

Overview & Scrutiny Committee



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Tuesday, 6 June 2023

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 14 June 2023** at **9.30 am**.

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

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

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

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

Emma Denny
Democratic Services Manager

To: Cllr N Dixon, Cllr S Penfold, Cllr V Holliday, Cllr N Housden, Cllr C Cushing, Cllr P Fisher, Cllr L Vickers, Cllr M Batey, Cllr J Boyle, Cllr G Bull and Cllr R Macdonald

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



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

Chief Executive: Steve Blatch
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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. SUBSTITUTES

3. PUBLIC QUESTIONS & STATEMENTS

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

4. MINUTES

1 - 12

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 15th March 2023.

5. ITEMS OF URGENT BUSINESS

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

6. DECLARATIONS OF INTEREST

13 - 18

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

7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public.

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

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

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

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

10. O&S TRAINING RECAP

To review key learning points from the O&S training and consider how to use them in practise.

11. APPOINTMENT OF REPRESENTATIVE AND SUBSTITUTE FOR THE NCC NORFOLK HEALTH OVERVIEW & SCRUTINY COMMITTEE

The Committee is required to propose and appoint a representative and substitute to the NCC Norfolk Health Overview & Scrutiny Committee.

These representatives are required to be a Member of the NNDC Overview & Scrutiny Committee and will be expected to provide regular updates to the Committee on NHOSC matters.

12. **O&S DRAFT 2023/24 WORK PROGRAMME**

19 - 28

OVERVIEW & SCRUTINY COMMITTEE – WORK PROGRAMME SETTING 2023-24	
Executive Summary	This reports aims to assist the Committee in setting its draft Work Programme for the 2023-24 municipal year.
Options considered	Multiple options are presented for consideration by the Committee, as well as allowing options to be raised for consideration during the meeting.
Consultation(s)	The report seeks to consult Members of the Committee for their input prior to approval.
Recommendations	To review and agree which items should be added to the Overview & Scrutiny Work Programme for the 2023-24 municipal year.
Reasons for recommendations	To make best use of Committee time by agreeing appropriate items of business.
Background papers	O&S Work Programme 2022-23
Wards affected	All
Cabinet member(s)	N/A
Contact Officer	Matt Stembrowicz – Scrutiny Officer Email: matthew.stembrowicz@north-norfolk.gov.uk Tel: 01263 516047

Links to key documents:	
Corporate Plan:	The O&S Committee’s Work Programme will seek to scrutinise all relevant aspects of the Corporate Plan & Delivery Plan as and when appropriate.
Medium Term Financial Strategy (MTFS)	The Committee will directly scrutinise the MTFS at the appropriate meeting as outlined in the Work Programme.
Council Policies & Strategies	All applicable policies and strategies will be scrutinised by the Committee as and when they arise or are renewed.

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	N/A

13. **PURCHASE OF TWO ADDITIONAL REFUSE COLLECTION VEHICLES**

29 - 36

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

14. **MANAGING PERFORMANCE QUARTER 4 AND CUMULATIVELY FOR 2022/2023**

37 - 82

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

Contextual Measures Report – CIPFA comparison	
Executive Summary	<p>The Overview and Scrutiny Committee previously requested a report to show trend analysis and benchmarking information for the contextual measures listed in the Corporate Plan 2019 to 2023. Following this quarterly review of the contextual measures compared with similar Local Authorities (CIPFA), the Committee may decide to make recommendations to Cabinet for further investigation, monitoring and/or possible intervention for improvement in specific areas.</p> <p>For this quarter, of the 15 measures, 1 scored red in the CIPFA quartile RAG analysis, 4 scored amber, 3 scored light green and 2 scored green. 3 measures have no benchmarking data available, 1 measure contains two large reports and 1 measure has since become void. The measure that scored red was Contextual Measure 12: Index of Multiple Deprivation – overall score (overall index score per year).</p>
Options considered	<ol style="list-style-type: none"> 1. No action 2. Make recommendations to Cabinet
Consultation(s)	<p>Consultation is not necessary as the “Contextual Measures Report – CIPFA comparison” has been produced solely for the Overview and Scrutiny Committee to review.</p>
Recommendations	<ol style="list-style-type: none"> 1. Receive and note the contextual measure data for NNDC compared to the CIPFA benchmarking group. 2. Decide whether to take no action or make recommendations to Cabinet for further investigation, monitoring and/or possible intervention for improvement in specific areas.
Reasons for recommendations	<p>Using the contextual measure information, which covers a wide range of social-economic indicators, will allow a broad assessment of the health and climate of North Norfolk. Monitoring the trends over time and in comparison to North Norfolk’s CIPFA Nearest Neighbours will provide a detailed insight of each measure and will be a useful facilitator for any resulting recommended actions that may be required.</p>
Background papers	<p>All background papers used are published on NNDC’s intranet. The majority of the information is also available on LG Inform’s online data portal.</p>

Wards affected	All wards are affected as the data is for the North Norfolk district.
Cabinet member(s)	Cllr. Tim Adams
Contact Officer	Lucy Wilshaw, Corporate Data Analyst. Tel: 01263 516 379. Email: performance@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	All the contextual measures in the “Contextual Measures Report – CIPFA comparison” were selected during the conception of the Corporate Plan 2019 to 2023. The Overview and Scrutiny Committee requested an additional report to facilitate a more detailed evaluation of these measures, as they are not included in the Quarterly Performance Report of the Corporate Plan.
Medium Term Financial Strategy (MTFS)	The Report is not specifically linked to MTFS however early identification and intervention of any concerning areas will save time and money in the long run, and improved the quality of life for North Norfolk’s residents.
Council Policies & Strategies	The Report is linked to the Performance Management Framework.

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	The “Contextual Measures Report – CIPFA comparison” has been produced solely for the Overview and Scrutiny Committee to review.
Details of any previous decision(s) on this matter	15/03/2023 - Overview and Scrutiny Committee meeting: <ul style="list-style-type: none"> • Quarterly review of the Report • CIPFA comparison area only • Hyperlinks only to the data reports to save paper. Not to be attached as an appendix and therefore printed as part of the agenda.

WORK PROGRAMMES

16. THE CABINET WORK PROGRAMME 95 - 98

To note the upcoming Cabinet Work Programme.

17. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 99 - 100

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

18. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

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

OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 15 March 2023 in the Council Chamber - Council Offices at 9.30 am

Committee Members Present:	Mr N Dixon (Chairman)	Ms L Withington
	Mr P Heinrich	Dr V Holliday
	Mr N Housden	Mr C Cushing
	Mr P Fisher	Mrs S Bütikofer
	Mr J Toye	
Other Members Present:	Mrs W Fredericks (Observer)	Mr J Rest (Observer)
	Mr T Adams (Observer)	
Officers in Attendance:	Democratic Services and Governance Officer - Scrutiny (DSGOS), Chief Executive (CE), Democratic Services Manager (DSM), Director for Communities (DFC) and Director for Resources / S151 Officer (DFR)	

143 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr E Spagnola.

The DSGOS noted that unfortunately the PCC had also had to give his apologies at short notice and would not be in attendance for the Crime and Disorder Update.

144 SUBSTITUTES

Cllr J Toye.

145 PUBLIC QUESTIONS & STATEMENTS

None received.

146 MINUTES

Minutes of the meeting held on 15th February 2023 were approved as a correct record and signed by the Chairman.

Questions and Discussion

- i. The Chairman noted that there were a number of outstanding issues from the previous meeting that warranted discussion. He added that since the last meeting there had been several developments with Serco staff, and asked if officers could provide an update. The DFC stated industrial action was being taken by members of Unison with regards to a pay dispute with Serco, which would affect both North Norfolk and Breckland waste Collections. He added that despite this, all but one round had been deployed, and whilst a number of rounds had not been completed in the preceding days, it was small number when placed in context. It was noted that collection crews were returning to missed collections for residual and trade waste, whilst missed recycling would be collected the following fortnight with additional bags

accepted. The Chairman asked whether collections were being undertaken by one loader rather than the normal two, to which the DFC replied that this was dependent on available resources. He added that crews were working effectively and covering each other, so there was limited service disruption on the whole. In response to a further question from the Chairman, it was confirmed that industrial action was scheduled to take place from 13th-19th March, with no further action planned. The DFC stated that there was potential for further action, but no notice had been given at the current time. He added that he saw no problems with collections of additional recyclables in a fortnight's time, as weight was generally not an issue with recyclable materials. Cllr J Rest noted that there had not been any noticeable disruption with collections in the Fakenham area. Cllr S Bütikofer suggested that Serco staff be thanked for their efforts in continuing to make collections under the circumstances.

- ii. Cllr N Housden stated that he was unable to attend the previous meeting, but raised concerns that information relating to £400k uplift funding for the NWHSZ project had still not been provided. The DSGOS informed Members that he had raised a request for the information with officers, but had been informed that one tender had been delayed as a result of potential changes to the Loke works, and officers were therefore not able to confirm the cost of the works. Cllr N Housden stated that the information requested was for estimates, and he had made the original request several months ago. The CE stated that whilst he was unsure of the full details of the request, he was aware of potential changes to the plans for Black Swan Loke, and would seek to provide an answer in due course. The Chairman noted that the initial request had been made some time ago, and it was concerning that information had still not been provided. Cllr S Bütikofer noted that it would not be possible to publish information whilst tenders were being sought, though she accepted that the information could have been provided in purple papers, which the Chairman had made clear as part of the request.
- iii. The CE outlined the NWHSZ scheme and stated that the market place scheme had been complex due to the involvement of other authorities and stakeholders. He added that there had been various issues throughout the project such as an unexpected sinkhole, but these had been quickly addressed. It was noted that whilst materials had been bought in advance to ensure availability and control costs, labour inflation had taken its toll on the budget. The CE stated that whilst he did not have the full details of the estimates to hand, he would seek to provide the information in the coming days. It was noted that whilst limited information had been provided at the February meeting, this had not included any details of the Loke works.
- iv. The Chairman referred to recommendations made to GRAC regarding the NWHSZ project, and sought an update from the GRAC Chairman. Cllr J Rest stated that GRAC had reviewed the project's adherence to the project governance and management framework, and considered whether the risk register was adequate. He added that it had been determined that the risk register was misleading, as it contained both pre and post-mitigation risks. It was noted that lessons learned from the Reef project would be considered against all future projects by the CDU.
- v. Cllr J Toye stated that the NWHSZ was a dynamic project that would continue to change, so it would be interesting to see how the Lokes would change, which may explain delays in sharing the information. The Chairman

noted that whilst this may help to explain delays, there still needed to be justification provided for the additional £400k. Cllr P Heinrich noted that works in the Market Place were virtually complete with the area expected to reopen to the public imminently. He added that it was his understanding that the Loke works were being considerably reduced to meet the available funding, and it was expected that the Town Council may part fund the changes.

- vi. Cllr C Cushing stated that the additional £400k funding request had come as a surprise to Members, and had subsequently been challenged on a number of occasions, but no further information had been supplied which was particularly disappointing. The Chairman agreed and noted that the Committee could only fulfil its role of providing oversight and assurance if it was provided the necessary information. Cllr N Housden suggested that it would have been far more beneficial to have the information at the time the funding request was made.

147 DECLARATIONS OF INTEREST

None declared.

148 ITEMS OF URGENT BUSINESS

None received.

149 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

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

None received.

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

The DSGOS informed Members that the budget had been approved by Full Council, in-line with the Committee's recommendations.

152 CRIME AND DISORDER UPDATE: POLICE AND CRIME COMMISSIONER BRIEFING

The DSGOS stated that in the absence of the PCC, Members may wish to propose questions that could be shared for a response.

Questions and Discussion

- i. Cllr W Fredericks stated that it was disappointing not to receive an update on performance, especially on matters relating to domestic violence where significant improvements were needed to support vulnerable residents. She added that she would write to the PCC directly, if the Committee were not minded to direct a similar question.
- ii. Cllr S Bütikofer noted that she was the appointed representative for the

Police and Crime Panel and would be happy to take back any questions, or answer any questions if she could. She added that it was disappointing that a substitute was not available for the PCC, given that comments had been made about Members' attendance at the last Panel meeting. The Chairman agreed that for previous crime and disorder updates, officers attending had been more than capable of responding to questions on behalf of the PCC and it was unfortunate that it could not have been arranged on this occasion.

- iii. Cllr L Withington stated that she would have liked to have asked how the PCC would implement the up and coming online safety bill, as there was little within the Plan which addressed it. She added that one argument for removing PCSOs was to place more emphasis on tackling online crime and harassment, and it would be helpful to know if this had taken effect.
- iv. Cllr J Toye referred to safety for cyclists and walkers on rural roads, and noted that the PCC had previously suggested that more speed cameras would be used to address these concerns, and it would be helpful to receive an update.
- v. Cllr N Housden referred to a strategic review of policing and suggested that it would be helpful to have some idea of what future plans might include and whether any priorities had changed.
- vi. Cllr C Cushing referred to recruitment issues and noted that a number of veterans were known to be retiring, and it would therefore be helpful to understand what recruitment plans were in place to address any shortcomings. He added that it would also be helpful to know whether SNAP meetings would continue. The DFC noted that there was a consultation process underway in relation to the future of SNAP meetings, with an event planned on 24th March to discuss their future. Cllr S Bütikofer noted that Police officers no longer attended Parish Council meetings, and it was often suggested that Councillors could attend SNAP meetings instead, but with their future in question community engagement with the Constabulary was a real concern.
- vii. Cllr V Holliday referred to savings required with the Constabulary's budget, and stated that it would be helpful to know what these were and be given some assurance that services would not be compromised. Cllr S Bütikofer stated that she had asked a similar question during discussion of the budget, to which the PCC had replied that if the Constabulary had not received additional funding then cuts would have been made in 23-24, which was a real concern.
- viii. The Chairman referred to visible and trusted policing within the six pillars that formed the basis of the Police and Crime Plan, and noted that all Police forces were going through a re-vetting process, and it would be helpful to know where Norfolk Constabulary were in this process. Cllr S Bütikofer stated that she had recently attended a meeting where the vetting process had been discussed, and informed Members that all the necessary data had been collected and was awaiting review. She added that another issue was that Police officers were not re-vetted on a regular basis, and this meant that some concerns were overlooked. It was noted that the armed forces did have a re-vetting process, and this may be an appropriate consideration for the Constabulary, given the number of concerns raised nationally.

- ix. The Chairman referred to comments on the Constabulary's engagement with Town and Parish Councils, and suggested that without a commitment to this engagement, community confidence in the force may be challenged. He added that during previous discussions the PCC had indicated that he did not place the same value on these meetings. Cllr S Bütikofer noted that she had raised similar concerns, but had been told that the Constabulary did not have funds available to support this type of engagement.
- x. Cllr W Fredericks praised officers who had taken the initiative to engage with their local communities in public spaces.
- xi. The DSGOS summarised the questions raised and sought approval of the Committee to submit them to the PCC for consideration. Cllr L Withington suggested that the domestic violence question should make reference to all risks levels.
- xii. The questions were proposed by Cllr S Bütikofer and seconded by Cllr J Toye.

RESOLVED

To pose the following written questions to the Police & Crime Commissioner:

- 1. Has the number of domestic violence related crimes reduced, or is there any evidence of consistent improvement across all cases with varying levels of risk?**
- 2. With respect to the Online Safety Bill, how will the OPCCN adapt to these changes, given that previous justifications for the removal of PCSOs was to place greater emphasis on tackling cyber-crime?**
- 3. Is an update available on plans to improve safety for cyclists and walkers on rural roads by increasing the number of speed cameras or by other means?**
- 4. What specific savings have been identified within Norfolk Constabulary's 2023-24 budget?**
- 5. At what stage is Norfolk Constabulary at in the re-vetting of all Police Officers, and are there any plans to do this on a routine basis going forward?**
- 6. The Committee commends Beat Manager engagement with Town & Parish Councils to greatly enhance the visibility of Policing and its connections with communities, in addition to SNAP meetings; does the PCC support Beat Managers sending short reports and briefly attending T&PC meetings, as operational priorities allow?**

153 BUDGET MONITORING P10 2022-23

Cllr T Adams – Council Leader introduced the report and informed Members that inflationary pressures had made a significant contribution to the forecast overspend. He added that mitigation measures had been implemented in response to fuel and

energy inflation, such as switching to LED lighting. It was noted that some costs would be recovered from service charges and rent. Cllr T Adams stated that Members would also be aware of the impact of staff inflation, which had been partly mitigated through vacant posts. He added that building and maintenance costs had also been challenging, but materials were purchased in advance where possible. It was noted that vandalism had also contributed to the overspend, with repair costs in the region of £30k. Cllr T Adams stated that work to identify further savings would form an essential part of financial planning going forward, but the Council remained in a relatively good position to deal with the current level of inflation.

Questions and Discussion

- i. The DFR noted that the current year-end deficit was approximately £600k, however the previous year's underspend of £616k had been placed into reserves to offset this figure.
- ii. Cllr C Cushing referred to redundancy payments outlined in the report and asked whether any redundancies had been made, given the number of vacancies. The DFR replied that these were for fixed-term contracts where employees had accrued over two years service, and would therefore be entitled to redundancy pay.
- iii. Cllr N Housden referred a unbudgeted variance of £355k within the Communities Directorate, and asked for further details. The CE replied that this was the result of payments made in advance for programmes such as the Homes for Ukraine scheme, which would be spent in due course.
- iv. The recommendations were proposed by Cllr L Withington and seconded by Cllr P Heinrich.

RESOLVED

- 1. To note the contents of the report and the current budget monitoring position.**
- 2. To recommend to Full Council that any outturn deficit is funded by using the General Fund Reserve.**

154 MANAGING PERFORMANCE Q3

Cllr T Adams – Council Leader introduced the report and informed Members performance was positive across the Council, with objectives reached such as the Council's tree planting goal, and taking further steps towards decarbonisation. He added that the Council had also made significant efforts to support residents through the cost of living crisis, whilst the High Street Task Force had begun work in Stalham. It was noted that there had been challenges, such as losing blue flag status at three beaches, though this was beyond the control of the Council and efforts were being made to address issues as quickly as possible to regain blue flag status in 2026. Cllr T Adams reported that performance of changes to Benefits had significantly improved, and staff had risen to the challenge.

Questions and Discussion

- i. Cllr V Holliday stated that she had been advised of the loss of blue flag beaches by the relevant Cabinet Member, but asked if further details could

be provided as she felt the issue may not have been pursued as aggressively as required. Cllr T Adams replied that NNDC representatives had met with AW and the EA, and reported that there had been issues identified at the Gimingham Combined Sewage Overflow facility, and whilst sewage outflow events could not be directly related to the facility, significant improvements were required. He added that the EA planned to DNA test the water in order to provide some indication of the cause, but consistent results would be required to regain blue flag status. It was reported that meetings had also taken place with NCC highways, though it was very unlikely that highways drainage was the source of the issue. Cllr T Adams stated that efforts had to be made to push for investment in drainage and sewage networks across the Country, as issues were not unique to North Norfolk.

- ii. Cllr L Withington referred to local homes for local need, and noted that whilst the number of affordable homes delivered was positive, affordable housing remained unaffordable for many. She added that it would be helpful to understand how many social housing projects were delivered, alongside exception sites used to deliver more affordable homes. Cllr W Fredericks replied that once the nutrient neutrality mitigation measures were in place, the Council should be able to move forward with delivering more affordable and social housing. She added that an update could be provided on the Housing Strategy and emerging plans once mitigation was in place. The DSGOS suggested that this update could be proposed as a potential item for the 23-24 work programme.
- iii. Cllr J Rest referred to boosting business sustainability and growth and noted that he had been contacted by several businesses regarding significant increases in business rates with no warning or explanation, which had caused some businesses to cease trading. He added that high rates were putting off new businesses, and asked whether the Council had any plans to address concerns. Cllr T Adams replied that whilst NNDC did not set business rates, the Revenues Team were available to help businesses and offer guidance. He added that whilst some relief had been offered, businesses were encouraged to check whether they were entitled to any further discounts.
- iv. Cllr N Housden stated that businesses in his ward had seen their rateable value increased, which had caused their business rates to rise by up to eighteen percent. He added that he had written to the District Valuer to seek an explanation, but was yet to receive a response. Cllr N Housden stated that he also had concerns regarding water scarcity, and whilst it was not the responsibility of NNDC, he asked whether any Planning considerations could be relaxed to help increase the number of reservoirs for agricultural use. The CE replied that the issue was an acute concern and NNDC were working with local MPs on plans to bring water to the region from outside the County, though this would not be in place until 2030. He added that aquifers in the region were already low and urgent action was required from AW to address the issue, whilst EA were also withdrawing a number of extraction licenses. It was noted that efforts were being made to help streamline the process for developing new reservoirs, but this may take time to implement. Cllr N Housden asked whether the Council would be free to approve reservoir plans, or whether guidance would still be required from DEFRA. The CE replied that reservoirs sat within the Planning process, but remained subject to the agreement of statutory consultees who may have competing interests and concerns. The Chairman noted that the water cycle was under

considerable pressure, and whilst officers appeared to be supporting future reservoir applications, it was a lengthy process with many factors to consider. He added that it was also important to consider whether the level of planned development in the County was deliverable, within the confines of the current infrastructure. Cllr P Heinrich noted that this was a particular concern for the development plans in North Walsham, as existing supplies had been designed for a population of five thousand, rather than the planned eighteen thousand residents.

- v. The recommendation was proposed by Cllr J Toye and seconded by Cllr P Fisher.

RESOLVED

That the Overview & Scrutiny Committee note the report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.

155 PERFORMANCE BENCHMARKING AND CONTEXTUAL MEASURES

The CE introduced the report and informed Members that whilst the preceding Performance Report focused on the Corporate Plan and its objectives, this did not allow for comparison with other authorities. As a result, considerable efforts had been made to measure the Council's performance against others on key areas of service delivery, and this report was the continued development of that work.

Questions and Discussion

- i. Cllr C Cushing referred to data that showed that the level of household recycling had deteriorated, and asked how much it had declined, the reasons for this, and any actions taken to address this. The DFC stated that the Council sought to improve recycling rates as much as possible, with lower levels of contamination than many neighbouring authorities. He added that despite this, improving recycling rates remained a challenge, with higher rates at neighbouring authorities often the result of food waste collections, which would have a significant carbon footprint for NNDC. It was noted that food waste collections also had a significant cost implication, and it would be cheaper to promote recycling and the reduction of food waste.
- ii. Cllr T Adams noted that neighbouring authorities had similar or in some cases worse recycling rates, and it was unfortunate that overall the County did not perform well in recycling. He added that there may be Government funding available in the future for food waste collections, but for now, more emphasis had to be placed on promoting recycling and reducing contamination.
- iii. Cllr W Fredericks noted that supermarket food waste was declining, and whilst this was positive it meant that more food was required for food larders to support those in need.
- iv. Cllr N Housden referred to total expenditure for central services by head of population, and noted that the Council appeared to be spending above average, and asked if there was any reason for this. The CE replied that data was not yet available for 21-22 as the external audit had not been completed, but comparisons were being made to better understand this metric and why

NNDC ranked above average in terms of expenditure.

- v. Cllr J Rest asked why CIPFA items listed on p198 were blank, to which the DFC replied that it was intended for management commentary, but the CE would seek to determine why the information was missing.
- vi. Cllr V Holliday praised the report but suggested that paper copies for all data were not necessary if the information could be accessed online. The Chairman agreed and stated that recent additions had been very helpful for understanding the Council's performance, but it had added considerable weight to agendas. Cllr N Housden said that it would be preferable to access information online to give Members more time to review data. The CDA replied that a new intranet page had been set-up that would provide access to this information which Members could be directed to.
- vii. Cllr T Adams referred to the birth of businesses per 10k population measure, and suggested that it may not be particularly reliable, given that a high proportion of the North Norfolk population was over retirement age, and would no longer be economically active. The CE suggested that it would be helpful for the Council to consider this on release of anticipated ONS data, and noted that recent headlines that suggested that North Norfolk had the second lowest level of economic activity in the Country may be skewed by data including all residents aged 16 and over. He added that using data for those economically active between 16 and 65 would suggest that the District is mid-table in terms of economic performance, and this may be worthy of consideration by the Committee.
- viii. The Chairman summarised the recommendations and suggested that consideration would need to be given to changing the dataset outlined in recommendation 3 on the rate of births of new enterprises per 10k population. The DSGOS suggested that the Committee may want to amend dataset to include those aged 16-65, given the significant proportion of the population that were no longer economically active. He added that the Committee may also want to consider whether hyperlinks to datasets were adequate, as outlined in recommendation 5 of the contextual measures.
- ix. Cllr V Holliday referred to the birth of new enterprises and noted that CIPFA nearest neighbours performance was better, and the Council's lower performance should not be disregarded. Members agreed that it would be preferable to measure the rate of births of new enterprises amongst those of working age from 16-65, as opposed to 16 and over. It was agreed that this information should be provided on a quarterly basis, and that hyperlinks would be adequate for viewing datasets.
- x. The recommendations were proposed en bloc by Cllr S Bütikofer and seconded by Cllr J Toye.

RESOLVED

- 1. To receive and note the benchmarking information.**
- 2. That no further recommendations to Cabinet to investigate specific levels of performance and/or to take action are required on this occasion.**
- 3. To request that the dataset used to monitor business demography be**

amended, so that dataset CIPFA 9 - rate of births of new enterprises per 10,000 resident population accounts for those aged 16-65.

4. To receive and note the information in the Contextual Measures Report – first review.
5. That no further recommendations to Cabinet to investigate specific datasets and/or to take action are required on this occasion.
6. That the frequency of further reports remains quarterly alongside existing performance reports.
7. That no additional reports are required for different comparison groups
8. That hyperlinks will suffice instead of printed copies of additional attachments/data.

156 **AMBULANCE RESPONSE TIMES MONITORING**

The DSGOS introduced the item and informed Members that updated data had been shared in advance of the meeting. He added that whilst written commentary had been requested, this had not been received, though Cllr V Holliday had discussed the data with EEAST. It was noted that hospital turnaround times continued to have a significant impact on response times, limiting the number of available ambulances.

Questions and Discussion

- i. Cllr V Holliday stated that she had received a briefing note from the ambulance trust, who had informed her that considerable efforts had been made to reduce demand on hospitals. She added that these diversionary measures would help to reduce pressure on the NNUH, and reduce ambulance turnaround times. It was noted that the number of calls was lower than previous years, so it was clear that response times were being effected by delays at hospitals.
- ii. Cllr S Bütikofer asked why there was no data for the NR11 postcode, to which Cllr V Holliday replied that monitoring was focused on the coastal postcodes where response times were the greatest concern. She added that whilst data for the whole District had been reviewed previously, it was difficult to review such a large dataset. The CE suggested that given the concerns across the District, it may be wise to seek data for all postcodes to provide an all-encompassing picture of performance.
- iii. The Chairman stated that the Committee would need to consider how to proceed, taking into account the work of NHOSC and the resource available to request and review data at officer level. Cllr S Bütikofer stated that she would prefer to look at the wider dataset, even if this was on a less frequent basis, which could be used to refocus the Committee's attention. Cllr N Housden noted that Parish Councils were particularly interested in the Committee's consideration of ambulance response times, and it would therefore be helpful to review data for all postcodes within the District. The CE suggested that reviewing data for all postcodes would help to ensure that efforts to address issues in coastal parishes did not have a negative impact on other parishes throughout the District.

- iv. Cllr V Holliday stated that it had been useful to focus on a select few postcodes to see disparities, which was not the approach taken by NHOSC, and suggested it would be good to maintain this level of postcode specific detail going forward.
- v. The DSM noted that EEAST could provide a range of data, but a six week lead-in time was required.
- vi. It was proposed by Cllr N Housden and seconded by Cllr S Bütikofer to review ambulance response times data for all postcodes across the District as part of the next monitoring report.

RESOLVED

- 1. To receive and note the report.**
- 2. That future response times monitoring should include data for all postcodes within the North Norfolk District.**

157 THE CABINET WORK PROGRAMME

The DSGOS informed Members that the Council was nearing the end of its term, and as a result there were no further Cabinet meetings planned until after the election, at which point a new work programme would be established.

RESOLVED

To note the update.

158 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

The DSGOS stated that as with the Cabinet work programme, the Committee had effectively reached the end of its term and the 23-24 work programme was yet to be drafted. He added that certain items could be expected to follow the election such as the crime and disorder update.

RESOLVED

To note the update.

159 EXCLUSION OF THE PRESS AND PUBLIC

The meeting ended at 11.55 am.

Chairman

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Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

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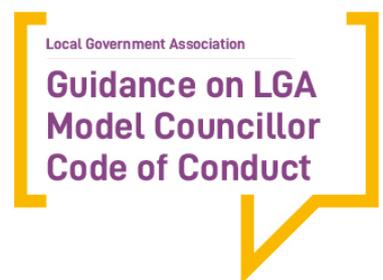
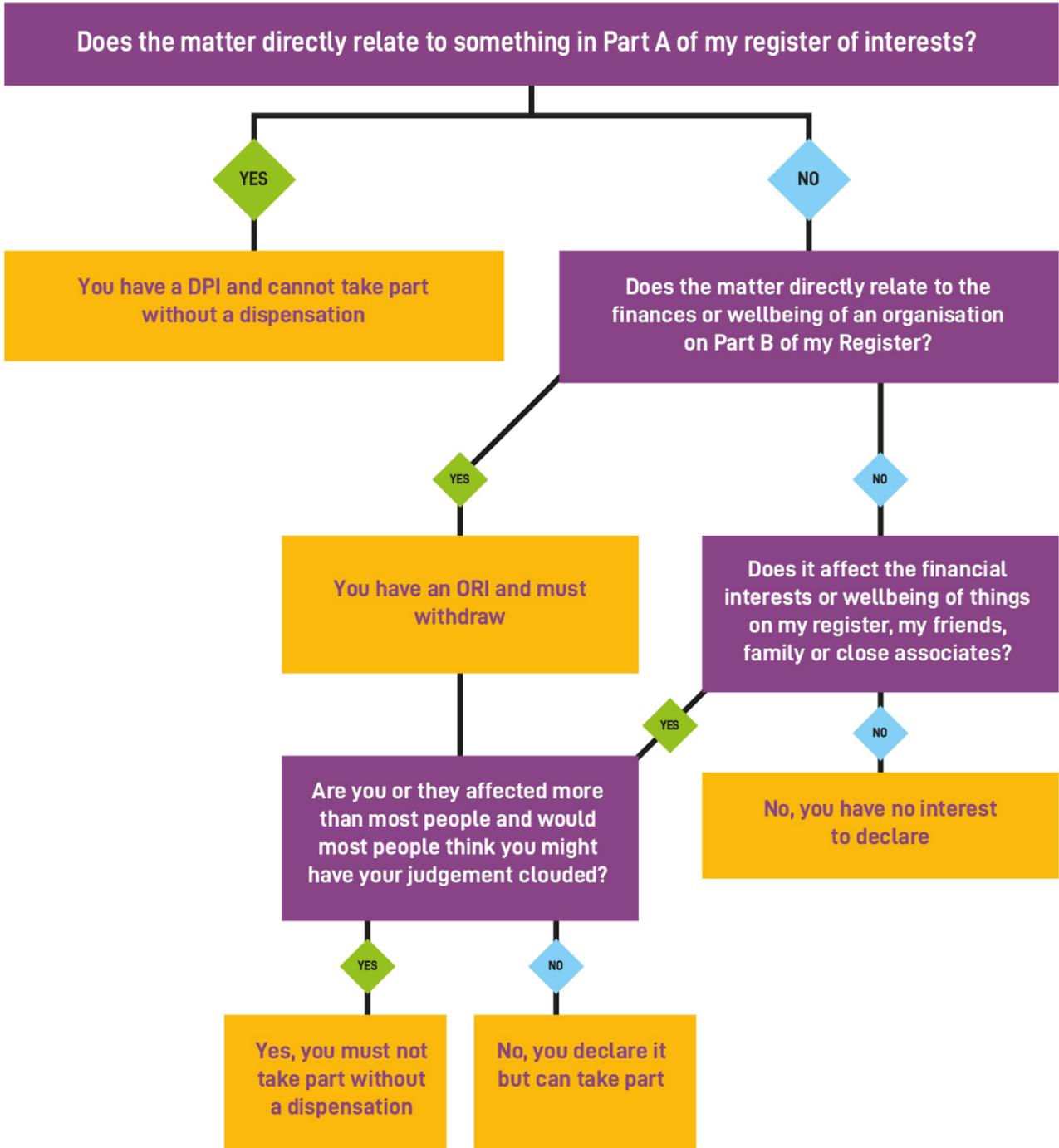
* 'director' includes a member of the committee of management of an industrial and provident society.

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

Table 2: Other Registrable Interests

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

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority
- b) any body
 - (i) exercising functions of a public nature
 - (ii) any body directed to charitable purposes or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)



OVERVIEW & SCRUTINY COMMITTEE – WORK PROGRAMME SETTING 2023-24	
Executive Summary	This reports aims to assist the Committee in setting its draft Work Programme for the 2023-24 municipal year.
Options considered	Multiple options are presented for consideration by the Committee, as well as allowing options to be raised for consideration during the meeting.
Consultation(s)	The report seeks to consult Members of the Committee for their input prior to approval.
Recommendations	To review and agree which items should be added to the Overview & Scrutiny Work Programme for the 2023-24 municipal year.
Reasons for recommendations	To make best use of Committee time by agreeing appropriate items of business.
Background papers	O&S Work Programme 2022-23

Wards affected	All
Cabinet member(s)	N/A
Contact Officer	Matt Stembrowicz – Scrutiny Officer Email: matthew.stembrowicz@north-norfolk.gov.uk Tel: 01263 516047

Links to key documents:	
Corporate Plan:	The O&S Committee’s Work Programme will seek to scrutinise all relevant aspects of the Corporate Plan & Delivery Plan as and when appropriate.
Medium Term Financial Strategy (MTFS)	The Committee will directly scrutinise the MTFS at the appropriate meeting as outlined in the Work Programme.
Council Policies & Strategies	All applicable policies and strategies will be scrutinsed by the Committee as and when they arise or are renewed.

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	N/A

1. Aims of the Committee

- Overview – To provide high level analysis of the strategic aims/direction of the Council
- Scrutiny – To commission and undertake analytical reviews of evidence backed Reports/Information
- Reviewing and developing policy recommendations for the executive (Cabinet)
- Influencing Council/Cabinet decisions, policies and strategies (where appropriate)
- Reviewing the Council's performance against targets and the aims of the Corporate Plan
- Provide oversight of external public services/local strategic partnerships e.g. Police, Tourism Board etc.

2. Mission Statement

When selecting items for the Work Programme, the 'TOPIC' selection criteria is an effective way to prioritise issues. This allows each item to be judged according to its potential to make the best use of the Committee's time and impact. Please bear the following points in mind when making suggestions.

T - Timely

Work plans should take account of work in other areas, and avoid duplication. Members should consider if now is the best time to consider the issue, and whether there are any legislative or policy changes afoot. Where possible, opportunities for pre-scrutiny should be sought to avoid having to scrutinise pre-approved policies, reports and decisions.

O - Organisational Priority

Work plans should take account of the Council's overall vision for the area. A good proportion of the Committee's work should relate to the Council's plan and priorities such as those reflected in the Corporate Plan. This is crucial to demonstrate how Scrutiny can add value to the Council.

P - Public Interest

Councillors' representative roles are an essential feature of Scrutiny. They are the eyes and ears of the public, ensuring that services address local needs. The interests of local people should therefore influence and guide the issues chosen for scrutiny.

I - Influence

Generally, Scrutiny Committees are better placed to influence council services than external agencies, and effective relationships are essential for exerting influence. Consider whether the committee's input will drive outcomes and change.

C - Cost

Services or decisions which have high levels of income, expenditure or savings should be prioritised. Effective scrutiny of financial matters is a cornerstone of good scrutiny, and significant spending plans should not go unscrutinised.

3. Proposals and Options

At present, the Committee has space for items from October to April within the 2023-24 municipal year, though it is prudent to maintain a level of flexibility to allow for review of urgent matters and other items yet to be added to the Cabinet Work Programme. In addition to statutory reports and planned items, the following are suggested as items of interest for the Committee:

- Ambulance Response Times / First Responders
- Anglian Water Sewage Outflows / infrastructure
- Net Zero / Carbon Reduction Monitoring
- Coastal Transition / Coastal Briefing
- Public Conveniences Strategy Follow-up

Members are also encouraged to raise any potential items of interest that fall within the TOPIC selection criteria, subject to discussion by the Committee.

Recurring/Expected Items

- Performance Monitoring, contextual performance and performance benchmarking
- Budget setting/MTFS and Budget Monitoring Reports
- Financial Strategies
- Annual Crime and Disorder Briefing – Committee to determine focus/theme
- Enforcement Board six-monthly updates
- Waste Contract Updates
- Beach Huts & Chalets Monitoring
- Car Park Usage Monitoring

4. Corporate Priorities

The Overview & Scrutiny Committee will play close attention too all corporate priorities of the Council, and where appropriate, will seek to scrutinise all related reports and decisions. Until the Corporate Plan has been published, a comprehensive list of corporate priorities is not yet available.

5. Financial and Resource Implications

The Overview & Scrutiny Committee are required to provide oversight and scrutiny of all of the Council's statutory financial reports and decisions. As a result, all statutory financial reports have been included in the Work Programme and any significant expenditure will be appropriately scrutinised by the Committee.

6. Legal Implications

There are no immediate legal implications related to the content of the report or the Committee's Work Programme.

7. Risks

There are no immediate risks presented by the content of the report, however the Committee will always seek to work collaboratively with the Governance, Risk and Audit Committee, to ensure that all risks are adequately managed, mitigated, or where possible avoided.

8. Net Zero Target

The Council's Net Zero Strategy & Action Plan requires all decisions to be assessed and tested for consistency against the Net Zero 2030 Strategy & Climate Action Plan. It is important that as well as monitoring the delivery of the Net Zero Action Plan, that Scrutiny Members remain vigilant in ensuring that all decisions and reports give adequate consideration to their carbon impact.

9. Equality, Diversity & Inclusion

The report does not present any immediate issues relating to equality, diversity and inclusion, however the Council has a legal duty to pay 'due regard' to the need to eliminate discrimination and to promote equality. As a result, Committee Members should take this into consideration during review of all reports/decisions and any future item listed on the Overview & Scrutiny Work Programme.

10. Community Safety issues

Under the Committee's Terms of Reference a crime and disorder update is required that will encompass community safety.

11. Conclusion and Recommendations

This report provides options and guidance to aid the Committee in setting its Work Programme, it is therefore recommended that the Committee consider the various options outlined in the report and approve the 2023-24 Work Programme.

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2023/24

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
May 2023				
NO MEETING DUE TO ELECTION				
June				
Scrutiny	Training Recap	Cllr N Dixon Matt Stembrowicz		
Scrutiny	O&S Draft 2023/24 Work Programme	Matt Stembrowicz Cllr N Dixon	To review and approve the Committee's draft 2022/23 Work Programme	Annual
Cabinet Scrutiny	Performance Monitoring Q4	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	Contextual Performance Measures Report	Lucy Wilshaw Cllr T Adams	To review contextual performance and consider how this may impact corporate priorities	Quarterly/six-monthly
Cabinet Scrutiny Council	Purchase of additional refuse vehicles for garden & commercial waste	Scott Martin Cllr C Ringer	To review proposal to purchase additional waste collection vehicles in advance of approval by Council	
Scrutiny	Appointment to NCC Norfolk Health Overview & Scrutiny Committee	Matt Stembrowicz	To appoint a Member of the Committee (and substitute) to sit on the NCC Norfolk Health O&S Committee	
July				
Cabinet Scrutiny Council	Debt Management Annual Report (Cabinet recommendation)	Sean Knight Cllr L Shires	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	Treasury Management Annual Report (Cabinet recommendation)	Cllr L Shires Tina Stankley	Committee to consider recommendation to Council	Annual
Cabinet Scrutiny Council	Out-turn report	Cllr L Shires Tina Stankley	To make any recommendations to Council – To include an update on savings proposals	Annual
Scrutiny	Performance Benchmarking	Lucy Wilshaw Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Cabinet Scrutiny Council	Draft Corporate Plan 2023 - 2027	Cllr T Adams Steve Blatch	To review and comment on the Draft Corporate Plan and consider any necessary recommendations	

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2023/24

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
August				
NO MEETING - AUGUST BREAK				
September				
Cabinet Scrutiny	Performance Monitoring Q1	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	Contextual Performance Measures Report	Lucy Wilshaw Cllr T Adams	To review contextual performance and consider how this may impact corporate priorities	Quarterly/six-monthly
Scrutiny Council	Overview & Scrutiny Committee Annual Report	Matt Stembrowicz Cllr N Dixon	To approve annual summary of Committee work for 2022-23	Annual
Scrutiny	Scrutiny Panel: Review TOR and Seek Appointments	Matt Stembrowicz Cllr N Dixon	To review Scrutiny Panel's Terms of Reference and seek new appointments	
Cabinet Scrutiny	Budget Monitoring P4	Cllr L Shires Tina Stankley	To review the budget monitoring position	Periodical
Scrutiny	Enforcement Board Update	Martyn Fulcher Cllr A Brown	To receive an update on the work of the Enforcement Board	Bi-annual
October				
Cabinet Scrutiny Council	Council Tax Discount Determinations <i>(Cabinet Recommendation)</i>	Cllr L Shires Tina Stankley	To determine the Council Tax discounts for 2023/24	Annual
Scrutiny	Pre-Scrutiny: Delivery Plan	Cllr T Adams Steve Blatch	To pre-scrutinise the Corporate Plan: Delivery Plan in advance of approval	Cabinet Request
Scrutiny	Ambulance Response Times Monitoring	Matt Stembrowicz	To monitor ambulance response times data across the District	Six-monthly
Scrutiny	Performance Benchmarking	Lucy Wilshaw Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2023/24

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
November				
Cabinet Scrutiny Council	Prudential Indicators 2021-22 (Cabinet recommendation)	Cllr L Shires Tina Stankley	To ensure the prudential indicators for 2021-22 are fully complied with.	Annual
Cabinet Scrutiny	Budget Monitoring P6	Cllr L Shires Tina Stankley	To review the budget monitoring position	Periodical
Scrutiny	Waste Contract: Serco Update	Steve Hems Cllr C Ringer	To receive a formal update on the performance and functioning of the waste contract	Annual
December				
Cabinet Scrutiny Council	Treasury Management Half-Yearly Report (Cabinet recommendation)	Cllr L Shires Tina Stankley	Committee to consider recommendation to Council	Six Monthly
Cabinet Scrutiny Council	Fees & Charges	Cllr L Shires Tina Stankley	To undertake an annual review of the Council's fees & charges to consider any changes	Annual
Scrutiny	Beach Huts & Chalets Monitoring	Renata Garfoot Cllr L Shires	To monitor the occupancy, condition and revenue of NNDC owned beach huts and chalets.	Annual
Cabinet Scrutiny	Performance Monitoring Q2	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	Contextual Performance Measures Report	Lucy Wilshaw Cllr T Adams	To review contextual performance and consider how this may impact corporate priorities	Quarterly/six-monthly

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2023/24

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
January 2024				
Scrutiny Cabinet Council	Pre-Scrutiny: Draft Budget 2024-25	Cllr L Shires Tina Stankley	To review the proposed budget and projections	Annual
Scrutiny Cabinet Council	Medium Term Financial Strategy 2023-26	Cllr L Shires Tina Stankley	To review the MTFs for 2023-2026	Annual
Scrutiny Cabinet Council	Treasury Strategy (Cabinet recommendation)	Cllr L Shires Tina Stankley	Committee to consider recommendation to Council	Annual
Scrutiny Cabinet Council	Capital Strategy (Cabinet recommendation)	Cllr L Shires Tina Stankley	Committee to consider recommendation to Council	Annual
Scrutiny Cabinet Council	Investment Strategy (Cabinet recommendation)	Cllr L Shires Tina Stankley	Committee to consider recommendation to Council	Annual
February				
Scrutiny	Crime & Disorder Update TBC	Matt Stembrowicz OPCC	To receive a briefing on Crime and Disorder in the District/County	Annual
Scrutiny	Enforcement Board Update	Martyn Fulcher Cllr A Brown	To receive an update on the work of the Enforcement Board	Bi-annual
Scrutiny	Car Park Usage Monitoring	Cllr L Shires Tina Stankley	To undertake an annual review of the usage and revenue of the Council's public car parks	Annual

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2023/24

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
March				
Cabinet Scrutiny	Budget Monitoring P10	Cllr L Shires Tina Stankley	To review the budget monitoring position	Periodic
Cabinet Scrutiny	Performance Monitoring Q3	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	Contextual Performance Measures Report	Lucy Wilshaw Cllr T Adams	To review contextual performance and consider how this may impact corporate priorities	Quarterly/six-monthly
April				
Scrutiny	Ambulance Response Times Monitoring	Matt Stembrowicz	To monitor ambulance response times data across the District	Six-monthly
Scrutiny	Performance Benchmarking	Lucy Wilshaw Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly

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ITEMS OF INTEREST TBC				
Scrutiny	Anglian Water – Sewage Outflows Briefing/Q&A		To receive a briefing on sewage outflow events and efforts/investment made to address these + Q&A	
Scrutiny	Net Zero Commitment (NZAP) Monitoring	Kate Rawlings Cllr A Varley	To monitor the implementation of the NZAP and progress made toward the net zero by 2030 pledge	
Scrutiny	Planning Service Improvement Plan Monitoring	Martyn Fulcher Cllr A Brown	To monitor implementation of the Planning Service Improvement Plan	
Scrutiny	CTAP/Coastal Monitoring			
Scrutiny	Public Convenience Strategy Follow-up	Cllr L Shires Renata Garfoot		

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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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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.

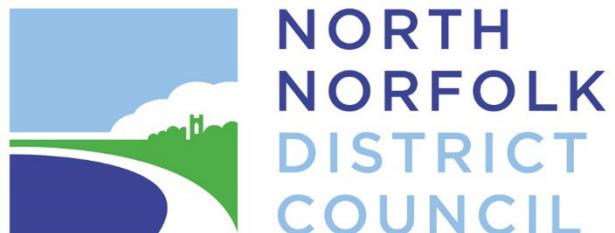
12.2 It is recommended that:-

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

Managing Performance

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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.
- The Council appointed an Energy Efficiency Officer who commenced their employment with the authority on 7 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.

Boosting Business Growth and Sustainability

- Good progress has been made over the period 1 September 2022 to 31 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.
- 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 3 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.
- 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.

Customer Focus

- 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.
- 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.
- 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.

Climate, Coast and the Environment

- 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 8 March of this year.
- 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.
- 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.

Quality of Life

- 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 22 May 2023 and at Vicarage Street, North Walsham due to be completed by end June 2023.
- 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.
- 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.
- 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. Officers 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.
- 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.

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.
- 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%
- The Council appointed a new Director of Resources in November 2022 and has since October 2022 been introducing a new financial management system.

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

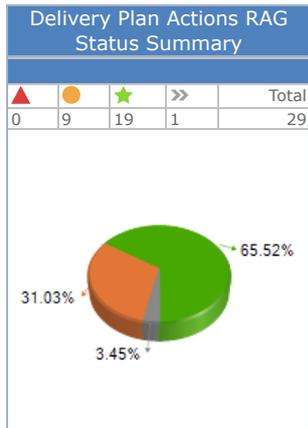
Actions - key to symbols

	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



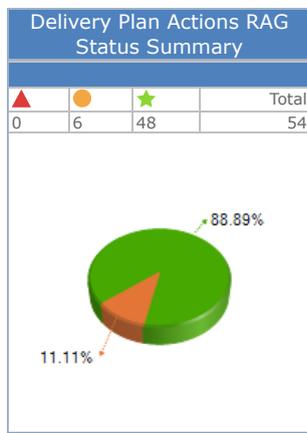
Delivery Plan Actions Summary

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

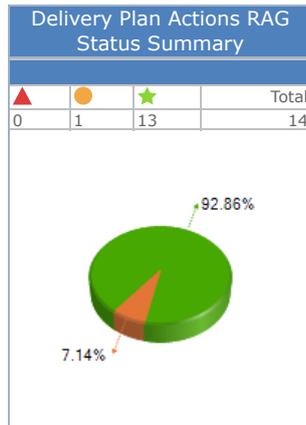
				31/03/2023
			Estimated end date/ Completion date	31/03/2025
<ul style="list-style-type: none"> ▪ Objective 1.4.2: Making Best Use of Existing Homes - Supporting access to home ownership ▪ Strategic Housing 	<input checked="" type="checkbox"/> 1.4.2.1 The council will work with partners to raise awareness 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

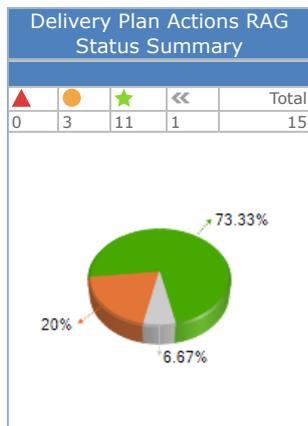
Customer Focus

Customer Focus Key Performance Indicator Update

Mar 2023

		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

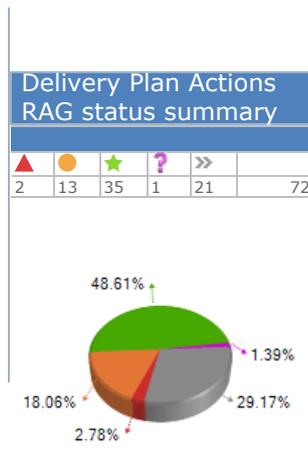
No entries this quarter

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.



Delivery Plan Actions Summary
Actions stage
Not Started:29, In Progress:22, Completed:21

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
	<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
<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

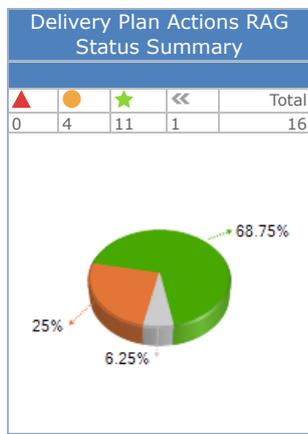
Quality of Life

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

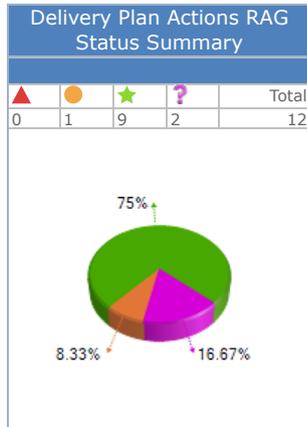
Objective(s)/ Department	Action	Stage	31/03/2023	
<ul style="list-style-type: none"> Leisure and Localities Key Priorities Objective 5.11: Development of strong, sustainable and healthy local communities 	<input checked="" type="checkbox"/> 5.11.3 Develop a new Play Strategy for the District	Not Started	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

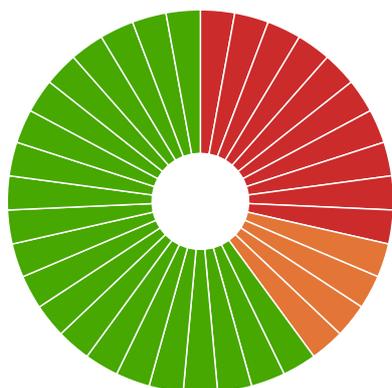
No entries this quarter

Financial Sustainability and Growth actions exceptions report					
Objective(s)/ Department	Action	Stage	31/03/2023		
<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

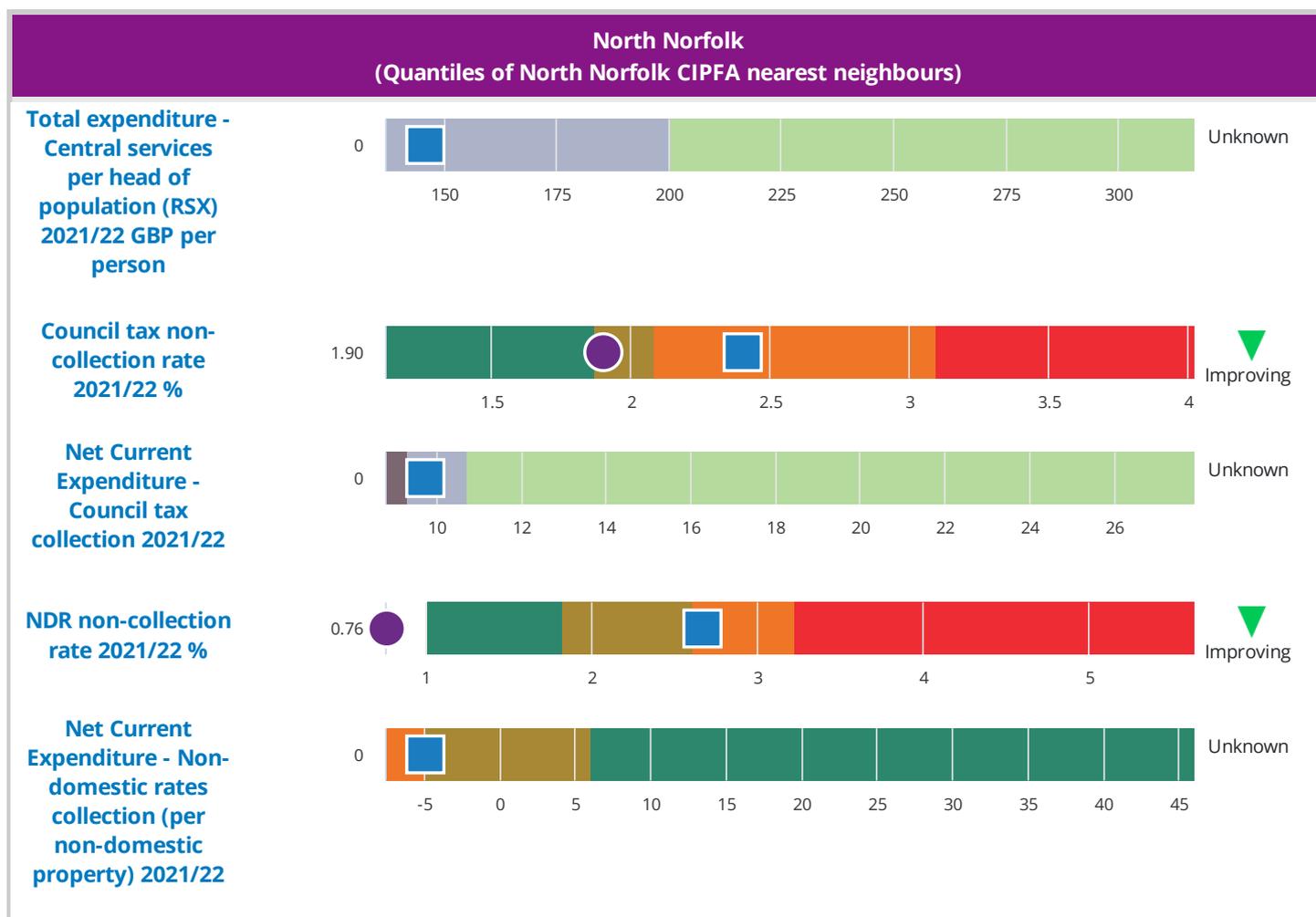
Below is a list of comparable value for money and performance data for services within the main funding streams for councils. Authorities may wish to change the metrics contained in this report or the comparator group to suit their own needs. The metrics are taken from various published national data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

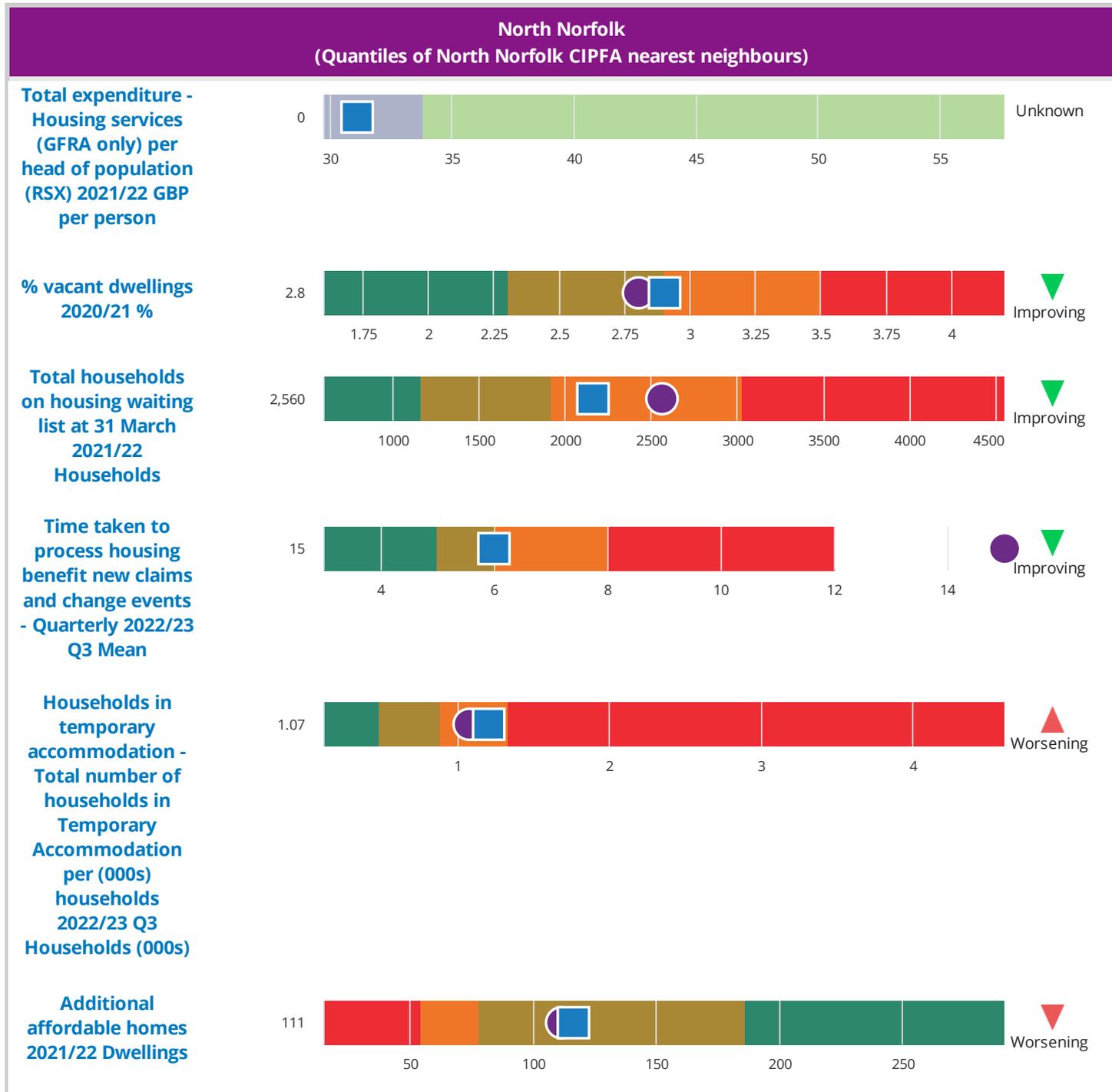
Central Services



- North Norfolk
- Mean for North Norfolk CIPFA nearest neighbours

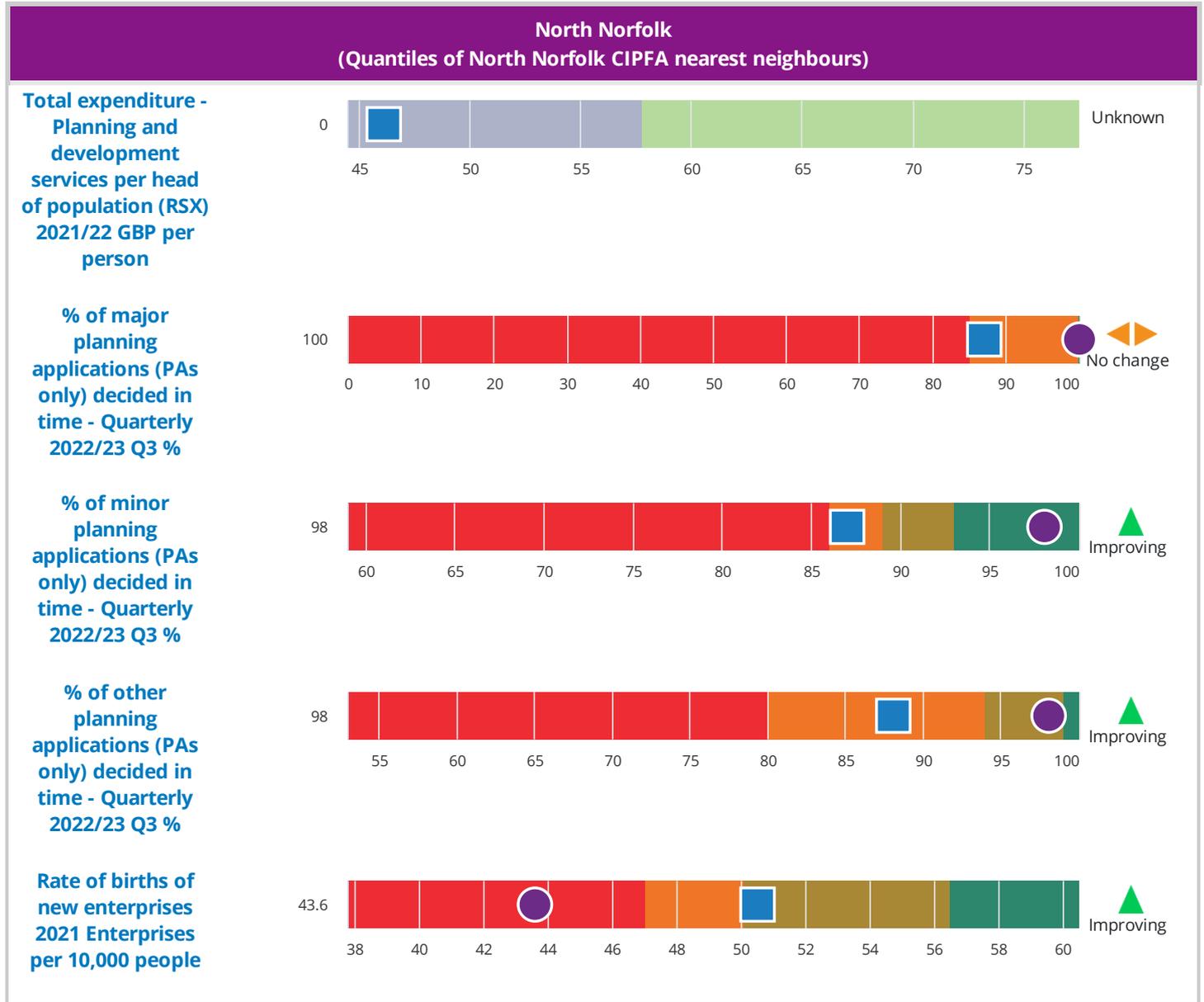
Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

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



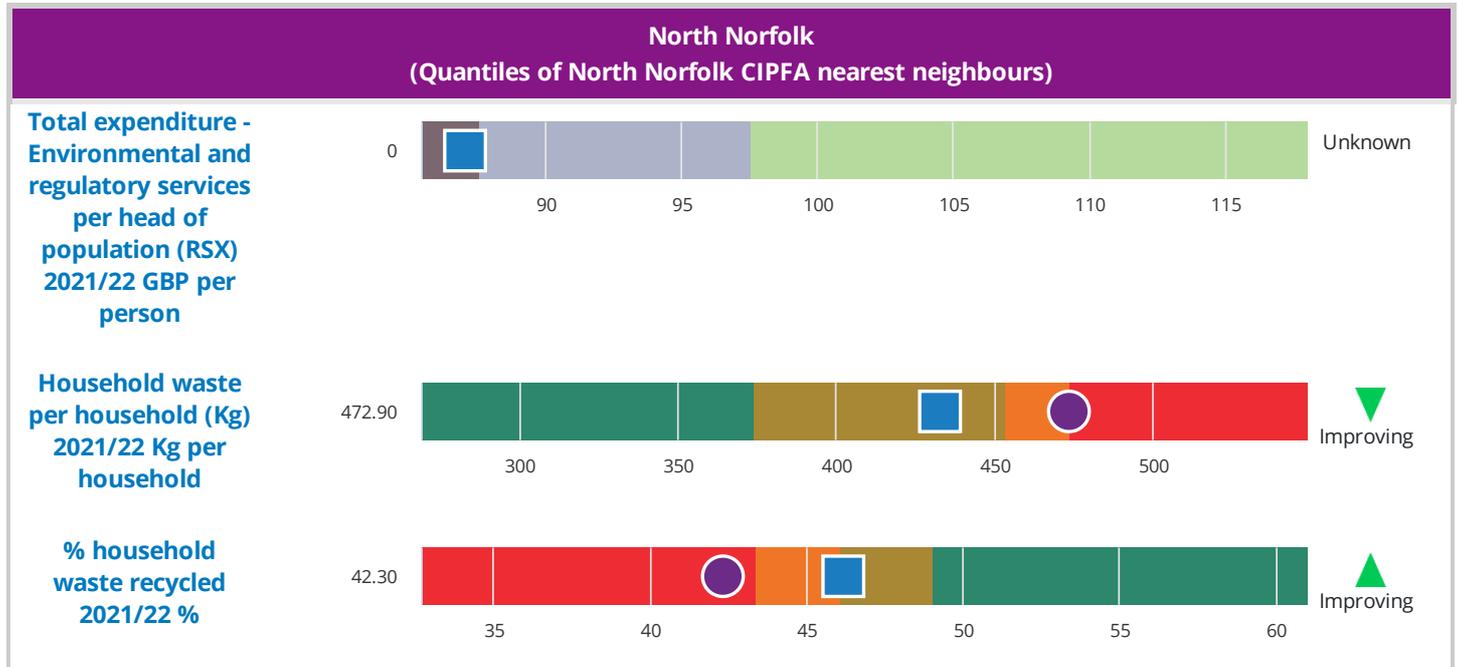
● North Norfolk
■ Mean for North Norfolk CIPFA nearest neighbours

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



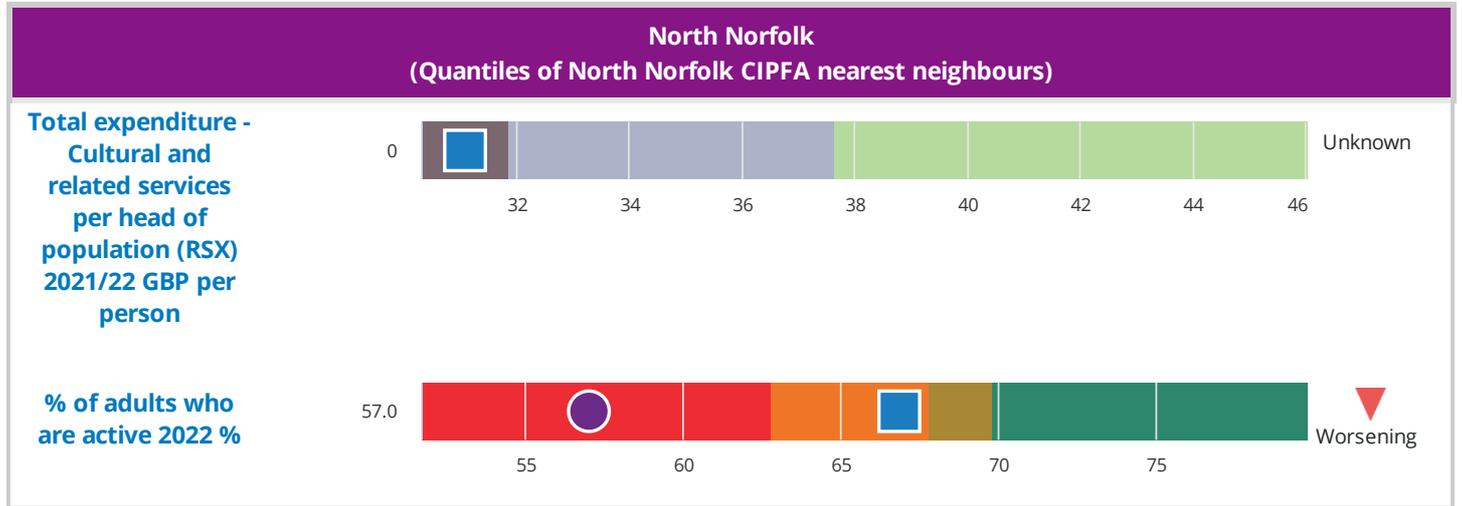
● North Norfolk
■ Mean for North Norfolk CIPFA nearest neighbours

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



● North Norfolk
■ Mean for North Norfolk CIPFA nearest neighbours

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



● North Norfolk
■ Mean for North Norfolk CIPFA nearest neighbours

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

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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Contextual Measures Report – CIPFA comparison	
Executive Summary	<p>The Overview and Scrutiny Committee previously requested a report to show trend analysis and benchmarking information for the contextual measures listed in the Corporate Plan 2019 to 2023. Following this quarterly review of the contextual measures compared with similar Local Authorities (CIPFA), the Committee may decide to make recommendations to Cabinet for further investigation, monitoring and/or possible intervention for improvement in specific areas.</p> <p>For this quarter, of the 15 measures, 1 scored red in the CIPFA quartile RAG analysis, 4 scored amber, 3 scored light green and 2 scored green. 3 measures have no benchmarking data available, 1 measure contains two large reports and 1 measure has since become void. The measure that scored red was Contextual Measure 12: Index of Multiple Deprivation – overall score (overall index score per year).</p>
Options considered	<ol style="list-style-type: none"> 1. No action 2. Make recommendations to Cabinet
Consultation(s)	Consultation is not necessary as the “Contextual Measures Report – CIPFA comparison” has been produced solely for the Overview and Scrutiny Committee to review.
Recommendations	<ol style="list-style-type: none"> 1. Receive and note the contextual measure data for NNDC compared to the CIPFA benchmarking group. 2. Decide whether to take no action or make recommendations to Cabinet for further investigation, monitoring and/or possible intervention for improvement in specific areas.
Reasons for recommendations	Using the contextual measure information, which covers a wide range of social-economic indicators, will allow a broad assessment of the health and climate of North Norfolk. Monitoring the trends over time and in comparison to North Norfolk’s CIPFA Nearest Neighbours will provide a detailed insight of each measure and will be a useful facilitator for any resulting recommended actions that may be required.
Background papers	All background papers used are published on NNDC’s intranet. The majority of the information is also available on LG Inform’s online data portal.

Wards affected	All wards are affected as the data is for the North Norfolk district.
Cabinet member(s)	Cllr. Tim Adams
Contact Officer	Lucy Wilshaw, Corporate Data Analyst. Tel: 01263 516 379. Email: performance@north-norfolk.gov.uk

Links to key documents:

Corporate Plan:	All the contextual measures in the “Contextual Measures Report – CIPFA comparison” were selected during the conception of the Corporate Plan 2019 to 2023. The Overview and Scrutiny Committee requested an additional report to facilitate a more detailed evaluation of these measures, as they are not included in the Quarterly Performance Report of the Corporate Plan.
Medium Term Financial Strategy (MTFS)	The Report is not specifically linked to MTFS however early identification and intervention of any concerning areas will save time and money in the long run, and improved the quality of life for North Norfolk’s residents.
Council Policies & Strategies	The Report is linked to the Performance Management Framework.

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	The “Contextual Measures Report – CIPFA comparison” has been produced solely for the Overview and Scrutiny Committee to review.
Details of any previous decision(s) on this matter	15/03/2023 - Overview and Scrutiny Committee meeting: <ul style="list-style-type: none"> • Quarterly review of the Report • CIPFA comparison area only • Hyperlinks only to the data reports to save paper. Not to be attached as an appendix and therefore printed as part of the agenda.

1. Purpose of the report

To provide the Overview and Scrutiny Committee with a detailed data analysis of the contextual measures in the Corporate Plan 2019 to 2023, for regular review.

Reviewing contextual measure data in this way will enable a proactive insight in to the health and climate of North Norfolk. Early identification and intervention of any concerning areas will save time and money in the long run, and improved the quality of life for North Norfolk’s residents.

2. Introduction & Background

- 2.1 On the 7th November 2022 the Overview and Scrutiny Committee recommend to Cabinet that in relation to the Performance Management Framework, consideration was given to the inclusion of the contextual measure information listed in the Corporate Plan 2019 to 2023. This would be subject to further discussions with Cllr. Tim Adams, Cllr. Victoria Holliday and relevant officers.
- 2.2 On the 16th November 2022 a meeting was held with Cllr. Tim Adams, Cllr. Victoria Holliday, the Democratic Services Officer, the Policy and Performance Management Officer and the Corporate Data Analyst. It was agreed that the Corporate Data Analyst would produce a separate report for all the contextual measures in the Corporate Plan 2019 to 2023, to facilitate a more detailed evaluation of these measures. A review of this report would be undertaken regularly by the Overview and Scrutiny Committee.
- 2.3 On the 15th March 2023 the Overview and Scrutiny Committee reviewed the first report, they agreed:
 - 2.3.1 To review the Report quarterly at the Committee meetings.
 - 2.3.2 The Report was to be presented for the CIPFA comparison area only.
 - 2.3.3 Hyperlinks to the data report were to be provided and not attached as an appendix, to save paper when printing the agenda.

3. Proposals and Options

There are two tables below to support the Overview and Scrutiny Committee with the contextual measures quarterly review. The full data report can be found on NNDC's intranet on the Corporate Delivery Unit's Intelligence Centre page, in the section titled "Contextual measure report": <https://nnorfolkdc.sharepoint.com/sites/CorporateDeliveryUnit/SitePages/Intelligence-Centre.aspx> The report is best viewed online as the online version contains interactive functions and is self updating so will always show the latest data.

3.1 Brief summary of latest contextual measure data:

Measure	Data released for next period since last report	Figure for North Norfolk	Direction of change from previous period	Quartile compared to CIPFA nearest neighbours	Current period of dataset
Contextual 1: Median housing affordability ratio - residence based (ratio of house prices divided by gross annual earnings, per year)	Yes	10.43	↓	3	2022
Contextual 2: New homes built of all tenures (number of homes built per year)	No	516	↑	Benchmarking data is not currently available	2021/22
Contextual 3: New business 3-year survival rate (percentage of businesses surviving three years out of business starts for the startup year, per year)	No	63.5%	↓	3	2018
Contextual 4: Employment rate (percentage of residents in employment out of the population aged 16-64, previous 12 months per quarter)	Yes	80.6%	↑	1	2022 Q4
Contextual 5: Proportion of residents aged 16+ claiming unemployment related benefits (percentage of unemployed people out of the population aged 16-64, per month)	Yes	2.7%	↔	3	April 2023

Measure	Data released for next period since last report	Figure for North Norfolk	Direction of change from previous period	Quartile compared to CIPFA nearest neighbours	Current period of dataset
Contextual 6: Number of visitors to North Norfolk (number of visitors per year)	No	6,082,100	↑	Benchmarking data is not currently available	2021
Contextual 7: Value of visitors in North Norfolk (GBP per year)	No	£365,221,323	↑	Benchmarking data is not currently available	2021
Contextual 8: Levels of customer satisfaction – data not available	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
Contextual 9: Total CO2 emissions per capita (tonnes per person)	No	5.2	↓	3	2020
Contextual 10: Health profile of North Norfolk – multiple datasets, see reports	<i>Some datasets</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
Contextual 11: Percentage of physically active adults, aged 19+ (percentage of active adults out of the total population, per year)	No	74.1%	↑	1	2021/21
Contextual 12: Index of Multiple Deprivation – overall score (overall index score per year)	No	21.058	↓	4	2019
Contextual 13: Rate of crimes and ASB incidents per 1,000 residents (number of crimes per 1,000 residents, per month)	Yes	4.6	↑	2	March 2023

Measure	Data released for next period since last report	Figure for North Norfolk	Direction of change from previous period	Quartile compared to CIPFA nearest neighbours	Current period of dataset
Contextual 14: Female life expectancy at birth (average number of years, 3 year average)	No	84.8 yrs	↓	2	2018-2020
Contextual 15: Male life expectancy at birth (average number of years, 3 year average)	No	80.6 yrs	↓	2	2018-2020

Grey highlight = New data has not been released since the previous review.

Directional arrows (change in data compared to previous period): Green = trend improving; Red = trend worsening; Black = no change in trend.

Quartiles: The 1st quartile (top quartile) contains the best 25% of values in any given scenario and the 4th quartile (lowest quartile) contains the worst 25% in any given scenario.

3.2 CIPFA quartile RAG analysis of the latest contextual measure data including data notes:

Measure	Notes about data
Red	
<p>Contextual 12: Index of Multiple Deprivation – overall score (overall index score per year)</p>	<p>Remained in the lowest quartile but the score has improved since the previous period. There is limited time series data available due to the infrequency of this index model however the figure was better in 2010 with 19.28. The North Norfolk data is quite far above the CIPFA mean for this period and the previous period. North Norfolk scores low for the Barriers to Housing and Services domain, particularly the sub-domain Geographical Barriers, and the Living Environment domain, particularly the sub-domain Indoors. Housing affordability; fuel poverty; and being a rural community at a greater distance from services are likely to contribute strongly to these low scores.</p> <p>The Index of Multiple Deprivation is a complex data model, unfortunately the overall score measure is not the best indicator to analyse, as this looks at larger areas. The Index works better when looking at the data for smaller areas, Lower Super Output Areas (LSOAs). 4.7% of North Norfolk’s population were in the most deprived LSOAs, compared to Liverpool’s 62.1% (the highest in England), Allerdale’s 19.9% (the highest in our CIPFA group) and Devon’s 0.8% (the lowest in our CIPFA group). North Norfolk position is in the 2nd quartile for this dataset for both CIPFA and England comparisons.</p> <p>The ONS are currently undertaking an improvement programme on many of their regular major research studies such as the Census, they cannot confirmed any dates for future releases of the Index of Multiple Deprivation, it therefore may be that this Index will be reviewed also.</p>
Amber	

Measure	Notes about data
Contextual 1: Median housing affordability ratio - residence based (ratio of house prices divided by gross annual earnings, per year)	Remained in the 3rd quartile but the median housing affordability has improved since the previous period. House prices have increased but wages of residents have also increased, resulting in an improved figure. The last two periods have been the highest ratios since the dataset began in 2002. Above the CIPFA mean for this period and previous periods.
Contextual 3: New business 3-year survival rate	Remained in the 3 rd quartile but the percentage of businesses surviving 3 years has decreased since the previous period. Some fluctuations in proportions over recent periods. On the CIPFA mean for this period, fluctuates around the mean for previous periods. Please note, due to the nature of this dataset, the time lag is extremely long, the latest period being 2018.
Contextual 5: Proportion of residents aged 16+ claiming unemployment related benefits (percentage of unemployed people out of the population aged 16-64, per month)	Remained in the 3 rd quartile and the proportion of residents claiming unemployment benefits has remained the same since the previous quarter. There are some fluctuations in the claimant count over recent periods but generally in a much better position than just over a year ago at the tail end of the pandemic. Not yet returned to pre-pandemic proportions of 1.3% in April 2019. Above the CIPFA mean for this period and previous 18 periods.
Contextual 9: Total CO2 emissions per capita (tonnes per person)	Remained in the 3 rd quartile but the CO2 emissions per person has reduced since the previous period. There has been a steady decline in CO2 emissions per person since 2013. North Norfolk data is just under the CIPFA mean for this period and previous periods.
Light green	
Contextual 13: Rate of crimes and ASB incidents per 1,000 residents (number of crimes per 1,000 residents, per month)	Remained in the 2 nd quartile but the rate of crimes has increased since the previous period. The highest rate since September 2022. Usually North Norfolk's rate is on or below the CIPFA mean, however for this period it is just above it, possibly due to a number of Local Authorities with a rate of zero. These zero rates appear to be a technical glitch from police software resulting in a delay in obtaining the correct official statistics. Vehicle crimes and violence/sexual offences have increased in North Norfolk by more than 30 incidents since the previous period. The rate of vehicle incidents is the highest out of the CIPFA group with 0.4. The violence/sexual offences incidents is in the 2 nd quartile with a rate of 2.2 but it is above the CIPFA mean of 1.6.

Measure	Notes about data
Contextual 14: Female life expectancy at birth (average number of years, 3 year average)	Remained in the 2 nd quartile but the average life expectancy has decreased since the previous period. Expected life expectancy has dipped over the last decade but the trend is showing a rise again. High above the CIPFA mean for this period and previous periods.
Contextual 15: Male life expectancy at birth (average number of years, 3 year average)	Remained in the 2 nd quartile but the average life expectancy has decreased since the previous period. Expected life expectancy has showed some variation over the last decade but the trend is generally showing an increase. Above the CIPFA mean for this period, fluctuates around the CIPFA mean for previous periods.
Green	
Contextual 4: Employment rate (percentage of residents in employment out of the population aged 16-64, previous 12 months per quarter)	Remained in the top quartile and the employment rate has improved since the previous period. The highest employment rate since 2019 Q1. Above the CIPFA mean for this period, fluctuates around mean for previous periods. Please note this dataset sometimes has large fluctuations between periods due to the low sample sizes used to calculate the Local Authority statistics.
Contextual 11: Percentage of physically active adults, aged 19+ (percentage of active adults out of the total population, per year)	Moved from 3 rd quartile to top quartile and the proportion of physically active adults has increased since the previous period. The highest percentage since the dataset began in 2015/16 however there have been some fluctuations over previous periods. North Norfolk data is above the CIPFA mean for this period however there has been some variation from the CIPFA mean over recent periods. Fluctuations are most likely due to the small sample sizes for Local Authorities and the subjective nature of this survey.
Unknown	
Contextual 2: New homes built of all tenures (number of homes per year)	Above target set for the latest period. Steady increases in the number of new homes built over the last three years. Benchmarking data is not currently available for this dataset.
Contextual 6: Number of visitors to North Norfolk (number of visitors per year)	Increase in the number of visitors since the previous period. Not yet returned to pre-pandemic levels of 9,919,200 in 2019. Benchmarking data is not currently available for this dataset.

Measure	Notes about data
Contextual 7: Value of visitors in North Norfolk (GBP per year)	Increase in the value of visitors since the previous period. Not yet returned to pre-pandemic levels of £528,931,378 in 2019. Benchmarking data is not currently available for this dataset.

Grey highlight = New data has not been released since the previous review.

Quartiles: The 1st quartile (top quartile) contains the best 25% of values in any given scenario and the 4th quartile (lowest quartile) contains the worst 25% in any given scenario.

4. Corporate Priorities

All the contextual measures in the “Contextual Measures Report – CIPFA comparison” were selected during the conception of the Corporate Plan 2019 to 2023. The Overview and Scrutiny Committee requested an additional report to facilitate a more detailed evaluation of these measures, as they are not included in the Quarterly Performance Report of the Corporate Plan.

The Report is not specifically linked to MTFS however early identification and intervention of any concerning areas will save time and money in the long run, and improved the quality of life for North Norfolk’s residents.

5. Financial and Resource Implications

None, the Report is for monitoring purposes only. Any actions taken forward from this review will be subject to agreement by Cabinet and treated as separate agenda items.

6. Legal Implications

All the data included in the report is open source data and adheres to GDPR. The data is published under the Open Government License <https://www.nationalarchives.gov.uk/doc/open-government-licence/version/3/> which states where the data are copied, published, distributed or the information transmitted. The source of the data must be stated, the attribution statements are provided with each dataset in the full data report on NNDC’s intranet on the Corporate Delivery Unit’s Intelligence Centre page, in the section titled “Contextual measure report”: <https://nnorfolkdc.sharepoint.com/sites/CorporateDeliveryUnit/SitePages/Intelligence-Centre.aspx>

7. Risks

Reviewing contextual measure data is a part of risk mitigation for the Council. Early identification and intervention of any concerning areas will save time and money in the long run, and improved the quality of life for North Norfolk’s residents.

8. Net Zero Target

Not applicable, the Contextual Measures Report is for monitoring purposes only. There could be a positive impact if measures relating to sustainability, climate and carbon impact are chosen for investigation.

9. Equality, Diversity & Inclusion

Not applicable, the Contextual Measures Report is for monitoring purposes only. There could be a positive impact if measures relating to equality, diversity and inclusion are chosen for investigation.

10. Community Safety issues

Not applicable, the Contextual Measures Report is for monitoring purposes only. There could be a positive impact if measures relating to community safety issues are chosen for investigation.

11. Conclusion and Recommendations

For this quarter, of the 15 measures, 1 scored red in the CIPFA quartile RAG analysis, 4 scored amber, 3 scored light green and 2 scored green. 3 measures have no benchmarking data available, 1 measure contains two large reports and 1 measure has since become void.

The measure that scored red was Contextual Measure 12: Index of Multiple Deprivation – overall score (overall index score per year). The Index of Multiple Deprivation is an infrequent and complex data model, unfortunately the overall score measure included as a contextual measure for the Corporate Plan 2019 to 2023 is not the best indicator to analyse, as this looks at larger areas. The Index works better when looking at the data for smaller areas, Lower Super Output Areas (LSOAs). When looking at the dataset that details the proportion of the population living in the most deprived LSOAs, North Norfolk scored light green in the 2nd quartile in the CIPFA group. The domains which scored low for North Norfolk, in the most recent publication of the data in 2019, were Barriers to Housing and Services and the Living Environment domain, these could be areas the Committee may choose to investigate.

Of the datasets in the amber category, Contextual Measure 3: New business 3-year survival rate is of some concern due to a decline in businesses surviving 3 years. The long time lag on this dataset is not helpful in showing a more up to date profile of the business environment. There are numerous other business datasets available, viewed together they create a much better picture rather than viewing each one on their own. This could be something the Committee may want to recommend.

The recommendations for the Committee are to:

1. Receive and note the contextual measure data for NNDC compared to the CIPFA benchmarking group – paying particular attention to the red and amber categories in the CIPFA quartile RAG analysis table (3.2).
2. Decide whether to take no action or make recommendations to Cabinet for further investigation, monitoring and/or possible intervention for improvement in specific areas.

North Norfolk District Council
Cabinet Work Programme
For the Period 01 June 2023 to 30 September 2023

Committee(s)	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
July 2023					
Cabinet	29 Jun 2023	Out-turn report 2022/2023	Cllr Lucy Shires <i>Tina Stankley</i> <i>Director of Resources</i>		
Scrutiny	12 Jul 2023				
Full Council	19 Jul 2023				
Cabinet	29 Jun 2023	Treasury Management Annual Report 2022/2023	Cllr Lucy Shires <i>Tina Stankley</i> <i>Director of Resources</i>		
Scrutiny	12 Jul 2023				
Full Council	19 Jul 2023				
Cabinet	29 Jun 2023	Debt Management Annual Report 2022/2023	Cllr Lucy Shires <i>Sean Knight</i> <i>Revenues Manager</i>		
Scrutiny	12 Jul 2023				
Full Council	19 Jul 2023				
Cabinet	29 Jun 2023	Draft Corporate Plan 2023 - 2027	Cllr Tim Adams <i>Steve Blatch</i> <i>Chief Executive</i>		
Scrutiny	12 Jul 2023				
Full Council	19 Jul 2023				
Cabinet	29 Jun 2023	Discretionary Disabled Facilities Grant Policy	Cllr W Fredericks <i>Sonia Shuter</i> <i>Early Help & Prevention Manager</i>		



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

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

North Norfolk District Council
Cabinet Work Programme
For the Period 01 June 2023 to 30 September 2023

Committee(s)	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	29 Jun 2023	Age Friendly Communities	Cllr L Withington <i>Sonia Shuter Early Help & Prevention Manager</i>		
Cabinet	29 Jun 2023	Purchase of affordable home	Cllr W Fredericks <i>Nicky Debbage Housing Strategy & Delivery Manager</i>		 <i>Could contain Exempt information</i>
Cabinet	29 Jun 2023	Property Transactions	Cllr Lucy Shires <i>Neil Turvey Renata Garfoot</i>		 <i>Possible Exempt information</i>
September					
Cabinet	04 Sep 2023	Council Tax Support Recs	Cllr Lucy Shires <i>Tina Stankley Director of Resources</i>		<i>Could slip – depends on Working Party meeting</i>
Cabinet	04 Sept 2023	Managing Performance Q1	Cllr T Adams <i>Steve Blatch Chief Executive</i>		
Cabinet Scrutiny	04 Sep 2023	NN Sustainable Communities Fund Annual review	Cllr L Withington <i>Sonia Shuter Early Help & Prevention Manager</i>		
Cabinet	06 Sept 2023	Budget Monitoring P4	Cllr L Shires <i>Tina Stankley Director of Resources</i>		



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

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Reports coming through later					
Cabinet	06 Nov 2023	Draft Delivery Plan			<i>Pre-Scrutiny</i>
Scrutiny	11 Oct 2023				
Dates tbc					
Cabinet		Review of Joint Venture - Nutrient Neutrality			
Cabinet		Norfolk Coastal Forum – Review of Terms of Reference	<i>Emma Denny DS Manager</i>		



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

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OVERVIEW & SCRUTINY: OUTCOMES & ACTION LIST – MARCH 2023

REPORT, RECOMMENDATIONS & ACTIONS	ACTION BY	DATE
<p><u>4. MINUTES</u></p> <p>ACTIONS</p> <p>1. Officers to provide detailed breakdown of costs included in £400k additional funding request.</p>	Chief Executive	April 2023
<p><u>10. CRIME AND DISORDER UPDATE: POLICE AND CRIME COMMISSIONER BRIEFING</u></p> <p>RESOLVED</p> <p>To pose the following written questions to the Police & Crime Commissioner:</p> <p>1. Has the number of domestic violence related crimes reduced, or is there any evidence of consistent improvement across all cases with varying levels of risk?</p> <p>2. With respect to the Online Safety Bill, how will the OPCCN adapt to these changes, given that previous justifications for the removal of PCSOs was to place greater emphasis on tackling cyber-crime?</p> <p>3. Is an update available on plans to improve safety for cyclists and walkers on rural roads by increasing the number of speed cameras or by other means?</p> <p>4. What specific savings have been identified within Norfolk Constabulary’s 2023-24 budget?</p> <p>5. At what stage is Norfolk Constabulary at in the re-vetting of all Police Officers, and are there any plans to do this on a routine basis going forward?</p> <p>6. The Committee commends Beat Manager engagement with Town & Parish Councils to greatly enhance the visibility of Policing and its connections with communities, in addition to SNAP meetings; does the PCC support Beat Managers sending short reports and briefly attending T&PC meetings, as operational priorities allow?</p>	Police & Crime Commissioner	April 2023
<p><u>11. BUDGET MONITORING P10 2022-23</u></p> <p>RESOLVED</p> <p>1. To note the contents of the report and the current budget monitoring position.</p> <p>2. To recommend to Full Council that any outturn deficit is funded by using the General Fund Reserve.</p>	<p>O&S Committee</p> <p>Full Council</p>	<p>March 2023</p> <p>March 2023</p>

<p><u>12. MANAGING PERFORMANCE Q3</u></p> <p>RESOLVED</p> <p>1. That the Overview & Scrutiny Committee note the report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.</p>	O&S Committee	March 2023
<p><u>13. PERFORMANCE BENCHMARKING AND CONTEXTUAL MEASURES</u></p> <p>RESOLVED</p> <p>1. To receive and note the benchmarking information.</p> <p>2. That no further recommendations to Cabinet to investigate specific levels of performance and/or to take action are required on this occasion.</p> <p>3. To request that the dataset used to monitor business demography be amended, so that dataset CIPFA 9 - rate of births of new enterprises per 10,000 resident population accounts for those aged 16-65.</p> <p>To receive and note the information in the Contextual Measures Report – first review.</p> <p>That no further recommendations to Cabinet to investigate specific datasets and/or to take action are required on this occasion.</p> <p>6. That the frequency of further reports remains quarterly alongside existing performance reports.</p> <p>7. That no additional reports are required for different comparison groups</p> <p>8. That hyperlinks will suffice instead of printed copies of additional attachments/data.</p>	<p>O&S Committee</p> <p>CDU</p> <p>O&S Committee</p> <p>CDU</p>	<p>March 2023</p> <p>June 2023</p> <p>March 2023</p> <p>June 2023</p>
<p><u>14. AMBULANCE RESPONSE TIMES MONITORING</u></p> <p>RESOLVED</p> <p>1. To receive and note the report.</p> <p>2. That future response times monitoring should include data for all postcodes within the North Norfolk District.</p>	<p>O&S Committee</p> <p>Scrutiny Officer</p>	<p>March 2023</p> <p>September 2023</p>