2.6.1 Work with partners to identify skills deficiencies & monitor apprenticeships	In Progress	Performance	★	
			Comments		
			Owner	Stuart Quick	
			Start Date	11/04/2022	
			Due Date	31/03/2023	
			Estimated end date/ Completion date	30/04/2023	

Boosting Business Sustainability and Growth delivery plan actions cancelled this quarter

No entries this quarter

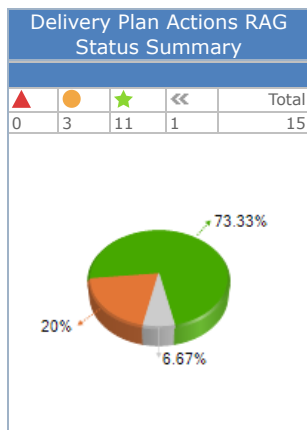
Customer Focus

Customer Focus Key Performance Indicator Update

Mar 2023

CL 002 Number of Ombudsman referral decisions	Performance (YTD)	★
	Comments	
	Actual (YTD)	4
	Target (YTD)	36
	Direction of change (YTD)	✖
	Benchmarking Comments	<p>Number of Ombudsman complaints - referred back for local resolution Annual dataset. Data last updated: 11/11/2022. Actual data: The Number of Ombudsman complaints - referred back for local resolution for North Norfolk was 3 decisions in the latest recorded period of 2021/22, this was equal to the previous recorded period in 2020/21 with 3 decisions and less than the figure 5 years ago in 2017/18 with 9 decisions. Area comparisons: North Norfolk had less Decisions than the mean for North Norfolk CIPFA nearest neighbours of 5 decisions in 2021/22, the districts in this comparison group had a minimum of 0 decisions, maximum of 12 decisions, a 25th percentile marker of 6 decisions and a 75th percentile marker of 3 decisions. Ranks: North Norfolk was ranked 27th out of 39 districts in the East of England, and 96th out of 181 districts in England for the latest recorded period, rank 1 being the highest Number of Ombudsman complaints - referred back for local resolution. Source name: Local Government & Social Care Ombudsman, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per year.</p> <p>The Number of decisions on complaints made by the Ombudsman and Number of Ombudsman complaints datasets are also relevant. The Number of decisions on complaints made by the Ombudsman for North Norfolk was 11 decisions in the latest recorded period of 2021/22. The mean for North Norfolk CIPFA nearest neighbours was 16 decisions in 2021/22. The Number of Ombudsman complaints for North Norfolk was 15 complaints in the latest recorded period of 2021/22. The mean for North Norfolk CIPFA nearest neighbours was 15 complaints in 2021/22.</p>
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Performance (YTD)	★
	Comments	
	Actual (YTD)	3
	Target (YTD)	0
	Direction of change (YTD)	➡

	Benchmarking Comments	<p>Number of Ombudsman complaints - not upheld Annual dataset. Data last updated: 11/11/2022. Actual data: The Number of Ombudsman complaints - not upheld for North Norfolk was 1 decisions in the latest recorded period of 2021/22, this was equal to the previous recorded period in 2020/21 with 1 decisions and less than the figure 5 years ago in 2017/18 with 4 decisions. Area comparisons: North Norfolk had less decisions than the mean for North Norfolk CIPFA nearest neighbours of 2 decisions in 2021/22, the districts in this comparison group had a minimum of 0 decisions, maximum of 4 decisions, a 25th percentile marker of 3 decisions and a 75th percentile marker of 1 decisions. Ranks: North Norfolk was ranked 22nd out of 39 districts in the East of England, and 77th out of 181 districts in England for the latest recorded period, rank 1 being the highest Number of Ombudsman complaints - not upheld. Source name: Local Government & Social Care Ombudsman, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per year.</p> <p>The Number of Ombudsman complaints - upheld dataset is also relevant. The Number of Ombudsman complaints - upheld for North Norfolk was 1 decisions in the latest recorded period of 2021/22. The mean for North Norfolk CIPFA nearest neighbours was 2 decisions in 2021/22.</p>
CS 001 Number of complaints	Performance (YTD)	?
	Comments	March data not yet available although as at the end of February 2023 64 complaints have been received, well below the target of 360 where low is good.
	Actual (YTD)	64
	Target (YTD)	360
	Direction of change (YTD)	?
	Benchmarking Comments	Benchmarking data is not available.
CS 002 Number of compliments	Performance (YTD)	●
	Comments	
	Actual (YTD)	34
	Target (YTD)	36
	Direction of change (YTD)	✔
	Benchmarking Comments	Benchmarking data is not available.



Delivery Plan Actions Summary
Actions stage
 In Progress:2, Completed:12, Cancelled:1

No entries this quarter

Customer Focus actions exceptions report

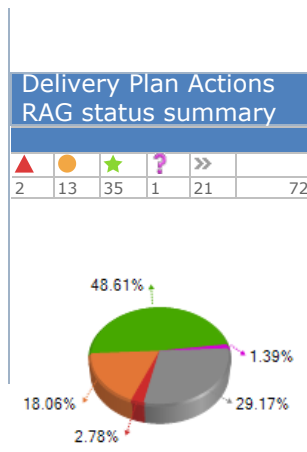
No entries this quarter

Customer Focus actions cancelled this quarter

No entries this quarter

Climate, Coast and the Environment

Climate, Coast and the Environment Key Performance Indicator Update		
Mar 2023		
EC 001 Council carbon footprint (tCO2e)	Performance (YTD)	?!
	Comments	The carbon footprint figure for 2022/23 will be available in autumn 2023. The footprint has gradually fallen from 6,633 (tCO2e) in 2018/19 to 2,825 (tCO2e) in 2021/22.
	Actual (YTD)	2,825
	Target (YTD)	
	Direction of change (YTD)	?
	Benchmarking Comments	Benchmarking data is not available.
EC 002 Number of trees planted	Performance (YTD)	★
	Comments	Project Completed. A total of 115,820 trees were planted over the course of the project.
	Actual (YTD)	43,961
	Target (YTD)	20,000
	Direction of change (YTD)	✖
	Benchmarking Comments	Benchmarking data is not available.



Climate, Coast and the Environment actions completed this quarter			
Objective(s)/ Department	Action		31/03/2023
<ul style="list-style-type: none"> ▪ Key Priorities ▪ Conservation, Design and Landscape ▪ Objective 4.02: Developing and implementing a new Local Plan 	<input checked="" type="checkbox"/> 4.2.3 Conclude consultation on the review of the Glaven Valley Conservation Area	Performance	★
		Comments	Two rounds of public consultation have now been completed. Outcomes will be reported to the Working Party in May/June to consider how to proceed
		Owner	Mark Ashwell
		Start Date	16/11/2022
		Due Date	30/04/2023
		Estimated end date/ Completion date	30/03/2023
		Performance	✔

		31/03/2023	
<ul style="list-style-type: none"> Key Priorities Estates and Assets Objective 4.09: Buildings and energy Climate & Environment 	<input checked="" type="checkbox"/> 4.09.BE10 Submit business case for installation of solar car port development at The Reef to Cabinet	Comments	Following the successful planning application and selection of a preferred supplier from the HELGA DPS, cabinet approved the business case for the installation of a solar car port at the Reef in March. The contract has since been awarded and the project has commenced.
		Owner	Kate Rawlings
		Start Date	16/11/2022
		Due Date	30/04/2023
		Estimated end date/ Completion date	06/03/2023
<ul style="list-style-type: none"> Objective 4.08: Governance Climate & Environment 	<input checked="" type="checkbox"/> 4.08.G01 Implement new carbon reporting process	Performance	
		Comments	An internal process for calculating the council's carbon footprint has now been established based on the Greenhouse Gas accounting tool developed by the Local Government Association which was developed using the Greenhouse Gas Protocol methodology and UK government guidelines. This process will continue to be refined each year as data and methodology improves.
		Owner	Kate Rawlings
		Start Date	09/01/2023
		Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023	
	<input checked="" type="checkbox"/> 4.08.G04 Establish new governance rules on compliance	Performance	
		Comments	The NZSAP Board and InPhase will continue to be used to monitor progress and decisions against the NZSAP and subsequent revisions of the action plan.
		Owner	Kate Rawlings
		Start Date	04/07/2022
Due Date		31/03/2023	
Estimated end date/ Completion date	31/03/2023		

Climate, Coast and the Environment actions exceptions report				
Objective(s)/ Department	Action	Stage	31/03/2023	
<ul style="list-style-type: none"> Objective 4.08: Governance Climate & Environment 	<input checked="" type="checkbox"/> 4.08.G03 Appoint Carbon Data analyst	In Progress	Performance	
			Comments	To date this role has been fulfilled by the team. However lack of skill and resource in areas of carbon accounting and asset data management are becoming common barriers to NZSAP progress so the team may look to resource this as part of this action
		Owner	Kate Rawlings	
		Start Date	10/01/2023	
		Due Date	not set	
	Estimated end date/ Completion date	not set		
	<input checked="" type="checkbox"/> 4.08.G09 Review sustainable procurement policy	Not Started	Performance	
			Comments	Work has not commenced on this policy which is vital for embedding changes in purchasing by the council and behaviours of our supply chain in order to decarbonise the Council's scope 3 carbon emissions.
		Owner	Kate Rawlings	
		Start Date	09/01/2023	
Due Date		not set		
Estimated end date/ Completion date	not set			
<ul style="list-style-type: none"> Objective 4.09: Buildings and energy Climate & Environment 		In Progress	Performance	

			31/03/2023	
	<input checked="" type="checkbox"/> 4.09.BE03 Prioritise efforts to switch away from oil and carbon-intensive fuels by 2030		Comments	Although work continues to review the Council's estate and prioritise buildings for decarbonisation work is not progressing at a suitable rate to ensure we will hit our decarbonisation targets
			Owner	Kate Rawlings
			Start Date	08/08/2022
			Due Date	not set
			Estimated end date/ Completion date	not set
	<input checked="" type="checkbox"/> 4.09.BE04 Review change-over to LED systems and smart controls in council-owned buildings	In Progress	Performance	●
			Comments	Retrofitting LEDs is generally one of the most cost effective energy saving measures to install. Work on the Cromer office and wider estate continues.
			Owner	Kate Rawlings
			Start Date	01/07/2022
			Due Date	not set
<ul style="list-style-type: none"> ▪ Objective 4.09: Buildings and energy ▪ Climate & Environment ▪ Key Priorities 	<input checked="" type="checkbox"/> 4.09.BE07 New council-controlled buildings/ refurbishments to be Net Zero by 2030	Not Started	Performance	●
			Comments	Work continues to embed this policy throughout the Council
			Owner	Kate Rawlings
			Start Date	09/01/2023
			Due Date	not set
<ul style="list-style-type: none"> ▪ Objective 4.09: Buildings and energy ▪ Organisational Resources ▪ Key Priorities 	<input checked="" type="checkbox"/> 4.09.BE05 Implement new LED and control system in the Cromer office	In Progress	Performance	●
			Comments	Phase 1 (middle floor from Planning to HR) is now complete. Phase 2 Lower Floor and Phase 3 Upper Floor are being planned.
			Owner	Sean Kelly
			Start Date	01/04/2022
			Due Date	31/03/2023
<ul style="list-style-type: none"> ▪ Objective 4.11: Gas ▪ Climate & Environment 	<input checked="" type="checkbox"/> 4.11.G03 Assess options for green gas	Not Started	Performance	▲
			Comments	Work has not started in this area
			Owner	Kate Rawlings
			Start Date	03/01/2023
			Due Date	not set
<ul style="list-style-type: none"> ▪ Objective 4.12: Transport ▪ Climate & Environment 	<input checked="" type="checkbox"/> 4.12.T01 Develop a plan to increase EV charge points at council-owned assets	In Progress	Performance	●
			Comments	A workshop to explore an EV strategy for the Council was delivered by the Energy Saving Trust and attended by staff from a number of services across the council. Work to develop this continues.
			Owner	Kate Rawlings
			Start Date	01/07/2022
			Due Date	not set
	<input checked="" type="checkbox"/> 4.12.T02 Adopt a target for EV charge-points at Council owned carparks	Not Started	Performance	●
			Comments	A workshop to explore an EV strategy for the Council was delivered by the Energy Saving Trust and attended by staff from a number of services across the council. Work to develop this continues.
			Owner	Kate Rawlings
			Start Date	
			Due Date	

			31/03/2023	
			Start Date	01/07/2022
			Due Date	not set
			Estimated end date/ Completion date	not set
	<input checked="" type="checkbox"/> 4.12.T03 Shift to hydrotreated vegetable oils for all Council refuse collection vehicles	Not Started	Performance	●
			Comments	The war in Ukraine has disrupted the HVO supply chain. The council wishes to ensure that any HVO purchased is from sustainable sources and is waiting for the supply chain to settle before progressing this action
			Owner	Kate Rawlings
			Start Date	09/01/2023
			Due Date	not set
			Estimated end date/ Completion date	not set
<ul style="list-style-type: none"> ▪ Objective 4.13: Business travel ▪ Climate & Environment 	<input checked="" type="checkbox"/> 4.13.Bt01 Review New Ways of Working policy	In Progress	Performance	●
			Comments	Currently being reviewed, due for completion 31 July 2023
			Owner	James Claxton
			Start Date	09/01/2023
			Due Date	31/07/2023
			Estimated end date/ Completion date	31/07/2023
<ul style="list-style-type: none"> ▪ Objective 4.16: Water ▪ Climate & Environment 	<input checked="" type="checkbox"/> 4.16.H2O01 Appoint a cabinet member to be responsible for cross-party work for water management	In Progress	Performance	●
			Comments	Responsibility for this will be considered as part of the new administration following the 2023 election
			Owner	Kate Rawlings
			Start Date	30/10/2022
			Due Date	not set
			Estimated end date/ Completion date	not set
	<input checked="" type="checkbox"/> 4.16.H2O02 Identify priority actions for saving water at Council-owned and occupied properties	Not Started	Performance	●
			Comments	No priority actions have been identified although the Property Services Team continue to investigate best practice for new builds and repairs in relation to water saving
			Owner	Kate Rawlings
			Start Date	16/10/2022
			Due Date	not set
			Estimated end date/ Completion date	not set
	<input checked="" type="checkbox"/> 4.16.H2O03 Identify priority actions for improving water management across the district	In Progress	Performance	●
			Comments	The Council continues to engage with Anglian Water, the Environment Agency and local MPs around a range of water management issues including; <ul style="list-style-type: none"> • Water availability/ security • Nutrient neutrality • Investment in Anglian Water infrastructure • Bathing water quality
			Owner	Kate Rawlings
			Start Date	30/10/2022
			Due Date	not set
			Estimated end date/ Completion date	not set
<ul style="list-style-type: none"> ▪ Objective 4.17: Waste ▪ Climate & Environment 	<input checked="" type="checkbox"/> 4.17.W01 Identify opportunities to reduce waste across the Council's own operations	Not Started	Performance	▲
			Comments	Not started
			Owner	Kate Rawlings
			Start Date	01/01/2023
			Due Date	not set

			31/03/2023	
			Estimated end date/ Completion date	not set
<ul style="list-style-type: none"> ▪ Objective 4.20: Offsetting ▪ Climate & Environment 	<input checked="" type="checkbox"/> 4.20.Of02 Explore carbon offsetting opportunities	Not Started	Performance	★
			Comments	The team continue to research best practice in other councils and organisations as well as looking for opportunities to develop offsetting projects with local environmental partners.
			Owner	Kate Rawlings
			Start Date	10/01/2023
			Due Date	not set
			Estimated end date/ Completion date	not set

Climate, Coast and the Environment actions cancelled this quarter	
No entries this quarter	

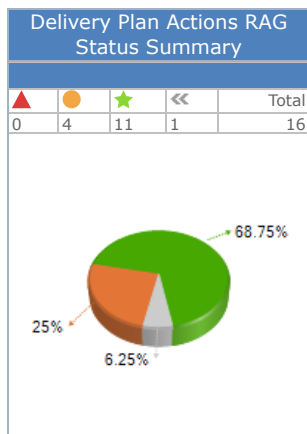
Quality of Life

Quality of Life Key Performance Indicator Update

		Mar 2023
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	★
	Comments	
	Actual (YTD)	498,468
	Target (YTD)	498,470
	Direction of change (YTD)	↕
	Benchmarking Comments	Benchmarking data is not available.

		Mar 2023
AP 001 Level of investment made in upgrading public conveniences (£)	Performance (YTD)	▲
	Comments	<ul style="list-style-type: none"> A total of £781,840.88 on Public Convenience improvements at Fakenham/Sheringham/ Wells/ North Walsham to date for 2022/23. Some final accounts have not yet been received. A total of £9,985.00 on Weybourne (waterless loo purchase).
	Actual (YTD)	791,825.88
	Target (YTD)	1,260,873.00
	Direction of change (YTD)	n/a
	Benchmarking Comments	Benchmarking data is not available.
AP 002 Number of changing places facilities provided	Performance (YTD)	●
	Comments	<p>Facilities have been installed at the North Norfolk Visitor Centre in Cromer and at Stearmans Yard, Wells and The Reef at Sheringham.</p> <p>Work is currently in progress at Queen's Road, Fakenham due to be completed by May 2023..</p> <p>Two further facilities are to be provided in Vicarage Street, North Walsham (open July 2023) and The Leas in Sheringham by August 2023.</p>
	Actual (YTD)	2
	Target (YTD)	4
	Direction of change (YTD)	↕
	Benchmarking Comments	Benchmarking data is not available.
LE 015 Number of Blue Flag beaches	Performance (YTD)	●
	Comments	Three of the Council's Blue Flag beaches have been downgraded to Seaside Awards due to a reduction in bathing water quality from 'Excellent' to 'Good'. This is beyond the control of the District Council.
	Actual (YTD)	3
	Target (YTD)	6
	Direction of change (YTD)	↘
	Benchmarking Comments	Benchmarking data is not available.
LE 016 Number of Green Flag open spaces	Performance (YTD)	★
	Comments	
	Actual (YTD)	3
	Target (YTD)	3
	Direction of change (YTD)	→
	Benchmarking Comments	Benchmarking data is not available.





Delivery Plan Actions Summary

Actions stage

Not Started:1, In Progress:7, Completed:6, Cancelled:2

Quality of Life actions completed this quarter

No entries this quarter

Quality of Life actions exceptions report

Objective(s)/ Department	Action	Stage	31/03/2023	
<ul style="list-style-type: none"> Leisure and Localities Key Priorities Objective 5.11: Development of strong, sustainable and healthy local communities 	<input checked="" type="checkbox"/> 5.11.3 Develop a new Play Strategy for the District	Not Started	Performance ●	
			Comments	A first draft was produced outlining the current position with play provision. Development of this and a strategy will follow later in the year.
			Owner	Colin Brown
			Start Date	16/11/2022
			Due Date	30/04/2023
			Estimated end date/ Completion date	30/04/2023
<ul style="list-style-type: none"> Objective 5. 2: Developing and implementing a Quality of Life Strategy Communities People Services 	<input checked="" type="checkbox"/> 5.2.2 Implement the Quality of Life Strategy	In Progress	Performance ●	
			Comments	Work on the implementation of the Quality of Life Strategy Action Plan is making good progress in a number of areas including resettlement of Ukrainian refugees under the Homes for Ukraine Scheme; setting up of the North Norfolk Health and Wellbeing Partnership and development of a strategy and action plan; working in partnership with Active Norfolk; supporting residents with the Cost of Living, working towards Domestic Abuse Housing Alliance accreditation and support to the North Norfolk Domestic Abuse Forum; development of the Community Engagement Strategy and Action Plan; adoption of the Local Plan; progress on the North Walsham Heritage Action Zone works; Covid resilience and partnership engagement in the Norfolk County Community Safety Partnership.
			Owner	Karen Hill
			Start Date	02/11/2020
			Due Date	01/12/2024
			Estimated end date/ Completion date	01/12/2024
		In Progress	Performance ●	

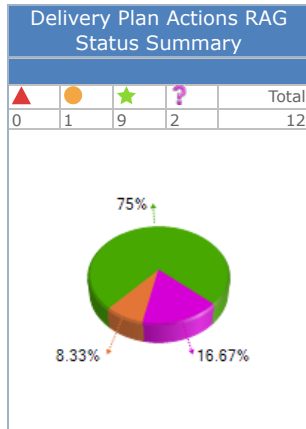
		31/03/2023	
<ul style="list-style-type: none"> ▪ Objective 5.10: Maximising the level of external funding to support community projects ▪ Project Enabling (closed) 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> 5.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy 	Comments	North Norfolk District Council has been successful in attracting funding to support the implementation of its Quality of Life Strategy including Covid Recovery Funding, Health and Wellbeing Partnership Funding, Better Care Funding (Social Prescribing in Secondary Care), ICB funding (Waiting Well), Primary Care Network funding (Social Prescribing Link Worker), Coastal Transition Accelerator Partnership Funding, Household Support Funding, Energy Rebate funding, UK Shared Prosperity Funding and Shelter System Change support funded by DLUHC.
		Owner	Karen Hill
		Start Date	04/02/2020
		Due Date	31/05/2022
		Estimated end date/ Completion date	30/06/2023

Quality of Life actions cancelled this quarter
No entries this quarter

Financial Sustainability and Growth

Financial Sustainability and Growth Key Performance Indicator Update

		Mar 2023
AC 001 Council Tax Band D (NNDC element) (£)	Performance	n/a
	Comments	
	Actual	158.67
	Target	
	Direction of change	↘
	Benchmarking Comments	Benchmarking data not available.



Delivery Plan Actions Summary

Actions stage

In Progress:2, Completed:8, Cancelled:2

Financial Sustainability and Growth actions completed this quarter

No entries this quarter

Financial Sustainability and Growth actions exceptions report

Objective(s)/ Department	Action	Stage								
<ul style="list-style-type: none"> ▪ Objective 6.2: Taking a more commercial approach to the delivery of discretionary services ▪ Finance ▪ Resources ▪ Key Priorities 	<input checked="" type="checkbox"/> 6.2.1 Develop a Financial Sustainability Strategy	In Progress	Performance	●						
			Comments	This work has not been started due to resource issues. It will be started once those issues have been resolved and to ensure that it is consistent with the goals of the new Corporate Plan once published.						
			Owner	Tina Stankley						
			Start Date	04/02/2020						
			Due Date	31/12/2022						
			Estimated end date/ Completion date	30/06/2023						

Financial Sustainability and Growth actions cancelled this quarter

No entries this quarter






Performance Focus






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

		Mar 2023
AS 003 Occupancy rate of Council-owned rental properties - Concessions	Performance (YTD)	●
	Comments	The 2 vacant plots are under offer and it is expected that the licences for these is completed in the coming weeks (May 2023). Following this there will be no vacancies.
	Actual (Period) (YTD)	82.93
	Target (YTD)	90.00
	Direction of change (YTD)	✖
	Benchmarking Comments	Benchmarking data is not available.
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	▲
	Comments	Arrears data for January to March 2023 was not available following a change on the finance system. Arrears are therefore being estimated and being monitored on a case by case basis.
	Actual (Period) (YTD)	25.24
	Target (YTD)	10.00
	Direction of change (YTD)	✔
	Benchmarking Comments	Benchmarking data is not available.
AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time	Performance (YTD)	▲
	Comments	Data not available as the follow up exercise usually carried out by the Internal Auditors was not carried out due to other work taking priority.
	Actual (Period) (YTD)	0.00
	Target (YTD)	100.00
	Direction of change (YTD)	✖
	Benchmarking Comments	Benchmarking data is not available.
AU 002 Percentage of Priority 2 (Important) audit recommendations completed on time	Performance (YTD)	▲
	Comments	Data not available as the follow up exercise usually carried out by the Internal Auditors was not carried out due to other work taking priority.
	Actual (Period) (YTD)	0.00
	Target (YTD)	70.00
	Direction of change (YTD)	✖
	Benchmarking Comments	Benchmarking data is not available.
AU 004 Percentage of audit days delivered	Performance (YTD)	▲

		Mar 2023
	Comments	<p>Days allocated to Accounts Payable, Risk Management and the Finance System Implementation were not all carried out. Reasons were provided to Governance, Risk and Audit Committee throughout the year as part of the progress report.</p> <p>We re-purposed some of these days for Key Controls and Assurance, added more days to the Operational Assets audit so that more detailed work could be carried out and completed advisory work on project management at request.</p> <ul style="list-style-type: none"> • Total approved by GRAC in March 2022 – 174. • Revised plan amount 158 days. • Current position May 2023 – 156 days. <p>We are finalising Key Controls and Assurance to bring us to a total of 158 days currently (May 2023). We are on track to deliver 100% of the revised plan in time for the June GRAC. Current position 99%</p>
	Actual (Period) (YTD)	85.98
	Target (YTD)	100.00
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	
	Comments	<p>Our monthly speed of processing times for changes in circumstances was reducing following increased staffing and changes in our practices. We have seen an increase through March due to the number of individual notifications we receive leading up to 1st April around upratings, rent increases, and income changes. We are also continuing to train new staff which reduces processing resource whilst the training is being delivered. We are continuing to look at ways of reducing our processing times through systems thinking practices which will allow for evidence to be collected and processed quicker.</p>
	Actual (Period) (YTD)	21.50
	Target (YTD)	14.00
	Direction of change (YTD)	
Benchmarking Comments	<p>Time taken to process housing benefit change events - Quarterly. Quarterly dataset. Data last updated: 26/04/2023. Actual data: The Time taken to process housing benefit change events - Quarterly for North Norfolk was 16 days in the latest recorded period of 2022/23 Q3, this was less than the previous recorded period in 2022/23 Q2 with 31 days and less than the figure 5 periods ago in 2021/22 Q3 with 18 days. Area comparisons: North Norfolk took more time than the mean for North Norfolk CIPFA nearest neighbours of 6 days in 2022/23 Q3, the districts in this comparison group had a minimum of 2 days, maximum of 16 days, a 25th percentile marker of 4 days and a 75th percentile marker of 7 days. Ranks: North Norfolk was ranked 36th out of 39 districts in the East of England, and 153rd out of 164 districts in England for the latest recorded period, rank 1 being the quickest Time taken to process housing benefit change events - Quarterly. Source name: Department for Work and Pensions, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per quarter. Also, the benchmarking data including Council Tax Support Claims is not available, this dataset shows the housing benefit claims only.</p>	
CE 004 Percentage of very long term empty homes as a proportion of the taxbase	Performance (YTD)	
	Comments	<p>The number has increased from 134 on 30 April 2022 to 142 on 31 March 2023. The reasons for this are likely to be due, in part at least, to the market but also because of the delay in getting the inspectors posts approved. Recruitment starts in June 2023. This has had a direct impact on this target and income generation.</p>
	Actual (Period) (YTD)	0.25
	Target (YTD)	0.27
	Direction of change (YTD)	
Benchmarking Comments	Benchmarking data is not available.	
CE 005 Percentage of long term empty homes as a proportion of the taxbase	Performance (YTD)	

	Comments	The number of long term empty properties as a percentage to the tax base has increased from 1.06% as at end of February 2023 to 1.13% as at end of April 2023. The reasons for this are likely to be mainly due to the delay in recruiting to the vacant post of the Revenues Inspector, but also in part at least, to the market. There are a few intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The current numbers of empty properties are being monitored by the Revenues Manager, however there is insufficient capacity to participate in active enforcement against empty homes, especially considering the complexity around this. The new Housing strategy includes this issue, but any resources will need to be targeted given local housing needs and recognise that there are rarely instant solutions in bringing long-term empties back into use via the corporate Enforcement Board.
	Actual (Period) (YTD)	1.13
	Target (YTD)	1.00
	Direction of change (YTD)	
	Benchmarking Comments	% vacant dwellings - the benchmarking data for long term empty properties is not available, this dataset shows the % vacant dwellings. Annual dataset. Data last updated: 14/04/2023. Actual data: The % vacant dwellings for North Norfolk was 2.8% in the latest recorded period of 2020/21, this was less than the previous recorded period in 2019/20 with 3.0% and less than the figure 5 periods ago in 2016/17 with 2.9%. Area comparisons: North Norfolk had a lower percentage than the mean for North Norfolk CIPFA nearest neighbours of 2.9% in 2020/21, the districts in this comparison group had a minimum of 1.6%, maximum of 4.2%, a 25th percentile marker of 2.3% and a 75th percentile marker of 3.5%. Ranks: North Norfolk was ranked 10th out of 39 districts in the East of England, and 68th out of 181 districts in England for the latest recorded period, rank 1 being the lowest % vacant dwellings. Source name: Department for Levelling Up, Housing & Communities, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per year.
CS 012 Average Waiting Time Customer Services (Telephony)	Performance (YTD)	
	Comments	We are continuing to see high volumes of calls from our customers contacting the council. This was further increased due to the forthcoming local election in May with many residents contacting us regarding this.
	Actual (Period) (YTD)	5.6
	Target (YTD)	2.5
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.
DM 024 (24m) Percentage of non-major planning applications determined within time period	Performance (YTD)	
	Comments	The DM Service performance for non-major planning applications has markedly improved with weekly performance of 100% of decisions within time for 7 out of 10 weeks up to 31 March 2023. Current 24 month period performance is expected to rise above the 90% level once periods of poorer performance associated with the introduction of the Uniform back-office system have passed..
	Actual (Period) (YTD)	87.48
	Target (YTD)	90.00
	Direction of change (YTD)	

	Benchmarking Comments	% of minor planning applications (all) decided in time - Quarterly. Quarterly dataset. Data last updated: 30/03/2023. Actual data: The % of minor planning applications (all) decided in time - Quarterly for North Norfolk was 94 planning decisions (per 100 planning decisions) in the latest recorded period of 2022/23 Q3, this was greater than the previous recorded period in 2022/23 Q2 with 91 planning decisions (per 100 planning decisions) and greater than the figure 5 periods ago in 2021/22 Q3 with 88 planning decisions (per 100 planning decisions) . Area comparisons: North Norfolk had more applications than the mean for North Norfolk CIPFA nearest neighbours of 82% in 2022/23 Q3, the districts in this comparison group had a minimum of 46%, maximum of 100%, a 25th percentile marker of 92% and a 75th percentile marker of 74%. Ranks: North Norfolk was ranked 8th out of 39 districts in the East of England, and 31st out of 164 districts in England for the latest recorded period, rank 1 being the highest % of minor planning applications (all) decided in time - Quarterly. Source name: Department for Levelling Up, Housing & Communities, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per quarter.
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance (YTD)	▲
	Comments	The team are working with the contractor to ensure that this data is accuracy recorded, our initial investigations indicate that this data is not a true reflection of the service and there are some IT difficulties between the contractors system for recording and our own. The EP team leader is currently investigating this matter.
	Actual (Period) (YTD)	42.05
	Target (YTD)	80.00
	Direction of change (YTD)	✖
	Benchmarking Comments	Benchmarking data is not available.
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance (YTD)	▲
	Comments	The team are working with the contractor to ensure that this data is accuracy recorded, our initial investigations indicate that this data is not a true reflection of the service and there are some IT difficulties between the contractors system for recording and our own. The EP team leader is currently investigating this matter.
	Actual (Period) (YTD)	26.62
	Target (YTD)	80.00
	Direction of change (YTD)	✖
	Benchmarking Comments	Benchmarking data is not available.
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance (YTD)	?
	Comments	Data is not currently available for this measure. The measure is under review as a result of the implementation of the new finance system.
	Actual (Period) (YTD)	
	Target (YTD)	41.0
	Direction of change (YTD)	?
	Benchmarking Comments	Benchmarking data is not available.
HS 003 Energy Efficiency - grant spent (£)	Performance (YTD)	▲
	Comments	2/5/23 Spend on energy efficiency retrofit grant works is well below target and disappointing. There is a further £83,458 of committed expenditure which is likely to be spent by the end of May, the cut off date for the current round of Home Upgrade Grant (HUG) government funding. Funding is available from June 2023 in the next round of HUG funding. In the next round of funding we will attempt to address the problems that have hampered delivery, lack of contractor capacity and complex rules that exclude many homes/applicants from eligibility.
	Actual (Period) (YTD)	75,555.28
	Target (YTD)	550,000.00
	Direction of change (YTD)	n/a
	Benchmarking Comments	Benchmarking data is not available.
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days	Performance (YTD)	●
	Comments	Departments were reminded of the need to comply with the statutory deadlines for FOI requests after a dip in performance in June 2022. Performance has since been above target for all the remaining months of the 2022/23 year. The dip in June affected the overall annual performance achieving 89.66% against the national target of 90%.

		Mar 2023
	Actual (Period) (YTD)	89.66
	Target (YTD)	90.00
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.
PL 001 Planning income (£)	Performance (YTD)	
	Comments	The shortfall is in part a result of Nutrient neutrality restrictions being in place over the Wensum and Broad's Catchments. As a result we have fewer large scale major applications coming forward as the schemes cannot currently be determined.
	Actual (Period) (YTD)	779,248.03
	Target (YTD)	800,004.00
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.

Headline Report for North Norfolk District Council - Dashboard View



Written by LGA Research from Local Government Association

LG Inform

Headline Report for North Norfolk District Council - Dashboard View

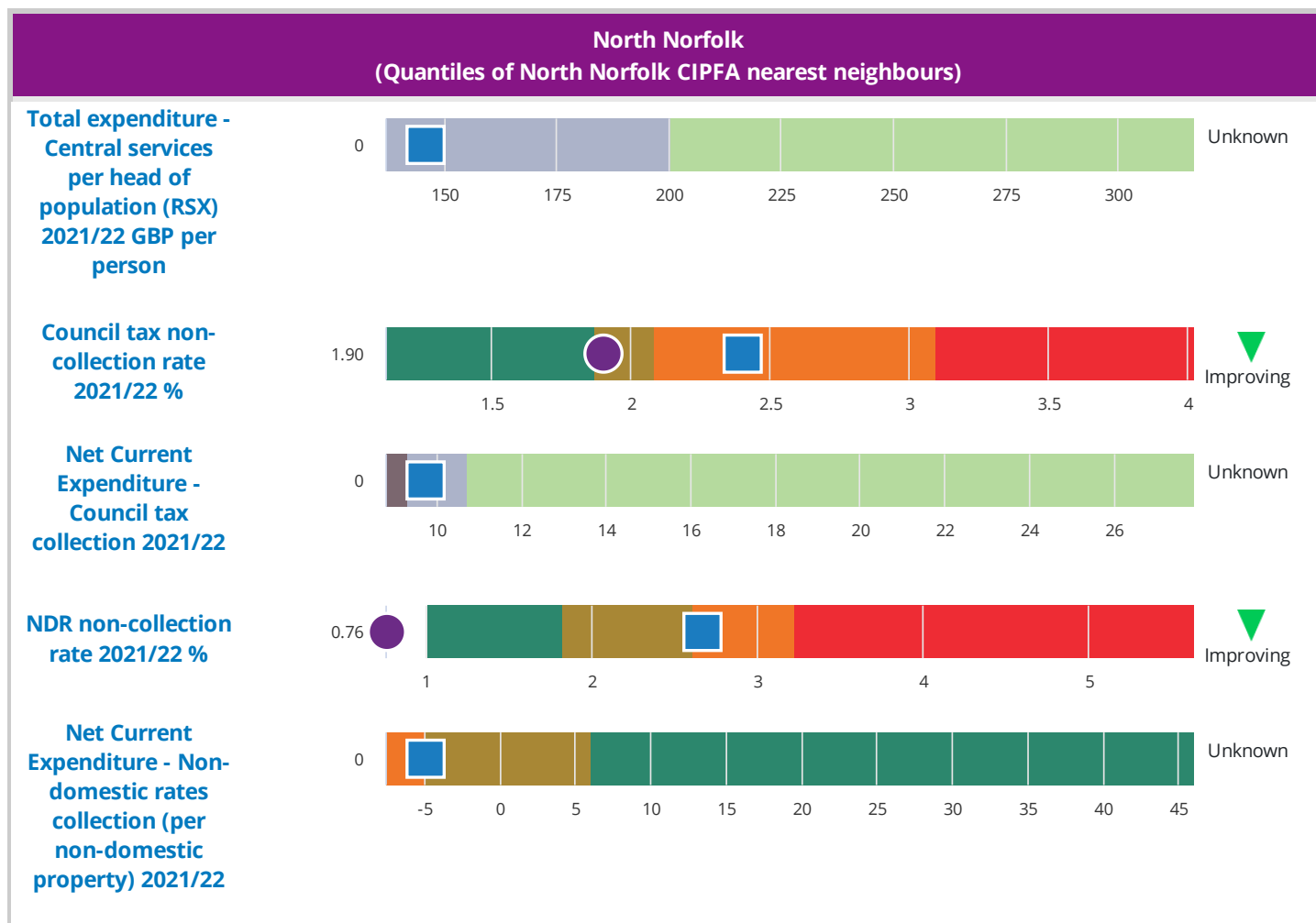
Below is a list of comparable value for money and performance data for services within the main funding streams for councils. Authorities may wish to change the metrics contained in this report or the comparator group to suit their own needs. The metrics are taken from various published national data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

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

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

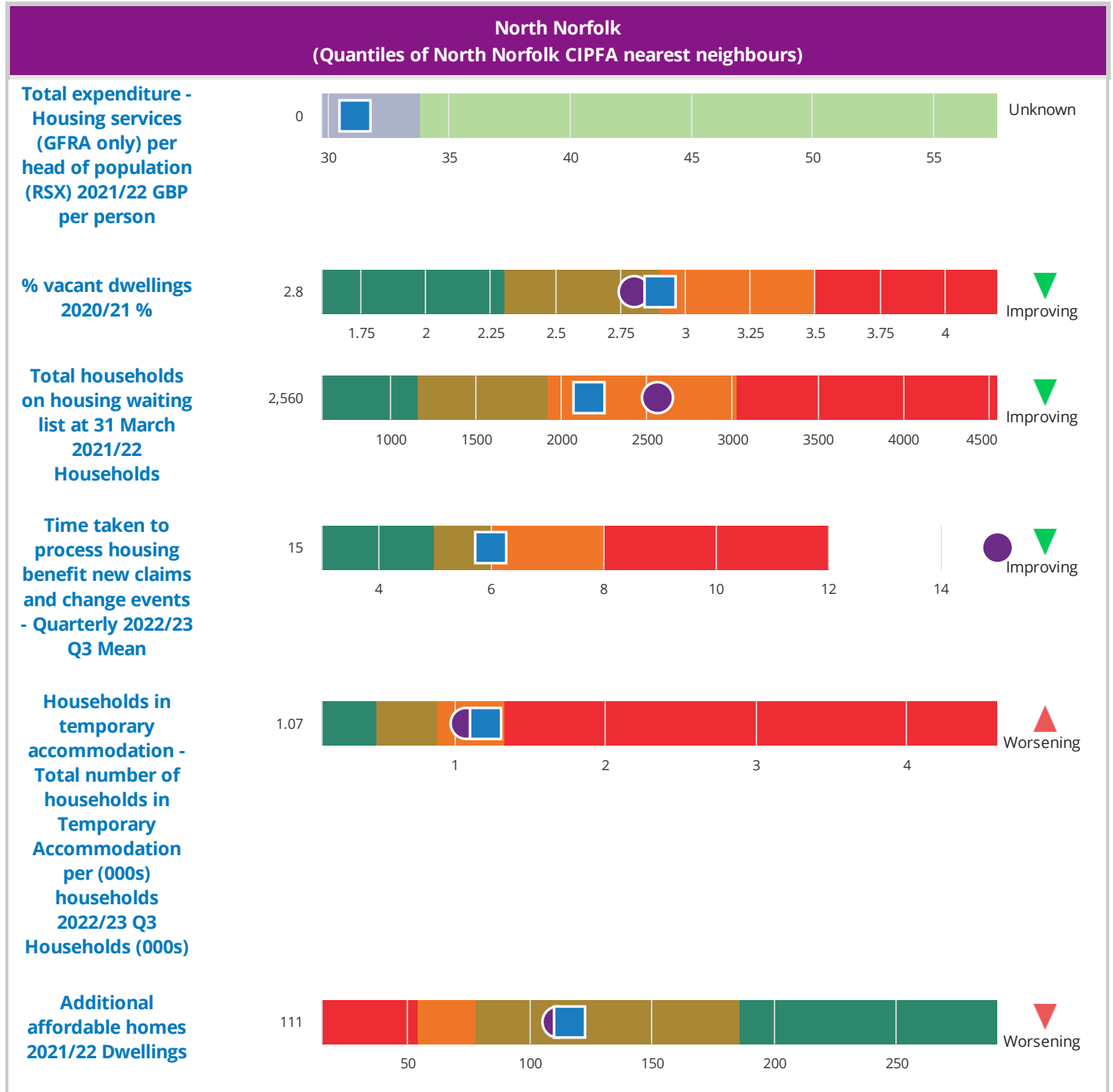
All data are shown as they appear in the source publication; if your chosen authority doesn't feature in one of the charts this is because the value was either missing from the original publication or suppressed due to disclosure rules of the publication source.

Central Services



● North Norfolk
■ Mean for North Norfolk CIPFA nearest neighbours

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



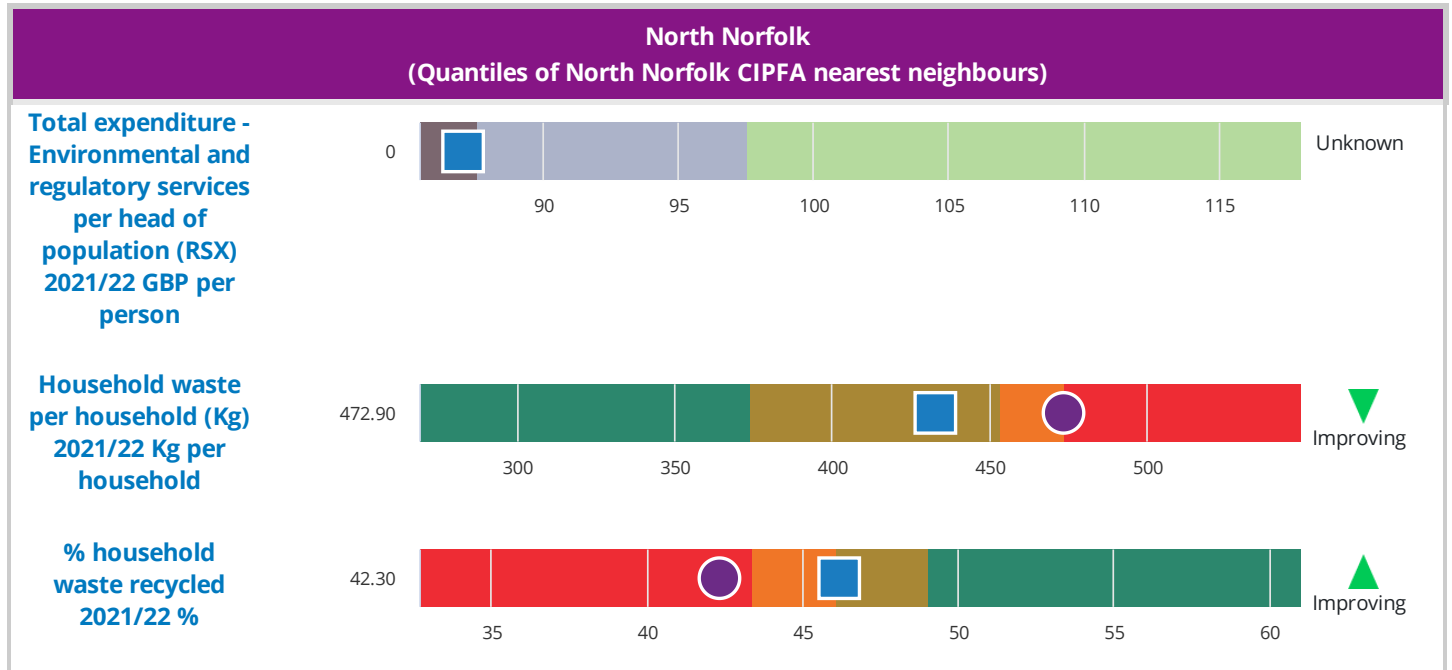
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Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing



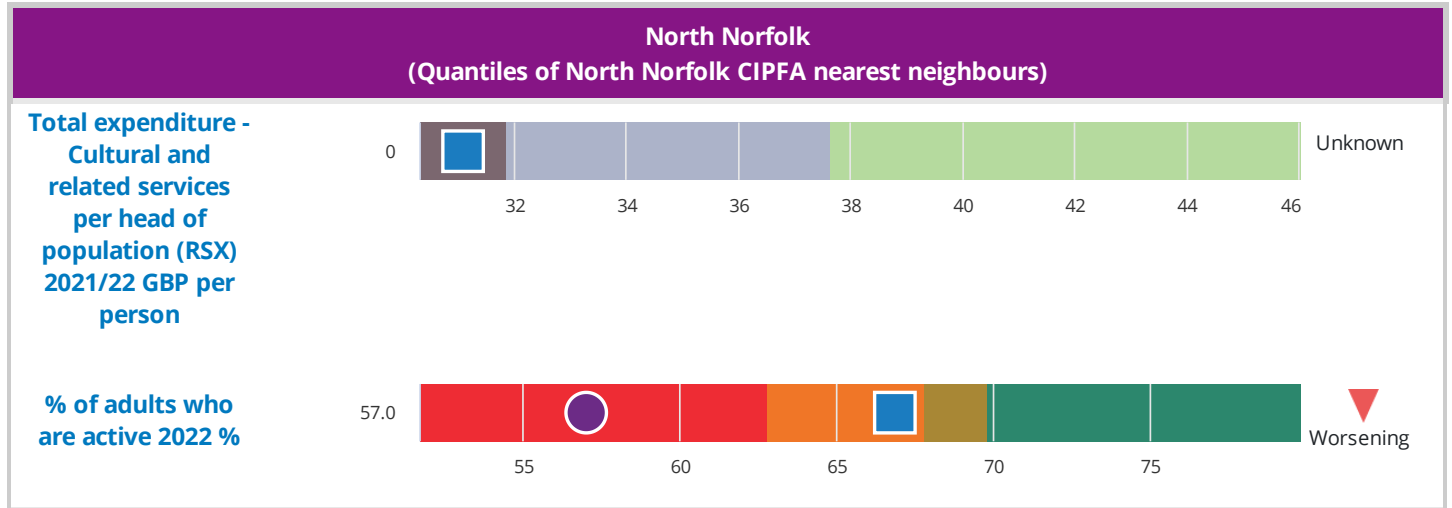
● North Norfolk
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Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing



● North Norfolk
■ Mean for North Norfolk CIPFA nearest neighbours

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● North Norfolk
■ Mean for North Norfolk CIPFA nearest neighbours

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

This report was generated using data from:

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

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Purchase of two additional refuse collection vehicles	
Executive Summary	This report outlines the requirement for allocation of capital funding for the purchase of two new refuse collection vehicles for the commercial and garden waste collection services delivered by Serco on behalf of the Council. These services have experienced significant customer growth over the last few years and are at a point whereby additional vehicles are required to ensure that the Council can continue to meet customers' expectations and deliver its statutory duties around domestic and commercial waste collections.
Options considered	<p>Do nothing – this would result in a deteriorating service level and loss of customers resulting in lost income for the Council.</p> <p>Hiring additional vehicles – deemed poor value for money.</p> <p>Purchasing second-hand vehicles – no availability of suitable vehicles.</p> <p>Contractor purchasing vehicles – poor value for money and not in line with current fleet.</p>
Consultation(s)	The proposal has been drawn up in conjunction with Serco who have recommended the provision of the additional vehicles and will look to factor their use in to a future round reorganisation.
Recommendations	<p>That Cabinet recommend to full Council an addition to the Capital programme of £385,000 to purchase two new refuse collection vehicles and that the £385,000 be added to the residual £65,000 that is left over from the original budget to purchase refuse vehicles from 2019 to date.</p> <p>That Cabinet recommend to full Council that the purchase be funded by borrowing of £335,000 and a revenue contribution of £50,000.</p>
Reasons for recommendations	To ensure the Council can meet customers' expectations and provide a service that can keep up with the continuing increase in demand for garden and commercial waste collection services. To ensure statutory duties around waste collection can be fulfilled. To support the future growth in revenue generating services.
Background papers	None

Wards affected	All
Cabinet member(s)	Cllr. Callum Ringer
Contact Officer	Scott Martin, Environment and Safety Manager, scott.martin@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	N/A
Medium Term Financial Strategy (MTFS)	The provision of additional resources on the revenue generating garden and commercial waste services will enable a better level of service delivery and help achieve future customer and revenue growth, supporting the MTFS.
Council Policies & Strategies	None

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	Is the item exempt, if so, state why.
Details of any previous decision(s) on this matter	N/A

1. Purpose of the report

- 1.1. This report outlines the request for Cabinet to recommend to Full Council the addition of a £385,000 capital budget in the 2023/24 financial year for the purchase of two new refuse collection vehicles. The vehicles will be used to service the commercial and garden waste collections, delivered on behalf of the Council by Serco. The two services have experienced significant customer growth over the last few years and when combined are budgeted to generate income for the authority of around £3m in 2023/24.
- 1.2. Both services have reached a point whereby additional vehicles are required to deliver a satisfactory service level to customers and in order for the Council to adequately fulfil statutory duties to collect garden waste and commercial waste.

2. Introduction & Background

- 2.1. The Waste and Related Services Contract was awarded to Serco in late 2019 and commenced in April 2020. As part of the contract, the vehicles to be used, although specified by the Contractor, were purchased by, and remain in the ownership of, the Council. This was deemed the most economically advantageous approach as the Council can access borrowing at preferential interest rates when compared with the private sector and as such, this will result in a lower cost over the life of the contract than other methods of providing vehicles.
- 2.2. A capital budget for the purchase of the original vehicles required to deliver the contract was included in the capital programme and this was funded by borrowing. Of that original capital budget, around £65,000 remains unspent and can be utilised towards the purchase of the two vehicles proposed as part of this report.

- 2.3. Quotes for the two new vehicles have been obtained and total £435,000 currently but these prices are valid for a limited time and so are subject to increases. The additional budget being requested is £385,000 giving a total budget of £450,000 for the purchase. See the table below which summarises this.

	£'000
Quotes obtained (time limited)	435
Contingency for increase in price	15
Total cost	450
Budget required:	
Residual budget from original purchase of vehicles	65
Additional request being made	385
Total budget	450
Funding:	
Revenue contribution	50
Borrowing	400
Total Funding	450

- 2.4. It is proposed that the purchase of the two new vehicles is funded by a combination of borrowing and a revenue contribution. The revenue contribution will come from the use of part of the 2021/22 Performance Management Failure deduction payment that the Council has received from the contractor. Performance Management Failure deductions are made where the contractor fails to perform elements of the contract in accordance with the contract specification. It is agreed as part of the contract that these payments will be reinvested in the Waste Collection Service to develop and improve services.
- 2.5. The performance of the contract in respect of the number of bin collections not completed on the scheduled day of collection has not been satisfactory, particularly the amount of time it has taken to resolve collections issues following the introduction of a route and round optimisation in September 2022. Serco have a period of time to rectify these missed collections and if they fail to do so a performance deduction is applied.
- 2.6. Both the garden waste and commercial waste services have seen significant increases in the number of customers and income growth over the last few years. Since the start of the contract with Serco, there have been approximately 4,000 new garden waste customers generating in excess of £200,000 revenue annually. Growth in the commercial waste customer base has also achieved a revenue increase of around £500,000 in the last 4-5 years.
- 2.7. Customer levels have reached a point whereby the resources available in terms of number of vehicles, is not sufficient for the current level of demand. It is important to maintain/improve service levels to ensure customer retention and to achieve further growth in the services. The purchase of the two new vehicles will assist in developing the service the Council provides.
- 2.8. For Garden Waste it is anticipated that the additional vehicle will enable Serco to manage the collection rounds more effectively and this in turn should improve their ability to complete rounds in a timely manner and improve missed bin

performance. It is anticipated that this will improve customer experience for this service area, particularly as Serco are looking to undertake a route and round optimisation to rebalance rounds, following the growth in customer numbers. This will not only reduce the potential for missed collections but be more efficient for vehicle mileage and therefore contribute to carbon reduction.

- 2.9. The additional Trade Waste Vehicle will provide capacity that enables further growth of this commercial service area, in turn contributing to the income the council receives to provide services.
- 2.10. In order to be as efficient as possible a number of existing commercial Trade Waste collections are undertaken on the domestic household collection rounds, particularly those where the frequency matches the alternate weekly collection frequency, such as holiday lets. Whilst this assists in reducing the carbon impact of these collections, by reducing the miles travelled to a minimum, the growth in trade customer numbers does place strain on the household collections. Additional collections not only take time to complete, particularly those using larger bins sizes than the domestic 240l bins, but also add volume to the vehicles often meaning that they have to tip collected waste more frequently which can add to challenges in completing rounds on the scheduled day of collection.
- 2.11. Providing the additional vehicle will allow a number of trade collections to be removed from the household rounds and thereby reduce the likelihood for crews to run out of time to complete rounds on the scheduled day, in turn reducing the number of missed collections. The vehicle will provide capacity to grow the Trade Waste Service over time further increasing income. Whilst the customer base is increased any spare capacity in the vehicle can be used to support collections in other service areas, including household collections, assisting in ensuring collections are completed on the scheduled day and thereby reducing the number of missed collections and improving performance.

3. Proposals and Options

3.1. A number of options have been considered.

- Do nothing – this would result in a deteriorating service level and loss of customers resulting in lost income for the Council.
- Hiring additional vehicles – The cost of hiring a refuse collection vehicle can be around £1000 per week and as such, this was deemed poor value for money.
- Purchasing second-hand vehicles – Serco have undertaken an exercise and identified that the type of vehicles required are extremely limited in the second-hand market. They were unable to find anything suitable in terms of age and specification in a recent market search.
- Contractor purchasing vehicles – this would come at a cost premium as the Council has access to preferential rates of borrowing. This would be contrary to the current approach the Council has, whereby it has purchased the rest of the fleet.

- Purchasing our own vehicles – this is in line with the current arrangements. This has two major advantages in that it provides the best value for money as the Council has access to borrowing at preferential interest rates and so avoids paying the higher levels of interest that the Council would pay through the contract payments it pays to the contractor. The second advantage is that the Council would own all its own refuse vehicles and so if for any reason it had to take the service back in-house at short notice it could continue to provide a refuse collection service with minimal disruption to council taxpayers and customers. This mitigates a big risk for the Council.

4. Corporate Priorities

- 4.1. The provision of additional resources on the revenue generating garden and commercial waste services, will enable a better level of service delivery and help the Council meet statutory objectives for the collection of household and commercial waste. It will also support aspirations around future customer and revenue growth as part of the MTFS.

5. Financial and Resource Implications

- 5.1. Quotes have been obtained from suppliers. The current total cost for the two vehicles required is around £435,000 however, supplier quotations have a time limited validity and are subject to changes. Therefore a request for a total budget of £450,000 has been made to cover any increases in price between the original final quotations.
- 5.2. There is a residual capital budget from the purchase of the original vehicles of £65,000 which can be used for the purchase of the two additional vehicles. It is expected that even with changes in pricing, the total cost of the two vehicles would not exceed £450,000. Therefore, an additional capital budget of £385,000 is required in order to complete the purchase.
- 5.3. It is proposed that the capital requirement is funded by a £50,000 revenue contribution, arising from Performance Failure Deductions imposed upon Serco during the 2021/22 financial year with the remainder, up to £335,000, by borrowing.
- 5.4. There are no additional revenue implications as a result of this report as all revenue costs associated with the vehicles (staffing, maintenance, servicing, fuel etc.) are met by Serco and associated costs to NNDC are already accounted for in existing revenue budgets.

6. Legal Implications

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

7. Risks

- 7.1. Collection services have struggled over the last six months and without additional capacity into the fleet there is a risk that performance will continue to be below an acceptable standard.
- 7.2. There is currently a long lead time for new refuse collection vehicles of around 12-15 months for new orders. Serco, as a significant provider of refuse collection services, has pre-allocated build slots with vehicle suppliers and are able to

make use of their available slots to secure a much shorter lead time. Failure to decide promptly would likely result in the loss of the allocated build slots and a delay in the provision of the new vehicles.

8. Net Zero Target

- 8.1. Achieving Net Zero and reducing our carbon emissions are at the forefront of officers' thinking when developing services. Investigations into purchasing electric refuse collection vehicles have been undertaken and are ongoing. However, the findings show that range limitations of electric refuse vehicles that are currently available mean that it is not viable at present to operate electric refuse collection vehicles in the large rural district of North Norfolk. The cost of the vehicles also make it prohibitive at present.
- 8.2. Officers have worked with Serco to explore the possibility of using Hydrotreated Vegetable Oil (HVO), a bio-based liquid fuel made from vegetable oils and animal fats which can be used as a more sustainable alternative to diesel. Currently, there is limited reliable and regular availability of HVO fuel on the scale required to deliver the services across the contract and there is also a cost premium when compared to regular diesel. However, the new vehicles would be able to run on HVO fuel if this situation were to improve in future.
- 8.3. The provision of these vehicles will assist with the delivery of services which help residents and businesses manage their waste in a sustainable manner, through the recycling and composting. The vehicles will be built to the latest Euro 6 engine and will all have electric bins lifts to help reduce emissions.

9. Equality, Diversity & Inclusion

- 9.1. There are no Equality, Diversity and Inclusion issues arising from this report.

10. Community Safety issues

- 10.1. There are no Community Safety issues arising from this report.

11. Conclusion and Recommendations

- 11.1. The garden waste collection service and the commercial waste collection service are both services that generate a significant level of income for the Council and enable the Council to meet its statutory duties. The take up of both these services has increased significantly over the last few years and has now reached a level whereby the existing fleet cannot meet the demand. To meet the demand now and in the future requires the purchase of two additional vehicles. These will cost a maximum of £450,000.
- 11.2. An additional capital budget of £385,000 is required to add to an existing budget of £65,000 currently in the 2023/24 capital programme to purchase the vehicles. It is proposed that this would be funded by a £50,000 revenue contribution and borrowing.
- 11.3. It is therefore recommended that Cabinet recommend to full Council an addition to the Capital programme of £385,000 to purchase two new refuse collection vehicles and that the £385,000 be added to the residual £65,000 that is left over from the original budget to purchase refuse vehicles from

2019 and that Cabinet recommend to full Council that the purchase be funded by additional borrowing of £335,000 and a revenue contribution of £50,000.

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STALHAM HIGH STREET TASK FORCE	
Executive Summary	Stalham was selected as a suitable town for an investigation into the opportunities for improving the health (vitality and viability) of its town centre. A successful application was made in 2022 for a government-funded scheme and the Council subsequently progressed the initiative. A meeting took place in March with the appointed consultants and relevant stakeholders and subsequently a report was prepared, entitled 'Unlocking Your Place Potential.'
Options considered	The study has been undertaken and the further offer of support is available. The alternative option of taking this no further would not be sensible, however, once the further work has been done options for further support to the town's High Street will be considered.
Consultation(s)	In the lead up to the preparation of the HSTF initiative, representatives of Stalham Town Council (STC) and Stalham Business Forum (SBF) were engaged to agree the scope of the activities. Through the 'Unlocking Your Place Potential' study, representatives of Stalham Neighbourhood Development Committee, the Museum of the Broads, New Anglia Local Enterprise Partnership and Norfolk County Council were involved, alongside officers and members from NNDC and representatives of STC and SBF.
Recommendations	<p>Cabinet is asked to endorse the findings of the UYPP report and agree to the following actions:</p> <ul style="list-style-type: none"> • Continue to work with interested organisations in Stalham to progress options for supporting its town centre and local businesses operating there • arrange a meeting in the summer to discuss the findings of the HSTF investigation and to develop a scope for future actions by the relevant stakeholders • host a workshop in Stalham on improving local capacity, leadership and partnerships led by a High Streets Task Force expert that will consider governance and place management partnership structures, with an awareness of identified needs and potential future responsibilities • following the workshop, act on the recommendations to establish a partnership with a timetable and cycle of meetings suitable to prepare a joined-up plan and coordinate future delivery • evaluate the scope for a 'Place Making Programme' workshop to follow on from the above actions.
Reasons for recommendations	To support the further exploration of ways for Stalham's town centre to be improved.
Background papers	Stalham High Street Task Force Unlocking Your Place Potential (attached as an Appendix)

Wards affected	Stalham
Cabinet member(s)	Cllr Paul Heinrich, Cabinet Member for Sustainable Growth

Contact Officer	Rob Young, Assistant Director for Sustainable Growth Tel: 01263 516162 Email: robert.young@north-norfolk.gov.uk
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Links to key documents:	
Corporate Plan:	Boosting Business Growth
Medium Term Financial Strategy (MTFS)	None
Council Policies & Strategies	North Norfolk Local Plan

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	None

1. Purpose of the report

- 1.1 In 2022 the government launched its High Streets Task Force initiative, with the aim of supporting a further 68 local authorities across England ([Task Force announces 68 local authorities to receive expert support | High Streets Task Force](#)). NNDC was one of those selected with Stalham being the nominated town to receive support.
- 1.2 The initiative saw the appointment of consultants with expertise in town centre renewal and a report of their investigations has been received. This report is to apprise members of the progress to-date and to seek agreement to further work to develop options for helping unlock the potential of Stalham's town centre.

2. Proposals and Options

- 2.1 The first step of the support process involved a visit from the High Streets Task Force to undertake an **Unlocking Your Place Potential (UYPP)** diagnostic study. This included a three-hour meeting on 3rd March 2023, with representatives of Stalham Town Council, Stalham Business Forum, Stalham Neighbourhood Development Committee, the Museum of the Broads, New Anglia Local Enterprise Partnership and Norfolk County Council, alongside officers and members from NNDC. The meeting was followed by a guided town tour with the visiting team.
- 2.2 The UYPP report is attached as an appendix. This gives an overview of the major challenges facing Stalham and evaluates the current actions and plans of stakeholders in the town for its potential transformation. It gave rise to the

following 'priority actions.' Responses to these have been suggested (in italics below).

1. Share the final version of the report with everyone that attended the Unlocking Your Place Potential meeting.

This action is complete and participants are welcome to share the report with their networks.

2. Pull together a report containing all existing evidence of issues in Stalham, including from Local Plan and Neighbourhood Plan addressing matters such as the High Street business mix; appearance; community facilities; the evening economy; and parking provision. The report should also identify any gaps in knowledge and potential ways to plug them, e.g. variable footfall across town centre.

NNDC will seek information from relevant sources to pull together this evidence base and will then identify the data gaps and suggest ways in which they might be filled, together with an indication of the resources necessary to do so.

3. Arrange another meeting of local councils, (including suitable County Council officers), the Local Enterprise Partnership, business and community leaders to review the recommendations of this report and agree/achieve buy-in for next steps. This can also offer an opportunity to share the assessment of issues and provide updates from individual organisations.

NNDC will arrange a meeting in the summer to discuss the findings and to develop a possible scope for future actions by the relevant stakeholders to respond to the findings.

4. Host a workshop in Stalham on improving local capacity, leadership and partnerships led by a High Streets Task Force Expert that will consider governance and place management partnership structures, with an awareness of identified needs and potential future responsibilities.

NNDC will liaise with the Town Council and Business Forum on the relevant scope for such a workshop and will take the necessary actions, in collaboration with the HSTF expert, for this to take place (potentially in the autumn).

5. Act on the recommendations from the Expert-led workshop to establish a partnership with a timetable and cycle of meetings suitable to prepare a joined-up plan and coordinate future delivery.

This will be pursued, following the workshop.

- 2.3 The team also put forward the following further recommendations that sit outside of the Restructuring Strategy:

6. Place analytics and dashboards (integrating and sharing sources of data).

NNDC will review the information available and the analysis necessary for populating a suitable dashboard, together with suitable tools for making this available.

7. Place Making Programme workshop.

NNDC will evaluate the scope for such a workshop to follow on from the above actions.

- 2.4 Whilst it is recommended that this work be taken forward for the town of Stalham, which is funded by external support available from the HSTF initiative, opportunities to share best practice between towns should also be explored.

3. Corporate Priorities

- 3.1 These proposals relate directly to the Council's current Corporate Plan objectives relating to Boosting Business Growth, specifically Objective 7: *"Facilitating the transition of our town centres to be places which are attractive and accessible for living, working and for leisure."* This includes the following action:

"Support local community organisations to encourage the development of 'place-based' approaches to maintain the vitality of local towns and town centres."

4. Financial and Resource Implications

- 4.1 NNDC made the successful application for HSTF support and the activities thus far have been supported externally. The only resource implications from the recommendations in this report relate to staff time and small-scale expenses for meetings/events.

5. Legal Implications

- 5.1 None at this time.

6. Risks

- 6.1 None identified at this time.

7. Net ZeroTarget

- 7.1 Action to reinforce the role and function of local town centres should help to ensure they act in support of more sustainable patterns of behavior and travel. There are no impacts arising from this report on the Council's Net Zero target.

8. Equality, Diversity & Inclusion

8.1 Not a relevant consideration at this time.

9. Community Safety issues

9.1 None at this time.

10. Conclusion and Recommendations

Cabinet is asked to endorse the findings of the UYPP report and agree to the following actions:

- Continue to work with interested organisations in Stalham to progress options for supporting its town centre and local businesses operating there
- arrange a meeting in the summer to discuss the findings of the HSTF investigation and to develop a scope for future actions by the relevant stakeholders
- host a workshop in Stalham on improving local capacity, leadership and partnerships led by a High Streets Task Force expert that will consider governance and place management partnership structures, with an awareness of identified needs and potential future responsibilities
- following the workshop, act on the recommendations to establish a partnership with a timetable and cycle of meetings suitable to prepare a joined-up plan and coordinate future delivery
evaluate the scope for a 'Place Making Programme' workshop to follow on from the above actions.

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Stalham

Unlocking Your Place Potential – Report and Feedback



Table of Contents

About the visit and this report.....	2
Stalham – Strengths	3
4Rs Framework and our method	4
Applying the 4Rs to Stalham.....	5
Fishbone Analysis	6
Diagnosis of main barrier to transformation	6
Recommendations	8
High Streets Task Force Product Prescription	9
Appendix 1 – List of town attendees.....	11

About the visit and this report

The High Streets Task Force visited North Norfolk on 3rd March 2023 to undertake an *Unlocking Your Place Potential* diagnostic visit. Chris Wade was the High Streets Task Force Expert undertaking the visit.

The attendees representing Stalham can be found in Appendix 1.

The purpose of the visit was to diagnose the main barrier to your transformation. In other words, what problem, if not resolved now, will make it difficult for the town to change. To do this the Expert wanted to understand more about the challenges facing the town, your plans for transformation, meet key stakeholders, ask questions and tour the town.

As a result of the diagnostic process, the Expert has identified local capacity, leadership and partnerships, as the current barrier to transformation in Stalham.

The rest of this report identifies the strengths of the town, the main barrier to transformation the Expert found, as well as clear recommendations the Local Authority and partners can action now to accelerate the transformation process. The report ends with a list of High Streets Task Force Products that the Expert has prescribed.

On behalf of the High Streets Task Force, may I take this opportunity to thank attendees who gave up their time to attend the meeting, and who contributed to a frank and positive discussion. Thank you to Stewart Damonsing for organising the session and those that led, and contributed to, an informative and well-planned workshop and subsequent town tour.

From reading the feedback from the visit, and this report, I can see you have a lot going for you in Stalham – and many strengths both in the town and in your people. The High Streets Task Force is here to help you build on those strengths, and I hope you find it useful.



Matt Colledge

High Streets Task Force Project Director

Stalham – Strengths

- ✓ Manageable walking distance to amenities/services/clubs/independent shops recognised as top quality in the Neighbourhood Plan consultation
- ✓ Good array of independent retail and retail services for town of its size
- ✓ Town centre supermarket with parking attracts people from further afield
- ✓ Located on edge of the Broads National Park and close to Norwich and coast
- ✓ Events and festivals organised by Stalham Area Business Forum
- ✓ Community spirit as recognised in Neighbourhood Plan consultation
- ✓ Strong sense of community that helps ensure the town continues to thrive, through different working groups

Stalham is an attractive town, with a strong sense of community and magnificent countryside and coastal scenery right on its doorstep. It has a good local catchment within walking distance of the town centre and a central supermarket that attracts residents and visitors from a wider area.

There are a variety of imaginative, annual events hosted in the town including the Vintage and Collectors Market; Stalham Fringe Festival and the Yuletide Market. The Museum of the Broads and Richardson's Boatyard are important attractions in the wider Norfolk Broads. In summary, the town has many strengths and although it is facing challenges, these strengths provide great opportunities to build on in planning for a reinvigorated future.

4Rs Framework and our method

The aim of the Unlocking Your Place Potential workshop is for our High Streets Task Force Experts to identify the key barrier(s) to the improvement of your high street and recommend an appropriate strategic response. To enable our experts to do this in an evidence-based way, the High Streets Task Force uses the '4Rs Framework'.

Research has identified 237 factors that impact on the success of the high street. However, it is too overwhelming to think of all these at once, so we have developed the '4 Rs' framework to provide some structure to the incredibly complex practice of place transformation. Without a framework, it is easy to be drawn into so much detail that you cannot see the big picture.

When you simplify the process of renewal, the reasons why so many regeneration plans do not result in the changes people expect fall into 4 categories:

- The problems facing the centre were not accurately identified
- The plans were good but not enough changed
- The place changed but people's perceptions didn't
- There were fundamental issues with governance or the spatial layout of the place

We looked at these problems and identified 4 strategies to address them, *repositioning*, *reinventing*, *rebranding*, and *restructuring*. So, the framework distinguishes between the processes of analysis and decision making (repositioning), effecting change (reinventing), communication (rebranding) and governance/spatial planning (restructuring). More detail on each of the '4R's' is set out below.



Figure 1: the 4Rs Framework

Applying the 4Rs to Stalham

Although the town and its people have many strengths, we did identify a number of weaknesses. We have grouped these using the 4Rs framework – see below.

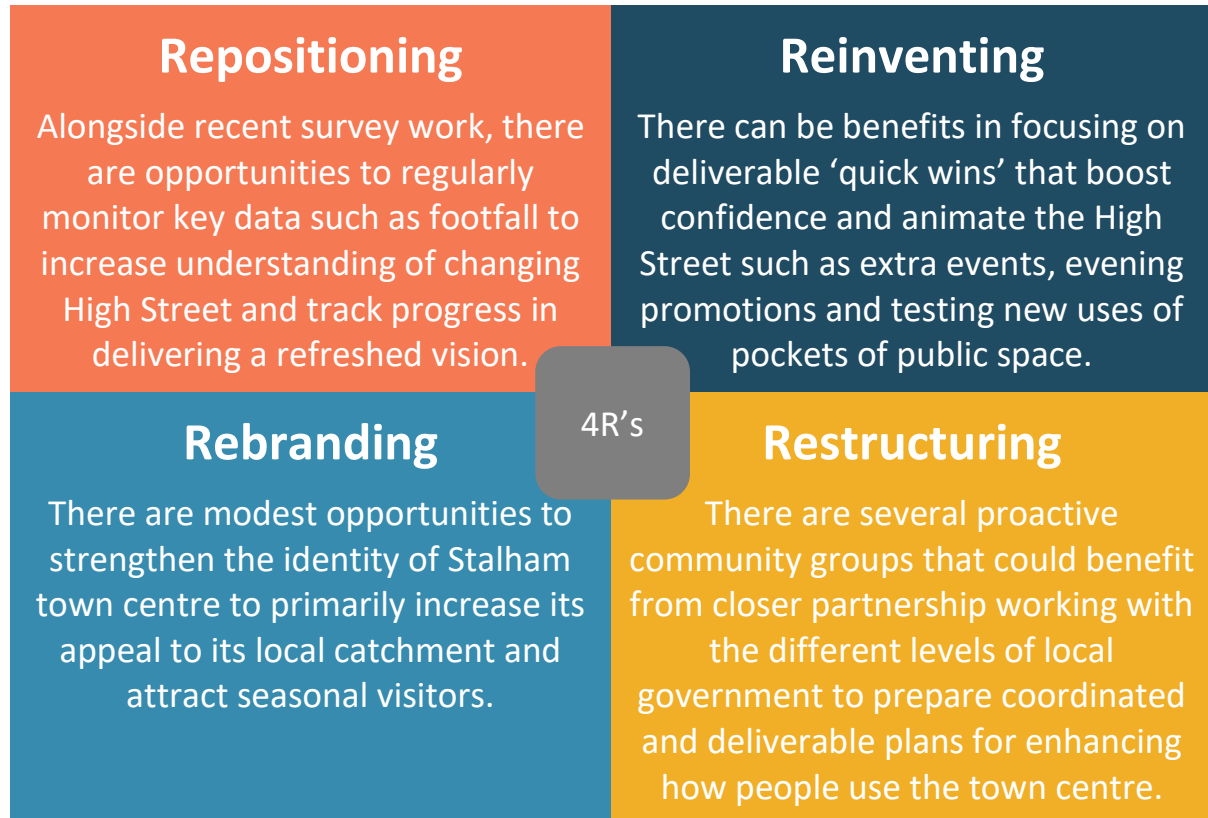


Figure 2: Applying the 4Rs Framework to Stalham

We used all the information we had to identify which of the descriptions above fitted the evidence we had collected. We collected this evidence from looking at your Expression of Interest to the Future High Streets Fund, our feedback to you (Transforming Your High Street Report), the Unlocking Your Place Potential visit, including our meeting, discussions, exercises and the in-person town tour. We also included the information we found out about Stalham from our desk research.

We then grouped each piece of evidence under the 4R headings of Repositioning, Reinventing, Rebranding, and Restructuring. You can see our working on the Fishbone Sheet included in this report.

By classifying every clue, we could see how these are grouped and where Stalham is facing major barriers. This then allows us to recommend suitable strategies to overcome these. These strategies are *ways of working*, rather than 'magic bullets' relating to any particular intervention in your town. As mentioned at the start of the Unlocking Your Place Potential visit, you are the experts in Stalham.

You can see the major barriers to your transformation in the next section.

Fishbone Analysis

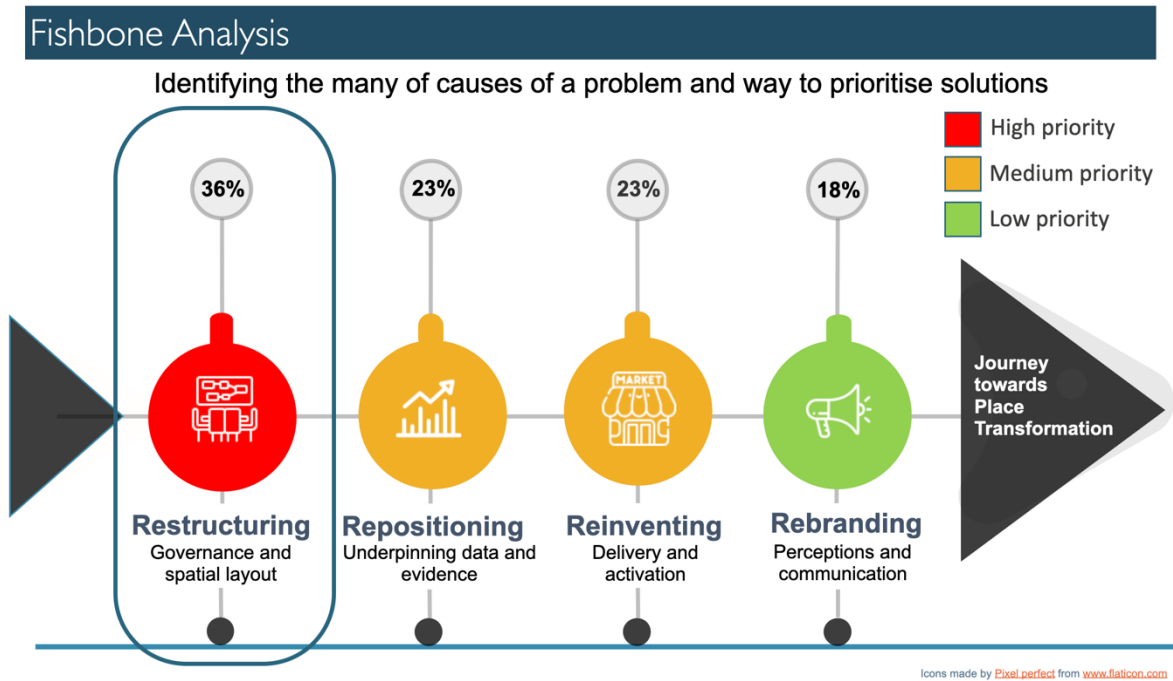


Figure 2: Fishbone Analysis for Stalham

Diagnosis of main barrier to transformation

As a result of the diagnostic process, the Experts have identified local capacity, leadership and partnerships as the main barrier to transformation in Stalham.

We believe North Norfolk District Council can assist in improving the local capacity, leadership, partnerships and plans through improved governance and place management partnership structures. Such well-organised partnerships can more effectively deliver change beginning with identifying local priorities for improving vitality and viability.

The momentum created by the emerging Neighbourhood Plan and its proposals for enhancing the town centre, the existing role of the Business Forum in organising events, Local Plan housing allocations and calls for improved access and waymarking to the supermarket and Staithe, suggest the need for a partnership approach to identify collective local priorities for improving the town centre and to agree the roles of individual partner organisations in delivery.

We recognise the need for support for partnership development to go hand-in-hand with understanding and addressing the issues faced by Stalham town centre. Discussions about

partnership development should involve an awareness of the issues faced and the potential roles of different partners in future delivery.

Stronger partnerships between the different layers of local government, businesses and the wider community will build more capacity for making change in the town. A more coordinated approach will ensure more impact from the investment and interventions, whether they are initially led by the public, private or voluntary sector.

It was very clear from our meeting that there is a huge amount of enthusiasm and support for the town from both the councils, community and business leaders. More frequent and open communication is needed, and we suggest structuring your partnership and governance systems to facilitate a team approach to transformation, with council, business and community participation.

Recommendations

To improve **local capacity, leadership and partnerships** we are recommending a strategy of first *restructuring* to refresh your approach to place leadership. We understand it is not always easy to change cultures, structures and behaviours to work in a more collaborative way, so we are giving you five recommendations that if you adopt, will lead to some quick improvements.

1. Share the final version of this report with everyone that attended the Unlocking Your Place Potential meeting.
2. Pull together a report containing all existing evidence of issues in Stalham including from Local Plan and Neighbourhood Plan including the High Street business mix; appearance; community facilities; the evening economy; and parking provision. The report should also identify any gaps in knowledge and potential ways to plug them, e.g. variable footfall across town centre.
3. Arrange another meeting of local councils, (including suitable County Council officers), the Local Enterprise Partnership, business and community leaders to review the recommendations of this report and agree/achieve buy-in for next steps. This can also offer an opportunity to share the assessment of issues and provide updates from individual organisations.
4. Host a workshop in Stalham on improving local capacity, leadership and partnerships led by a High Streets Task Force Expert that will consider governance and place management partnership structures, with an awareness of identified needs and potential future responsibilities.
5. Act on the recommendations from the Expert-led workshop to establish a partnership with a timetable and cycle of meetings suitable to prepare a joined-up plan and coordinate future delivery.

A couple of additional recommendations which sit outside of the restructuring strategy:

6. Place analytics and dashboards (integrating and sharing sources of data).
7. Place Making Programme workshop.

We hope these recommendations are useful. As we explained in the Unlocking Your Place Potential visit, you are the experts in Stalham, not us. Nevertheless, we have experience of working with many towns around the country that face similar challenges – so when we undertake a diagnostic visit, we are well trained in looking for strengths and weaknesses in the town's offer, as well as the structures and processes that manage and change the town.

High Streets Task Force Product Prescription

Based on our recommendations, we would like to offer you the following products. This has been decided after considering your key barriers to transformation and what we have concluded as the best way to help you achieve your transformation goals.

High Streets Task Force Products Prescribed:

Product prescribed	Rationale
<p>Expert support</p>	<p>Expert support focused on:</p> <ul style="list-style-type: none"> • Governance, place management partnership structures • Identifying local priorities for improving vitality and viability <p>There are good examples of community-based initiatives in Stalham including the Business Forum’s events programme and the Neighbourhood Plan Community Consultation Survey. Such work, perhaps paired with short-term funding opportunities through the UK Shared Prosperity Fund and long-term strategy in the Local Plan, can provide the momentum for a more coordinated partnership and plan aimed at reviving the town centre. It’s important to get everyone rowing in the same direction!</p> <p>We recognise that such partnership development cannot happen in isolation from an understanding of the issues and the potential to address them. We therefore suggest some preliminary work pulling together current evidence of issues from the Neighbourhood Plan consultation and other sources.</p> <p>By also including a focus on identifying local priorities, the development of a town centre partnership can be structured around distinctive themes such as strategic changes through planning, transport, parking and public realm enhancements or ‘softer’ support for business diversification, events, marketing and digital development that can help bring the town to life.</p>

	<p>The rationale for this prescription of expert support is that a coordinated partnership can help achieve noticeable 'quick wins' that begin to boost local confidence and capacity. Organisations can work together to prepare a joined-up plan, while being able to play to the strengths through coordinated delivery.</p>
<p>Workshop</p>	<p>Stalham would also benefit from a Place Making Programme workshop. The workshop is open to a wide group of stakeholders and is centred around a 3-hour in-person session for up to 70 people.</p> <p>Taking the approach of broad consultation and engagement, the workshop allows for constructive discussion of challenges and future plans for the local area, ensuring that all voices are heard.</p> <p>This type of programme has been well established and used in over 50 locations nationally by the Task Force Lead Partner, the Institute of Place Management, as well as during significant research projects on high street transformation.</p>
<p>Online learning/resources</p>	<p>The High Streets Task Force offers a range of online resources and support that places can benefit from.</p> <p>The following workshop we believe would benefit the potential partnership members in Stalham as it introduces achievable actions for improving town centre performance:</p> <ul style="list-style-type: none"> • Online learning – Improving High Street Vitality and Viability

Next steps:

Please liaise with your Operations contact to make arrangements for the delivery of the next stage of your support. The operation's team are available to assist with any queries relating to the delivery of the above support, so please do not hesitate to get in touch if any aspect is unclear.

More information about all of these products can be found on the HSTF website [here](#).

Appendix 1 – List of town attendees

Full Name	Job Title	Organisation Name
Matthew Taylor	District Councillor	North Norfolk District Council
Pauline Grove-Jones	District Councillor	North Norfolk District Council
Tim Adams	Leader	North Norfolk District Council
Steve Blatch	Chief Executive	North Norfolk District Council
Stewart Damonsing	Business Development Officer	North Norfolk District Council
Nigel Dixon	County Councillor	Norfolk County Council
Kevin Bayes	Mayor	Stalham Town Council
Maggie Green	Deputy Mayor	Stalham Town Council
Catherine Scrivner	Town Councillor	Stalham Town Council
Rachel Hood	Town Councillor	Stalham Town Council
Daniel Trett	Chairman	Stalham Area Business Forum
Chris Foster	Chair	Stalham Neighbourhood Development Committee
Nicola Hems	Curator	Museum of the Broads
Jason Middleton	Programme Manager	New Anglia Local Enterprise Partnership

NORTH NORFOLK HYDROGEN STUDY	
Executive Summary	<p>Increasing consideration is being given to the potential of the Bacton Energy Hub playing a major role in the UK's future energy security strategy as our national economy looks to transition to Net Zero, moving away from reliance on natural gas to sources of low carbon and renewable energy, including hydrogen and carbon capture and storage.</p> <p>The District Council therefore needs to understand the implications and opportunities presented for the future of the Bacton Energy Hub site through commissioning some research into how hydrogen production and carbon capture and storage might be accommodated on the site and understand the potential benefits which might be realised for the North Norfolk economy through such investments in terms of jobs, training, supply chains etc.</p> <p>This report therefore recommends that the District Council establishes a budget to commission a research report into the future opportunities for the Bacton Energy Hub site.</p>
Options considered	<p>Commission research into the future opportunities for the Bacton Energy Hub site so that the Council is able to take an informed and proactive position in engaging with investors proposing investments at the site to produce hydrogen and in the storage of carbon in depleted offshore gas fields in the southern North Sea.</p> <p>Do nothing – not considered to be an appropriate position for the Council as potentially major proposals are developed for the Bacton Energy Hub site</p>
Consultation(s)	<p>The Council has held initial meetings with the North Sea Transition Authority, National Grid Gas Transmission, Cadent, and the Hydrogen Capital and Hydrogen Valley projects about the potential of future investments at the Bacton Energy Hub site.</p> <p>However, these conversations are at a very early and formative stage and have not provided the Council with much information such that it can take an informed position of the opportunities and implications of such proposals for the Bacton site.</p> <p>The Council therefore wishes to commission some initial, independent, research into these project proposals in order that it can, in due course, represent the interests of local communities and businesses in the further development of proposals made for the site.</p>
Recommendations	<p>Cabinet is recommended to establish an initial budget as detailed in the exempt appendix funded from the Corporate Plan Delivery Plan Reserve to commission a piece of</p>

	independent research of the opportunities being proposed for the future of the Bacton Energy Hub site, particularly as a location for the production of hydrogen and the capture and storage of carbon, in order that the Council can take an informed position with respect to these significant proposals in support of the UK's Net Zero ambitions.
Reasons for recommendations	To position North Norfolk strongly in respect of developing proposals for the Bacton Energy Hub to make a significant contribution to the UK's Net Zero strategy and ambitions.
Background papers	<p><u>North Sea Transition Authority (NSTA): Bacton Energy Hub - The move to
net zero (nstauthority.co.uk)</u></p> <p><u>North Sea Transition Authority (NSTA): Carbon Capture and Storage - The move to
net zero (nstauthority.co.uk)</u></p> <p><u>Capital Hydrogen</u></p> <p><u>Hydrogen Valley</u></p>

Wards affected	Bacton, Trunch, Mundesley
Cabinet member(s)	<p>Cllr Tim Adams, Leader of the Council</p> <p>Cllr Adam Varley, Cabinet member for Net Zero and Climate Change</p> <p>Cllr Paul Heinrich, Cabinet Member for Sustainable Growth</p>
Contact Officer	<p>Steve Blatch, Chief Executive</p> <p>Tel: 01263 516232</p> <p>Email: steve.blatch@north-norfolk.gov.uk</p>

Links to key documents:	
Corporate Plan:	<p>Environment, Coast and Climate Change</p> <p>Sustainable Business Growth</p>
Medium Term Financial Strategy (MTFS)	None directly, but the Bacton Energy Hub site is one of the largest business rated premises in the District and so contributes to our business rate base
Council Policies & Strategies	<p>North Norfolk Local Plan</p> <p>Net Zero Strategy and Action Plan</p> <p>North Norfolk Coast Shoreline Management Plan</p>

Corporate Governance:	
Is this a key decision	No

Has the public interest test been applied	Part exempt (Paragraph 3 of Section 12A of the Local Government Act 1972) in terms of the budget to be established so as not to compromise procurement regulations in seeking prices / proposals for the research study.
Details of any previous decision(s) on this matter	None

1. Purpose of the report

- 1.1 The Bacton Gas Terminal has played an important part in the UK energy supply for over 50 years, initially processing gas from the southern North Sea for distribution through the UK gas transmission network, and in more recent times also handling gas from elsewhere in the North Sea and from the continent through a number of interconnector pipelines; to supply over one third of the UK's natural gas needs.
- 1.2 Looking to the future as the UK transitions away from fossil and carbon fuel sources towards Net Zero, the Bacton Gas Terminal site is increasingly being referred to as the Bacton Energy Hub - with the potential of the site being re-purposed for Carbon Capture and Storage and the production of hydrogen.
- 1.3 North Norfolk District Council currently has limited knowledge of these potential developments and what implications and opportunities they might have or present for local communities, the local environment and prospects of diversifying and positioning the local economy in an emerging economic sector with the potential for new skilled jobs, supply contracts etc. The authority therefore wishes to commission a piece of independent research as a baseline report from which it can consider how it should look to position itself to realise such opportunities in the future.
- 1.4 This report seeks authority to establish a budget to commission this research from which the Council will be able to agree a future position with respect to proposals at the Bacton Energy Hub over the next four years of this Council administration, when key decisions about the future of the Bacton site are likely to be made in support of the UK's Net Zero and Energy Security strategies.

2. Proposals and Options

- 2.1 In recent months the District Council, through the Chief Executive and previous Cabinet member for Sustainable Growth, has held initial conversations with the North Sea Transition Authority, National Grid Gas Transmission, Cadent, and the Hydrogen Capital and Hydrogen Valley projects about the potential of future investments at the Bacton Energy Hub site.
- 2.2 A number of these organisations – particularly the Capital Hydrogen and Hydrogen Valley proposals, have recently made public announcements proposing that the Bacton Energy Hub site could play a critical role in the production of hydrogen in large quantities to supply de-carbonisation

programmes of major industries in the Greater London and Midland regions as part of the UK's Net Zero and Energy Security strategies.

2.3 If the District Council is to engage with these proposals in an informed way it needs to develop its understanding of the proposals and what they might mean for the District's economy moving forward. At the present time the authority has limited technical knowledge of the industrial processes now being proposed for the Bacton site and yet potentially the site and district could play a significant role in the future development of the hydrogen and carbon capture and storage sectors in the UK over the next fifteen to twenty years.

2.4 It is therefore considered important that the Council obtains some independent advice as to the future growth scenarios of these emerging industrial / Net Zero sectors so that it can consider what resources it commits to supporting and engaging with these potentially exciting proposals moving forward.

3. Corporate Priorities

3.1 These proposals relate directly to the Council's Corporate Plan objectives relating to the Environment, Climate and Coast and Sustainable Business Growth.

4. Financial and Resource Implications

4.1 This report seeks authority to establish a budget to commission an independent research report outlining the anticipated growth of hydrogen production and demand, and the potential of carbon capture and storage proposals in the UK, and how some of these opportunities might be realised at the Bacton Energy Hub site in the district.

4.2 At this time, authority is sought to establish a budget as detailed in the exempt appendix to commission a research study which will require a modest staff resource in preparing the report specification, taking forward the procurement process and working with the appointed consultant in outlining the project brief and receiving the completed report. Receipt of the report, which will be presented back to Cabinet – most probably in September or October, might then outline a further resource requirement – financial or staff to take forward actions or recommendations. Any such decisions will be for a future meeting of Cabinet.

5. Legal Implications

5.1 None at this time – beyond the financial regulations relating to the procurement / appointment of a contractor to undertake the study.

6. Risks

6.1 None identified at this time.

7. Net Zero Target

7.1 The commissioning and receipt of this research report will not, in itself, contribute to the Council's Net Zero Strategy & Action Plan; however given the subject matter the report could provide significant insight into how the Council could support the UK's move towards Net Zero through supporting future developments at the Bacton Energy Hub site.

8. Equality, Diversity & Inclusion

8.1 Not a relevant consideration at this time.

9. Community Safety issues

9.1 None at this time.

10. Conclusion and Recommendations

Cabinet is recommended to establish an initial budget, as detailed in the exempt appendix funded from the Corporate Plan Delivery Plan Reserve, to commission a piece of independent research of the opportunities being proposed for the future of the Bacton Energy Hub site, particularly as a location for the production of hydrogen and the capture and storage of carbon, in order that the Council can take an informed position with respect to these significant proposals in support of the UK's Net Zero ambitions.

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

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