

# Overview & Scrutiny Committee



**Please contact:** Democratic Services

**Please email:** [democraticservices@north-norfolk.gov.uk](mailto:democraticservices@north-norfolk.gov.uk)

**Please direct dial on:** 01263 516108

Tuesday, 6 May 2025

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 14 May 2025** at **10.00 am**.

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

Members of the public who wish to ask a question or speak on an agenda item are requested to 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 516108, Email: [democraticservices@north-norfolk.gov.uk](mailto:democraticservices@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. This meeting is live-streamed: [NNDC eDemocracy - YouTube](#)

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 P Bailey, Cllr M Batey, Cllr J Boyle, Cllr C Cushing, Cllr A Fletcher, Cllr M Hankins, Cllr P Heinrich, Cllr V Holliday, Cllr N Housden and Cllr L Vickers

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**

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 9<sup>th</sup> April 2025.

*Please note that the minutes will follow.*

**5. DECLARATIONS OF INTEREST**

1 - 6

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.

**6. 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.

**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, submitted to the Democratic Services Manager 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. REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-27 ACTION PLAN 2024-25 - TO END OF QUARTER 4 - 31 MARCH 2025**

7 - 20

<b>Executive Summary</b>	The Corporate Plan 2023-27 Action Plan 2024-25 is being implemented as planned
<b>Options considered</b>	Not relevant.

<b>Consultation(s)</b>	The lead officer for each action in the Plan has been asked for their assessment of progress, identify issues and propose action they will take to address those issues.
<b>Recommendations</b>	Overview & Scrutiny Committee is asked to consider the report and make any recommendations to Cabinet.
<b>Reasons for recommendations</b>	<b>The progress report shows that nineteen of the actions are in progress and on track and eighteen completed. No actions are identified as red and seven actions are identified as amber.</b>
<b>Background papers</b>	Corporate Plan 2023-27 Annual Action Plan 2024-25

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Tim Adams
<b>Contact Officer</b>	Steve Hems, Director for Communities and Chair of the Performance and Productivity Oversight Board Email:- <a href="mailto:steve.hems@north-norfolk.gov.uk">steve.hems@north-norfolk.gov.uk</a>

### WORK PROGRAMMES & ACTION TRACKER

**11. THE CABINET WORK PROGRAMME 21 - 26**

To note the upcoming Cabinet Work Programme.

**12. OVERVIEW & SCRUTINY ACTION TRACKER 27 - 32**

To review the Action Tracker and make any recommendations where issues are still outstanding.

**13. OVERVIEW & SCRUTINY WORK PROGRAMME 33 - 42**

The Annual Work Programme has been reviewed and a draft schedule has been prepared, with suggested topics as well as standard, cyclical items.

Members are invited to review the proposed work programme and suggest topics for inclusion for the forthcoming year, taking into consideration the guiding principles (Appendix A) and the changes agreed by the Committee in July 2024 (Appendix B).

**14. 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.”

## Registering interests

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

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

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

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

## Non participation in case of disclosable pecuniary interest

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

## Disclosure of Other Registerable Interests

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

## Disclosure of Non-Registerable Interests

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

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

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

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

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

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

**Table 1: Disclosable Pecuniary Interests**

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

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

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

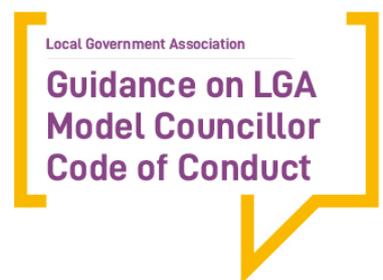
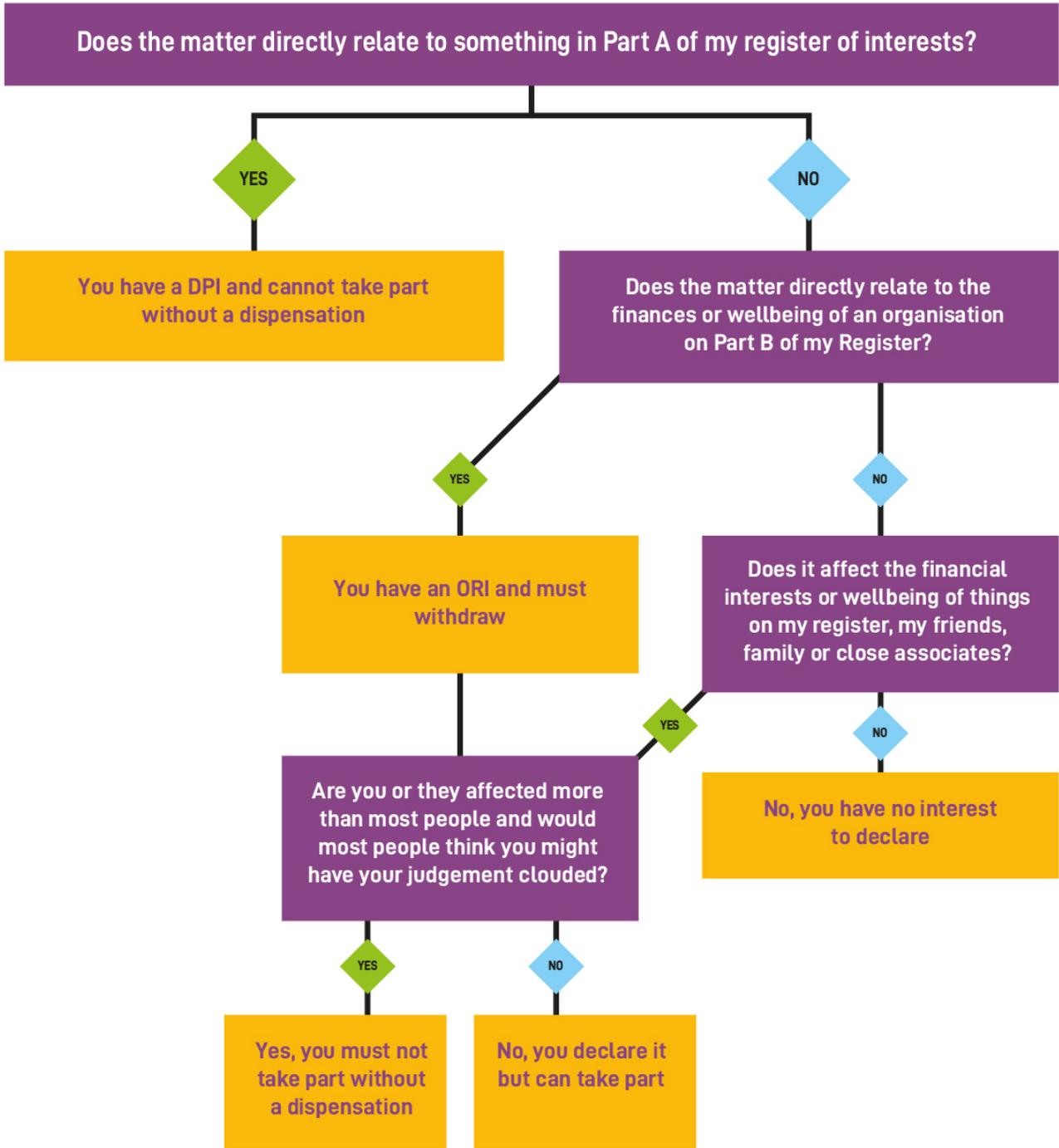
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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\* 'director' includes a member of the committee of management of an industrial and provident society.

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

**Table 2: Other Registrable Interests**

<p>You have a personal interest in any business of your authority where it relates to or is likely to affect:</p> <ul style="list-style-type: none"><li>a) any body of which you are in general control or management and to which you are nominated or appointed by your authority</li><li>b) any body<ul style="list-style-type: none"><li>(i) exercising functions of a public nature</li><li>(ii) any body directed to charitable purposes or</li><li>(iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)</li></ul></li></ul>
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<b>Reporting progress implementing Corporate Plan 2023-27 Action Plan 2024-25 – to end of Quarter 4 – 31 March 2025</b>	
<b>Executive Summary</b>	The Corporate Plan 2023-27 Action Plan 2024-25 is being implemented as planned
<b>Options considered</b>	Not relevant.
<b>Consultation(s)</b>	The lead officer for each action in the Plan has been asked for their assessment of progress, identify issues and propose action they will take to address those issues.
<b>Recommendations</b>	Overview & Scrutiny Committee is asked to consider the report and make any recommendations to Cabinet.
<b>Reasons for recommendations</b>	<b>The progress report shows that nineteen of the actions are in progress and on track and eighteen completed. No actions are identified as red and seven actions are identified as amber.</b>
<b>Background papers</b>	Corporate Plan 2023-27 Annual Action Plan 2024-25

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Tim Adams
<b>Contact Officer</b>	Steve Hems, Director for Communities and Chair of the Performance and Productivity Oversight Board Email:- <a href="mailto:steve.hems@north-norfolk.gov.uk">steve.hems@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	This report is primarily concerned with ensuring the Corporate Plan 2023-27 is being implemented as planned.
Medium Term Financial Strategy (MTFS)	Ensuring the Action Plan 2024/25 is implemented as planned will help to ensure the MTFS is also achieved.
Council Policies & Strategies	Corporate Plan 2023-27

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	Not applicable. Item is not exempt.
Details of any previous decision(s) on this matter	Corporate Plan 2023-27 and Action Plan 2023-24 approved by Full Council on 17 July 2023.  Corporate Plan 2023-27 Action Plan 2024-25 approved by Cabinet 6 November 2023.

## 1. Purpose of the report

The purpose of this report is to present an update on the progress being made in implementing the Corporate Plan 2023-27 Action Plan 2024-25 and to give Cabinet an opportunity to discuss and agree decisions that should be taken regarding any issues raised.

## 2. Introduction & Background

The Corporate Plan 2023-27 Action Plan 2024-25 was approved by Cabinet at their meeting on 6 November 2023. This report shows the progress made to the end of March 2025 in implementing the Action Plan 2024-25, identifies any issues with individual actions and puts forward proposals for how these would be addressed.

This report is now a report from the Performance and Productivity Oversight Board, chaired by Steve Hems. The Performance and Productivity Oversight Board will have a critical role in monitoring and challenging our corporate performance.

## 3. Overview of progress

### 3.1. Overall progress – Action Plan 2024/25

A summary of progress has been included below.

Action Plan 2024/25 – Summary

Quarter 4 from January to March 2025

<b>RAG status</b>	<b>No. of actions</b>
Red	0
Amber	7
Green	34
NA	3
Missing data	0
Total	44

Stage	No. of actions
Not Started	0
In Progress	24
Completed	18
Cancelled	2
Missing data	0
Total	44

#### Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	0	0	0
Amber	0	5	1	1
Green	0	19	15	0
NA	0	0	0	1

The progress report shows that nineteen of the actions are in progress and on track and eighteen completed. No actions are identified as red and seven actions are identified as amber.

#### KEY

Red = Actions will not deliver planned outcomes without significant interventions

Amber = Actions off track but with changes being made will achieve planned outcomes

Green = Actions on track and will deliver planned outcomes

NA = Not applicable as not due to start yet

Missing data = Update not provided by the Lead Officer

### 3.1. Details of all Actions

To review the updates for all the actions please see Appendix A Action Plan 2024-25 Progress Updates – Quarter 4 2024-25.

## 4. Corporate Priorities

This report is concerned with ensuring the Corporate Plan 2023-27 Action Plan 2024-25 is implemented as planned. This is a key activity to ensure the goals and objectives in the Corporate Plan are achieved.

## 5. Financial and Resource Implications

There are no financial or resource implications arising from the report.

### **Comments from the S151 Officer:**

This report is for noting only. Therefore, there are no financial or resource implications arising from the report.

### **6. Legal Implications**

There are no legal implications from this report.

#### **Comments from the Monitoring Officer**

This report is for noting only, providing an update on progress, and there are no specific governance issues.

### **7. Risks**

The purpose of this report is to contribute to minimizing the risk of not implementing the Corporate Plan 2023-27 Action Plan 2024-25. This in turn reduces the risk of not achieving the goals and objectives in the Corporate Plan.

### **8. Net ZeroTarget**

The Corporate Plan 2023-27 Action Plans contain actions, particularly under the theme “Our Greener Future”, that will reduce the emissions of the Council and contribute to achieving the Net Zero Target.

### **9. Equality, Diversity & Inclusion**

The Corporate Plan 2023-27 Action Plans contain actions, particularly under the theme “Developing our Communities”, that will improve equality, diversity & inclusion. Where individual actions require an equality impact assessment the lead officer will produce and submit one during the development of the action.

### **10. Community Safety issues**

This report does not have any impact on community safety issues.

### **Conclusion and Recommendations**

**The progress report shows that nineteen of the actions are in progress and on track and eighteen completed. No actions are identified as red and seven actions are identified as amber.**

**Overview & Scrutiny Committee is recommended to consider the report and make any recommendations to Cabinet.**



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Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for April in red)	RAG Status previous quarter
	Use the filter to find your actions	Use drop down		Use Drop Down	Use Drop Down		
1 Complete the work on the production and examination of the North Norfolk Local Plan and formally adopt the Plan by September 2024.	Russell Williams	Our Greener Future	Greener: Net Zero: 6 Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Amber	Further Examination Hearings are scheduled to take place in week commencing 7th April 2025. If Plan is found 'sound' by the Planning Inspector it should be adopted during 2025.	
2 Monitor and report on the greenhouse gas emissions of the Council's operations and activities and ensure the climate impact of all decisions are fully accounted for and deliver carbon literacy training to all elected members and staff as we look to achieve our commitment to Net Zero by 2030. We will have implemented this programme by September 2024.	Kate Rawlings	Our Greener Future	Greener: Net Zero: 9 Providing carbon literacy training for all staff and members to better inform council decisions and promote community understanding	Completed	NA	The Council's carbon footprint report for 23/24 has been presented to the relevant boards and committees and is published on the Council's website. Senior management have approved the use of a climate impact assessment tool, and other measures to allow officers to produce a more detailed analysis of the impacts of projects and policies on Net Zero in Council reports. The initial programme of carbon literacy and carbon awareness training for staff and members has been completed with further training materials available on the intranet. Training will be available for new starters as required. 62 staff and 23 members have received carbon literacy training of which 53 and 10, respectively have received official certification. 200+ additional staff have received carbon awareness training. In recognition of this, the Council has been awarded Bronze Accreditation by the Climate Literacy Project.	Green
3 Commission feasibility studies into where the Council might be able to deliver further photovoltaic installations and public EV charging points and deliver at least one such project by March 2025.	Kate Rawlings	Our Greener Future	Greener: Net Zero: 2 Introducing significant new projects which deliver on our Net Zero ambitions	Completed	NA	Solar PV was successfully installed on Victory Swim and Fitness in December 2024. A high level feasibility study has been carried out for a solar carport on a further council car park. Feasibility studies have been carried out on 5 council car parks for public EV charging points - these are awaiting information from UKPN on electricity supply and the Council's legal team on land issues.	Green
4 Increase the percentage of household waste collected which is recycled through programmes of education and public awareness and the development of a Business Case by March 2025 for the introduction of a food waste collection service in the 2025/26 civic year.	Emily Capps	Our Greener Future	Greener: Waste: 1 Using the National Waste and Resources Strategy implementation and any additional funding available to maximise recycling and reduce waste through the introduction of new streams, such as food waste collections for every household	In Progress	Green	Presentation at Business Planning 31st March 2025. Awaiting further details from contractor before the presentation of a full business case. Anticipated in the next month, once proposal has passed through contractors governance process. Paper at Full Council 23rd of April 2025 relating to vehicle and equipment procurement.	Green
5 Undertaking a review of our open spaces maintenance regimes with the objective of increasing carbon efficiency and encouraging areas of increased biodiversity by September 2024 and implement new arrangements from the 2025 growing season.	Emily Capps	Our Greener Future	Greener: Net Zero: 6 Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Amber	Investigations are ongoing with Serco, the contractor, regarding alternatives to summer and winter bedding to reflect climate change and it increase biodiversity across the public spaces the Council maintains. The Council has stopped the use of glyphosate on the contract since March 2024 and alternative methods of weed control across future growing seasons.	Amber
6 Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026.	Tamzen Pope	Our Greener Future	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	In Progress	Amber	Main works at Cromer have been completed and celebration event held in February 2025. Rock works have been completed at Mundesley and concreting works ongoing. Current programme showing works to be completed early Summer 2025. Environment Agency funding has now all been approved and being drawn down. Balance of costs vs funding ongoing by project team.	Green
7 Working with Defra, the Environment Agency, local partners and communities to progress delivery of the Coastwise programme in the development and implementation of innovative approaches to coastal adaptation – ongoing until March 2027.	Rob Goodliffe	Our Greener Future	Greener: Coast: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	In Progress	Green	Ongoing progress with reporting to Project Board and Environment Agency in quarterly intervals. Momentum developing with next phase to move forward with strategic and community erosion and transition plans. Nature of the work (being new and innovative) and it being essential to involve communities, is complex and needs time, this is a risk without clarity over longer term timeframes of the programme, government spending review etc. Lots of positive progress overall.	Green

	Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for April in red)	RAG Status previous quarter
8	Produce and publish a Rural Strategy and Action Plan by June 2024	Stuart Quick	Developing our Communities	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	In Progress	Green	Rural Position statement being prepared to inform the strategy and provide a baseline.	Green
9	Put in place a programme of Residents Surveys for delivery from September 2024 to establish community priorities from April 2025.	Steve Hems	Developing our Communities	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	In Progress	Green	The Council has undertaken a number of consultation exercises specific to relevant subject areas in order to provide opportunity for residents to feel informed and have opportunity to comment on areas of the council's work that are relevant to them. During 2024 consultations and event took place as follows : Review of polling districts and places, Council Tax support scheme, Local Plan: Further Consultation on Proposed Changes, North Walsham High Street Heritage Action Zone Impact Survey, Coastwise Survey, Holt Country Park Visitors Survey and various PositiviTea events. During 2025 the following consultation have taken place or are currently under way: Car Park consultation, North Lodge Park consultation, Gambling Statement of Principles consultation, Taxi and Private Hire Policy and Handbook consultation, Norfolk Local Nature Recovery Strategy (LNRS) consultation, Cromer Pier Survey, Housing Allocation Service Review survey, and Grant scheme feedback. Further consultations will be undertaken as appropriate. Some of those planned are: Countryside Surveys and PSPOs dog restrictions for non-coastal public areas.	Green
10	With external partners we will urgently pursue funding opportunities to develop initiatives which proactively and reactively support our communities prioritising health, wellbeing and financial inclusivity of our most vulnerable and hard to reach residents from April 2024.	Karen Hill	Developing our Communities	Communities: Health: 2 Growing the work done in reaching out to our communities and provide additional focus to the work being undertaken to support the most vulnerable	Completed	Green	Funding was secured from a range of sources including The North Norfolk Health and Wellbeing Partnership, Better Care Fund and Local Place Board Community Transformation fund enabling the continued employment of the Community Connector Team to deliver projects on Frailty, High Intensity Users and the roll out of community engagement PositiviTea events. We have been funded by Age UK to develop Age Friendly Communities. We have continued to deliver the Household Support Fund. These projects will continue to be delivered until 31/03/2025.	Green
11	Continue the Council's commitment to improving the quality and accessibility of our public conveniences undertaking feasibility studies, identification of cost / budgets etc for new or improved facilities at four locations, with the objective of delivering one project by March 2025 and in each of the following years (2026 and 2027).	Tina Stankley	Developing our Communities	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	Completed	Amber	There are no plans to deliver any more accessible toilets in 2026 and 2027. The Council will have provided 5 changing places toilets (and refurbished the existing toilets at the same sights) in Wells, Fakenham, North Walsham, Sheringham and Holt by the end of 2024/25 over a two year period. The provision of the CPTs has been possible with having received some grant funding for the project. The Council plans to update the toilets at Holt County Park including improving the drainage system.	Green
12	Prepare an Active Environment and Play Park Strategy (by June 2024) to inform future investment decisions and external funding applications with the objective of delivering at least one major project by March 2025 and in each of the following years (2026 and 2027).	Colin Brown	Developing our Communities	Communities: Accessibility: 3 Creating active environments for all ages and abilities	Cancelled	NA	Following conversations between officers and the Leader it has been agreed to no longer pursue this action.	NA
13	Continue to work with Active Norfolk for a further three years, from April 2024, to promote active lifestyles and investment in sports facilities across the district.	Colin Brown	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	Completed	Green	This partnership continues to deliver across the district with several new funds obtained and projects started in the last quarter.	Green

Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for April in red)	RAG Status previous quarter	
14	Subject to Government announcing a further round of Levelling Up funding, re-submit proposals for the Fakenham Leisure and Sports Hub proposal and the Cromer Clifftop public realm proposal emphasising the strong community support and benefits which would be realised from these investments – bids to be submitted in accordance with Government bidding deadlines.	Steve Hems	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	Completed	Green	The announcement in the Autumn Statement of 2023 included the funding of the Fakenham Leisure and Sports Hub proposal. The Council has complied with the validation process set out by Government although the funding has not been confirmed due to the change of Government administration. This action is complete and it is suggested that should funding be confirmed at the end of October that a new action for the 2025/26 Annual Action Plan is included for the delivery of the build aspect of the project.	Green
15	Explore external funding to support a business case to provide a mains electricity supply to allow further development of facilities at Holt Country Park. Business case to be prepared by March 2025.	Colin Brown	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	Completed	Green	The business case for the provision of electricity at Holt County Park was provided as part of the case for a capital allocation. The preferred option for the installation of electricity is across a local landowners field, however he has stated that he is not interested in having conversations about this at present. We intend to go back to him with a final offer before reviewing our options. External funding has been secured for a project to build an eco classroom on site at Holt CP. It is therefore appropriate that this action is completed, and the delivery of the project is dealt with through the Project Oversight Board.	Amber
16	Develop clear business cases, project investment proposals and timescales to provide 3G pitches at Cromer, Fakenham and North Walsham aligned with external funding opportunities – business cases to be prepared by June 2024.	Colin Brown	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Green	Work on installing Cromer 3G pitch commenced in March and is set to be complete in early June. This will be the first pitch of this kind in the district. The Football Foundation are still very keen to work on projects in the other two priority towns in the district. Fakenham will commence as soon as a lease is agreed with Fakenham Town Council for the grassed area next to the sports centre. For North Walsham we are waiting on the new committee to agree the lease and then will re-open conversations with the club about this project. Colin met with Norfolk FA recently who are fully supportive of all three projects still.	Amber
17	Share data about the number of permanent, affordable, second and holiday homes, empty homes and numbers of local people on the housing register at a parish level on an annual basis so that there is a very clear understanding of the context of local housing issues at a local community level. It would be expected that sharing this information widely would generate more support for a pipeline of affordable housing schemes across the District through Community Land Trusts and Rural Exceptions schemes.	Nicky Debbage	Meeting our Housing Need	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	Annual data shared with all Town & Parish Councils in November/December 2024, with offer to attend future meetings. Position at April 2025 to be reported shortly.	Green
18	Promote greater take up of Neighbourhood Plans by local communities with the objective of supporting communities adopt Neighbourhood Plans.	Russell Williams	Meeting our Housing Need	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	In Progress	Green	Promotion continuing via discussions with various Town and Parish Councils	Green
19	Develop and implement solutions to the challenging Nutrient Neutrality issue which is holding up some new residential developments in the district through developing appropriate mitigation schemes – we will have worked with partners to deliver at least two local mitigation schemes by March 2025.	Martyn Fulcher	Our Greener Future	Greener: Waste: 4 Identifying solutions to nutrient neutrality that will enable key watercourses to remain healthy ecosystems, whilst ensuring necessary development can take place	Completed	Green	Mitigation schemes now up and running via NEC Ltd. Credits being sold to facilitate developments within North Norfolk. Meetings held with NEC Ltd to ascertain any unregistered interest, so to ensure that proposed developments within North Norfolk are prioritised before any wider release of credits.	Green

	Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for April in red)	RAG Status previous quarter
20	Negotiate with Norfolk County Council and the Office of the Police and Crime Commissioner on the retention of the Second Homes Council Tax premium (subject to appropriate legislation being passed) to finance the delivery of a more ambitious programme of affordable homes developments in the district from March 2025.	Tina Stankley	Meeting our Housing Need	Housing: Second Homes: 1 Continuing the work we have done to represent the District over second homes, advocating for a fair proportion of the taxation which will be spent on affordable homes and related infrastructure provision	Completed	Green	Agreement has been reached with the County Council over the collection of the Second Homes Council Tax premium with 25% of the County Council's element of the premium being "returned" to North Norfolk for spending on housing-related projects – report to Full Council on 29th January 2025. <b>The Council's budget and collection of second homes premium for 2025/26 was approved by full Council on 19 February 2025.</b>	Green
21	Take forward with partners a programme of new affordable homes development in the district, with a target number of 350 new affordable homes completed over the period to March 2027.	Nicky Debbage	Meeting our Housing Need	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	Whilst delivery on 2024/25 is below target, as developments start to find mitigation solutions for nutrient neutrality, the pipeline is very healthy - with 184 affordable homes on site and a further 508 with/very close to achieving planning permission	Green
22	Work with partners in the North Norfolk Help Hub to respond to housing standard issues as and when they arise in a timely and satisfactory manner. Conduct at least 50 inspections under the Housing Health and Safety Rating System per year of privately rented accommodation in response to complaints received. Inspect all new Houses in Multiple Occupation (HMOs) applications received by the Council and using a risk-based approach inspect on a rolling basis all HMOs in the District. In all cases take appropriate action in accordance with the Council's enforcement policy.	Emily Capps	Meeting our Housing Need	Housing: Housing Stock: 2 Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis	Completed	Green	01/04/2024 to 31/03/2025- HMO License applications 10, Housing Health and Safety Rating System (HHSRS) inspections 54 against an annual target of 50.	Green
23	Publish and implement a new Economic Growth Strategy and Action Plan for the District by March 2024.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Completed	Green	Strategy completed	Green
24	Improve engagement and dialogue with and between the district's business community by establishing a North Norfolk Business Forum for launch in September 2024, with a series of monthly business briefing events to be staged throughout the autumn / winter of 2024/25.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Completed	Green	The Invest North Norfolk website has been revamped and updated, detailing a range of activities and providing a comprehensive resource of information to support businesses. A range of activities have been delivered and/or planned including an 'Inspiring North Norfolk' event on 12 March 2025, The North Norfolk Annual Business Forum on 25 March 2025 and a cultural/creative sector workshop on 27 March 2025.	Green
25	Be a lead advocate and facilitator in establishing the Bacton Energy Hub site as one of the UK's principal locations for carbon capture and storage and hydrogen production in support of the UK's energy transition to Net Zero realising the employment, supply chain and wider economic benefits for North Norfolk, Norfolk and the wider East of England region. Ongoing from now throughout the period of the Corporate Plan.	Steve Blatch	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 2 Seeking to maximize the potential from the local implications of the transition towards hydrogen and carbon capture, use and storage (CCUS) at the Bacton Gas site	In Progress	Green	Bacton Energy Hub Summit held at the NNDC offices on 14th January 2025, attended by 78 individuals who received presentations on the existing Bacton operations in the supply of natural gas from UK and continental sources and the opportunities for the energy transition through carbon capture and storage and hydrogen production recognising the strategic location of Bacton in the existing and future transmission networks. A number of key actions were agreed/taken forward from the event, some of which require coordination or a response from the District Council, however many decisions will be taken forward by key actors and stakeholders within the sector as evidenced by Perenco's recent successful trial test injections of CO2 into depleted gas reservoirs through their Poseidon project.	Green
26	Work with the local community and partners in Stalham through the Government's High Street Task Force programme to develop a series of interventions to improve the town centre environment and levels of footfall and activity for delivery of the period April 2024 – March 2027.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	Completed	Green	Stalham Town Centre Task Force has concluded its work and reported to local stakeholders. A new Town Team has been established to facilitate stronger partnership working with local stakeholders and to initiate appropriate projects in response to the issues identified.	Green

Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for April in red)	RAG Status previous quarter
27 Work with partners in Fakenham to retain banking and post office services in the town centre, through establishing a banking hub facility by September 2024.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	In Progress	Green	The Council remains actively engaged in pursuing Banking Hubs, particularly in town centre locations where the Banks have withdrawn or have announced that they plan to do so. In March, Santander confirmed that they would be closing their North Walsham premises later this year. However, through ongoing dialogue with Cash Access UK it has been confirmed that there is an intention to deliver a Banking Hub within North Walsham which will help to provide an alternative banking facility for local residents.	Amber
28 Continue to support and work with Visit North Norfolk to promote North Norfolk as a key visitor destination with a diverse visitor offer.	Rob Young	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 4 Continuing to promote North Norfolk's diverse tourism and visitor offer	In Progress	Green	Close liaison with VNN maintained, working collaboratively on destination marketing and support and engagement with the local visitor economy businesses. Exploring new ways of cementing the relationship and identifying ways of enhancing the visitor offer.	Green
29 Ensure, through sound programme management and appropriate promotion, that full commitment and draw down is made of the UK Shared Prosperity Fund and Rural England Prosperity Fund monies allocated to the district.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 3 Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds	In Progress	Green	As has been recently reported to the Overview and Scrutiny Committee recently, the UKSPF and REPF programmes have been successfully defrayed. The Government has recently announced an additional allocation for UKSPF and REPF for a further transitional year and the detail on these programmes is presently being finalised, with an outline programme agreed by Cabinet on 3 February 2025.	Green
30 With partners, develop Energy Infrastructure and Water Resources Plans for the district by March 2025 and lobby for these key infrastructure constraints in the district to be addressed by statutory undertakers so that businesses and developers are not disadvantaged in taking forward investment plans in the district.	Rob Young	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 4 Influencing issues of water scarcity and constraints in the local electricity distribution network	In Progress	Amber	Continued dialogue with relevant statutory undertakers and representative organisations (e.g. Water Resources East, Broadland Agricultural Water Abstractors Group) in relation to water infrastructure planning affecting the District, as well as local businesses affected by infrastructure constraints. The Leader of the Council and Chief Executive had an introductory meeting with the new Chief Executive of Anglian Water on 9th January. Delays in agreement to NCC's devolution deal funding has caused set back on Local Energy Plan. Discussions about the future role of Bacton Gas Terminal have included consideration of its potential future energy and water needs as well as its potential to facilitate the supply of energy and water in the future.	Amber
31 Through developing a deeper understanding of the constraints of existing mobile and digital infrastructure in North Norfolk, lobby key operators and providers so as to reduce the "digital divide" which exists in the district.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 3 Acting as a digital champion to promote investment to address our competitive disadvantage through broadband and mobile connectivity challenges	In Progress	Green	Evidence base work ongoing. All Councillors have been contacted with a view to collating and aligning information. Responses received and being assessed to understand extent of coverage loss and need. Cllrs Toye and Holliday liaising.	Green
32 Based on previously commissioned surveys, develop a pipeline project proposal by December 2024 which seeks to increase the supply of serviced land or advance factory premises at Fakenham, Holt or North Walsham and can be delivered at pace if external funding can be secured for such an investment.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 5 Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment	In Progress	Green	A number of sizable investments are presently in discussion or have recently been announced. These include Jarrolds taking on the Back to the Garden sites at Holt, the proposed Mcdonalds at Fakenham, Lidl's potential move to Heath Farm at Holt, Sainsbury's acquisition of the Homebase site at Cromer (shortly to be commencing recruitment) and B & M Stores locating in the former Co-op stores on Holt Rd in Cromer. In addition, significant progress has been made on developing the new roundabout on the Fakenham Bypass.	Green
33 Develop, with Norfolk County Council, by March 2025 a North Norfolk Skills Forum to promote careers and workforce development in the district, address local skills shortages and secure education and training providers and employer engagement in apprenticeships and training provision.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Skills: 1 Promoting innovation and workforce development throughout the district	In Progress	Green	The North Norfolk Skills & Employment has now met 3 times and an agenda is emerging of key focus areas. The UKSPF funded 'Future Skills Now' programme has recently concluded having conducted skills audits on 83 businesses.	Green

	Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for April in red)	RAG Status previous quarter
34	Produce an Action Plan in response to the recommendations made by the recent LGA Corporate Peer Challenge by end December 2023 and thereafter deliver the Action Plan objectives over the period to June 2025.	Steve Blatch	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Green	The Corporate Peer Challenge team returned to the District Council to assess progress made against the original peer challenge recommendations on 12/12/2024. Progress in this respect and the feedback from the team visit was reported to Overview & Scrutiny Committee on 12/02/2025. <a href="https://modgov.norfolk.gov.uk/ieListDocuments.aspx?CID=140&amp;Mid=2173&amp;Ver=4">https://modgov.norfolk.gov.uk/ieListDocuments.aspx?CID=140&amp;Mid=2173&amp;Ver=4</a>	Green
35	Monitor progress towards the objectives detailed in the new Medium-Term Financial Strategy (November 2023) through continuously reviewing service delivery arrangements so as to realise efficiencies and ensure value for money service provision in meeting the needs of our residents, businesses and visitors. Two detailed service area reviews will be completed each year starting with IT and Licensing.	Tina Stankley	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	In Progress	Green	Whilst the s151 officer can lead on identifying and delivering savings it is the service managers and assistant directors who will have to actually find and deliver efficiencies. Alongside the IT and Licensing a review of property services/assets and estates and customer services will also take place in 2025.	Green
36	To continue improvements to our Planning Service under the Planning Service Improvement Strategy introduced in March 2023 and to deliver the action plan by July 2024, with the intention of providing exemplary customer service to planning service users, improving performance monitoring and reporting, web pages, training for members and staff, review of appeal decision notices and pre-application processes and refining validation list requirements.	Russell Williams	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	Completed	Green	Complete	Green
37	Undertake a Value for Money Review of the Council's Temporary Accommodation provision in light of rising numbers of homeless households being accommodated in Bed and Breakfast accommodation. In recent times the Council has purchased a portfolio of self-contained temporary accommodation providing better outcomes for homeless households, but a deeper understanding of the costs of purchasing and managing these units – Review to be undertaken by June 2024 with a direct link to the Strong, Responsible and Accountable Council theme in terms of value for money and sustainable financial position.	Nicky Debbage	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	Completed	Green	An independent review of the Council's approach to the purchase and management of Temporary Accommodation was undertaken by an EELGA Talent Bank resource and their report received in November 2024. The recommendations of the report are now being considered and will be taken forward during 2025.	Green
38	Undertake a review of our Customer Service provision by September 2024 to ensure that we continue to meet the needs of our residents whilst embracing new technology and digital platforms so as to increase access to council services 24/7 through self-service options.	Steve Hems	A Strong, Responsible and Accountable Council	Council: Customer: 1 Developing our self-service options so that customers can do business with us 24/7 to enable the most efficient transactions	In Progress	Green	The customer service team have been working with IT in order to develop the online reporting forms for an increased number of service activities. Work continues to develop the C3 System to enable integration of work flow between the council's CRM system and back office systems to create a greater degree of automation and to enhance the self-service capabilities of the council. Testing is due to start in the next month and it is anticipated that the system will be rolled out across back office systems, based on case volumes, across the summer months.	Green

	Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for April in red)	RAG Status previous quarter
39	Undertake a review of the Council's car park management contract by March 2025 to assess if it continues to deliver value for money for the authority or whether an alternative contract arrangement should be put in place. This work should also consider if the Council would wish to take up the invitation to local authorities by the Government in its recent announcement about the introduction of a National Parking Platform from April 2024.	Tina Stankley	A Strong, Responsible and Accountable Council	Council: Opportunity: 2 Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets	Completed	Green	Members have received a report on this and approved that the existing contract with the current arrangement provides the best value for money and so a new SLA is being drawn up by BKL&WN for NNDC to review. It will be essentially the same as the previous one with some minor amendments e.g. payment of abortive costs where NNDC ask to have a PCN cancelled and that costs will be updated to reflect what they are in 2025/26 including the cost of postage being updated to be the actual cost.	Green
40	Review the Council's approach to Asset Commercialisation to reflect the findings of the Corporate Peer Challenge in seeking to realise new and emerging opportunities around the use of the Council's land and property assets through preparing a revised Asset Management Strategy by September 2024.	Renata Garfoot	A Strong, Responsible and Accountable Council	Council: Opportunity: 1 Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure	In Progress	Amber	The approach to asset management has changed to reflect the feedback from the Corporate Peer Challenge Review and this has been incorporated into working practices as evidenced below. The North Norfolk Visitor Centre has been advertised to let following a Cabinet decision regarding the service. Offers from a variety of organisations have been received and are being assessed by officers, which will generate an income for the Council which aligns with this action. The Asset Management Plan has been updated to reflect the revised practices but has not yet been formally signed off.	Green
41	Explore whether the Council should look to manage its seafront assets (beach huts and chalets, concessions etc) through a Local Authority Trading Company structure – options appraisal report to be prepared by December 2024.	Renata Garfoot	A Strong, Responsible and Accountable Council	Council: Opportunity: 1 Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure	Completed	Green	The Peer Group recommended looking at setting up a company to manage this function. This option was reviewed but not felt to be appropriate for NNDC. However Members have decided to convert all of the weekly let beach huts to leased (5 year) units. This is being actioned by the Estates and Assets Manager under delegated authority.	Green
42	Produce an Organisational Development Plan for the Council which seeks to address the staff recruitment and retention challenges which face all local authorities but are perhaps more acute in some roles at North Norfolk District Council due to our geography. The new Plan, which is to be prepared by June 2024, will detail our approach to developing our workforce through apprenticeship recruitment, professional development and collaboration across the public sector locally in Norfolk.	Susan Sidell	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	In Progress	Green	Final amendments are being made to the People Strategy and Learning and Development Strategy, once these are completed both documents will be shared with CLT, Unison and any committees as required.	Green
43	Further develop and embed our Youth Council work	Emma Denny		Communities: Engaged: 2 Ensuring that the needs of harder to reach groups are not overlooked; through identifying, understanding and removing the barriers that might hinder engagement with the council.	Cancelled	Amber	We are exploring other ways of engaging with young people rather than hosting a Youth Council	Red
44	Ensure the Council's annual accounts are audited in a timely manner.	Tina Stankley		Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	Completed	Green	The annual accounts have now all been audited and signed off with the last set of accounts being agreed by GRAC on 25 February 2025 and signed off by EY before the deadline backstop date of 28 February 2025. The Council is all caught up with its annual accounts. It is intended to close the 2024/25 accounts by the end of June 2025 which is well within the deadline.	Green

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Cabinet Work Programme – May to July 2025					
Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
<b>06 May 2025</b>					
Cabinet Scrutiny	06 May 2025 14 May 2025	Reporting Progress Implementing the Corporate Plan 2023 – 2027 Action Plan 2024-2025 End of Q4	Tim Adams Steve Hems Director for Communities	A Strong, responsible and Accountable Council	
Cabinet Council	06 May 2025 23 April 2025	Purchase of vehicles (food waste collection)	Callum Ringer Emily Capps AD Env & Leisure Services	Our Greener Future	 May contain exempt information
Cabinet	06 May 2025	Property Transactions	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	A Strong, responsible and Accountable Council	 May contain exempt information
<b>June 2025</b>					
Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	02 June 2025	Lease renewals – Cromer Office	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	 May contain exempt information
Cabinet	02 June 2025	Lease renewals – Fakenham Connect	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	 May contain exempt



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)

Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet Council	02 June 2025 23 July 2025	Housing Benefit Overpayment Policy	Cllr W Fredericks Trudi Grant Benefits Manager	A Strong, responsible and Accountable Council	
Cabinet Council	02 June 2025 23 July 2025	Housing Benefit Debt Management	Cllr W Fredericks Trudi Grant Benefits Manager	A Strong, responsible and Accountable Council	
Cabinet	02 June 2025	Renewal – Public Spaces Protection Order for dog control	Cllr C Ringer David Addy Environmental Protection Team Leader	A Strong, responsible and Accountable Council	
Cabinet Scrutiny Council	02 June 2025 11 June 2025 23 July 2025	Asset Management Plan	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	FC approval required – Policy Framework  Could go to GRAC
Cabinet	02 June 2025	Lease Renewals at Rocket House Building, Cromer	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	May contain exempt information 



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Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	02 June 2025	Property Enforcement Updates	Cllr A Brown Russell Williams AD Planning	A Strong, responsible and Accountable Council	 Reports regarding property transactions may contain exempt information
<b>July 2025</b>					
GRAC	03 June 2025	Treasury Management Annual Report 2024/2025	Cllr L Shires Tina Stankley Director of Resources	A Strong, responsible and Accountable Council	
Cabinet	07 July 2025				
Council	23 July 2025				
Cabinet	07 July 2025	Debt Management Annual Report 2024/2025	Cllr L Shires Sean Knight Revenues Manager	A Strong, responsible and Accountable Council	
Scrutiny	16 July 2025				
Council	23 July 2025				
Cabinet	07 July 2025	Out-turn report 2024/2025	Cllr L Shires Tina Stankley Director of Resources	A Strong, responsible and Accountable Council	
Scrutiny	16 July 2025				
Council	23 July 2025				
Cabinet	07 July 2025	FLASH – Framework agreement	Cllr L Withington Steve Hems Director for Communities	Investing in local economies and infrastructure	 May contain exempt information
Scrutiny	16 July 2025	<i>May slip to July</i>			



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Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	07 July 2025	Public Toilet transfers	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	May contain exempt information
Cabinet	07 July 2025	Cedars, N Walsham	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	May contain exempt information 
Cabinet	07 July 2025	Donkey Shelter, Cromer	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	 May contain exempt information
Cabinet	07 July 2025	Property Disposal Programme	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	A Strong, responsible and Accountable Council	 May contain exempt information
Cabinet Full Council	07 July 2025 23 July 2025	Local Plan - approval	Cllr A Brown Iain Withington Acting Planning Policy Manager	Meeting Local Housing need	



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Future Items – Dates to be confirmed					
Cabinet		<b>Former Shannocks Hotel site, Sheringham</b>	<b>Cllr L Shires, A Brown</b> <i>Russell Williams AD for Planning &amp; Enforcement</i>	<i>A Strong, responsible and Accountable Council</i>	May contain exempt information
Cabinet		<b>Property Transactions</b> Marrams Bowls Club	<b>Cllr Lucy Shires</b> <i>Renata Garfoot Estates &amp; Asset Strategy Manager</i>	<i>A Strong, responsible and Accountable Council</i>	 Reports regarding property transactions may contain exempt information
Cabinet		<b>North Lodge Park, Cromer</b>	<b>Cllr L Shires</b> <i>Renata Garfoot Estates &amp; Asset Strategy Manager</i>	<i>A Strong, responsible and Accountable Council</i>	 May contain exempt information
Cabinet		<b>System Procurement</b>	<b>Cllr L Shires</b> <i>Sean Knight Revenues Manager</i>	<i>A Strong, responsible and Accountable Council</i>	 May contain exempt information



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

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**North Norfolk District Council**

**Overview and Scrutiny Committee Recommendations Tracker – Updated as at 6 May 25**

Ref	Scrutiny Recommendation	Decision Maker	Decision	Implemented	Outcomes Achieved
17/07/24 North Walsham High Street Heritage Action Zone initiative	To update the Overview & Scrutiny Committee in 12 months' time on the impact of the North Walsham High Street Heritage Action Zone initiative and learning from this, to establish a set of evaluation criteria, including baselines, that can then be used for similar projects in other towns in North Norfolk.	Cabinet 9 Sep	Agreed		Include in O & SC meeting prior to Sep 25.
20/09/2024 Homelessness Task and Finish Group Page 27	<p>(A) To prevent homelessness, NNDC expands its homelessness service prevention work to undertake such work at an earlier stage along with multi agency support, on an invest to save basis, to seek to reduce the number of people going into temporary accommodation and the costs of that to the council that should include:</p> <ol style="list-style-type: none"> <li>1. Increasing the awareness and risks of homelessness in the local communities, on the value of prevention for homelessness and that early intervention requires people to ask for help before it becomes too late.</li> <li>2. Increasing its communication work which should include Parish and Town Councils and should also provide support to Councillors to enable them to help signpost those people who need housing help.</li> </ol>	Cabinet	Agreed		<p>People Services Review will redesign services with greater focus on homelessness prevention and Community Outreach from 1 April 25.</p> <p>Further consider as part of review of Homelessness and Rough Sleeper Strategy to align with development of national Homelessness and Rough Sleeper strategy and spending review Sep 25. Housing Flyer sent to all Parish Councils Nov 24. Community Outreach Officers delivering</p>

	3. Increasing the range of interventions to help people especially on benefit support and with financial viability assessments.				community-based homelessness prevention from 1 Apr 25.  People Services Review will redesign services with greater focus on homelessness prevention from 1 Apr 25.
	(B) Managing homelessness Explores how it uses partner, charity, and voluntary organisations to create a series of outreach hubs and front-line services in North Norfolk for homelessness to create a network of advice and support including appropriate partner organisation(s)	Cabinet	Agreed		Community-based outreach service to be developed with partner agencies from 1 Apr 25.
Page 28	(C) Housing allocation Considers the viability of a support match scheme to match younger residents who need accommodation into a home with an older resident(s) that needs assistance in a similar way to the scheme in Cornwall Supportmatch Homeshare - Cornwall Council.	Cabinet	Agreed		No further action – requires additional resources and is not a priority at this time.
	(D) Increase housing supply 1. Continues to encourage its Councillors to work within their local communities to seek to find additional plots of land that can be used for new affordable housing schemes.  2. As a medium-term solution looks at setting up an investment partnership to provide affordable local housing for local people at social, discount and market rent. We would recommend the model used by Cambridge City Council and Gravesham Borough Council who set an investment partnership with the Hill Group on a 50:50 basis.	Cabinet	Agreed		Ongoing.  Housing Strategy/Corporate Plan action Jun 26.

	3. Explores the use of Solo Haus one bed housing where additional temporary accommodation for single people is required.				Proposals for expansion of Council's TA Apr 25.
	<p>(E) Increase affordable house building/supply</p> <p>1. Undertakes an audit of shop fronts away from primary retail areas and empty units above and behind shops to assess their potential for conversion to residential usage or renting out rooms.</p> <p>2. An affordable housing conference be set up to encourage Parish and Town councils to create neighbourhood plans that include allocations for community led development for local people and encourages community land trusts to come forward with affordable schemes in rural exception sites.</p> <p>3. Continues to seek from Norfolk County Council a minimum 50% return of the extra Council tax that will be received from the new extra second homes premium and that the money the Council receives is ringfenced for affordable housing.</p> <p>4. Responds to the Government consultation on changes to the National Planning Policy Framework on the definition of affordability.</p> <p>5. Explores the potential to use Better Society Capital/National Homelessness Property fund 2 funding for 3-to-4-bedroom properties National Homelessness Property fund 2   Better Society Capital.</p>	Cabinet	Agreed		<p>No further action – requires additional resources.</p> <p>Housing Strategy and Planning Policy to consider conference Sep 25.</p> <p>Negotiate retention of 50% Second Homes Premium Mar 25.</p> <p>Response completed.</p> <p>Consider as part of review of Homelessness and Rough Sleeper Strategy Sep 25.</p>
	(F) Increase/sustain Private rental tenancies	Cabinet	Agreed		

	<p>1. Explores the model of using a local estate agency to set up a Council letting agency and also looks at whether homelessness prevention grant could be used to bring empty properties back into use.</p> <p>2. Encourages the new government to continue the previous government's work on introducing an appropriate licencing scheme for all short-term lets.</p> <p>3. Continues to engage proactively with private landlords and considers whether setting up a Landlords Forum would be beneficial with an introductory conference type session including mortgage brokers, lenders, insurance companies as well as landlords and housing associations to explore solutions to the issues Landlords are experiencing.</p>				<p>Await further government proposals</p> <p>Await further government proposals</p> <p>Consider as part of review of Homelessness and Rough Sleeper Strategy Sep 25.</p>
	<p>(G) Reducing Long Term Empty Homes.</p> <p>1. Continues to have an Empty Homes Officer as a permanent role.</p> <p>2. Considers how to increase engagement with the Town and Parish Councils on the number of long-term empty properties in their areas.</p> <p>3. Continues to investigate whether funding could be found to refurbish empty properties for people in housing need.</p>	Cabinet	Agreed		Ongoing.
	<p>(H) Sustain social tenancies.</p>	Cabinet	Agreed		

	<p>1. Continues to investigate with registered providers on the reuse of sheltered housing and to seek fewer age designated homes.</p> <p>2. Continues to have a strategic discussion with the registered providers on potential disposals that may occur over the next few years.</p> <p>3. Encourages registered providers to ensure sufficient target hardening is provided in Domestic Abuse cases.</p>				Ongoing.
Page 31	<p>(I) Prevention of/provision for victims of Domestic Abuse.</p> <p>1. Explores how partner organisations can be used to help with homelessness prevention especially in domestic abuse cases that would include tenancy support by the Registered Providers and spreading awareness to Parish and Town Councils and Councillors.</p> <p>2. Asks the new Norfolk Police and Crime Commissioner whether the offer of scoping out a pilot that moves out the perpetrator in domestic abuse cases rather than the victim is still valid.</p>	Cabinet	Agreed		Requires update.
20/09/2024 Corporate Plan Reporting	More detailed information be provided within the action plan that would include delivery dates where possible and success criteria to give a greater understanding of the progress being made against each of the RAG targets.	Cabinet	Agreed		<a href="#">Corporate Plan Annual Action Plan</a>
12/03/2025 NZSAP	NNDC Net Zero Strategy and Climate Action Plan (NZSAP), which details how NNDC will meet the Net Zero target by 2030. This requires routine measuring of our carbon emissions and the reporting of the progress we have made.		Agreed	1 year programme 2024/25	Local Investment Priority 'Decarbonisation and Growth' programme' addressing rising energy costs by supporting businesses with decarbonisation measures.



**OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026**

<b>June 2025</b>				
<b>Topic</b>	<b>Purpose</b>	<b>Type</b>	<b>Cabinet Member</b>	<b>Decision Maker</b>
<b>Police &amp; Crime Commissioner – Review of Police and Crime Plan</b>	The PCC to attend the Committee to provide an overview of the Police & Crime Plan and respond to questions <i>Contacted – awaiting reply</i>	Annual Update	N/A	Scrutiny
<b>Asset Management Plan</b>	To make recommendations to Full Council	Review of AMP	Cllr Shires	Full Council
<b>July 2025</b>				
<b>Anglian Water</b>	Progress report on AW actions re foul/storm water discharge reductions to rivers and coastal outlets.	Scheduled Update	Cllr H Blathwayt	O&S
<b>Homelessness Task and Finish Group recs to Cabinet</b>	Update to O&S on progress being made.	TFG	Cllr W Fredericks	Scrutiny
Page 33 - <b>Council’s Workforce Development / People Strategy</b> - <b>Overview of NNDC Workforce</b>  <i>Could slip to September to prevent overload of agenda</i>	A new strategy aimed at setting out and shaping the visual leadership, management, behaviours of employees and members and the culture of the organisation  How vacancies are managed, how agency staff are used, what work the council does to recruit staff, as well as the impact of vacancies, especially key staff, on the Council’s service delivery and budget.	Policy development (Scrutiny)  (Oversight)	Cllr T Adams	Scrutiny Full Council  <i>Items may be taken separately</i>
<b>Outturn Report 2024/2025</b>	To review the Outturn report and make any recommendations to Full Council	Oversight	Cllr L Shires	FC
<b>Debt Management Annual Report 2024/2025</b>	To review the Debt Management Annual report and make any recommendations to Full Council	oversight	Cllr L Shires	FC
<b>FLASH</b>	To assess the framework agreement for the Fakenham Leisure and Sports Hub and receive an update on the project	scrutiny	Cllr L Withington	Cabinet

## OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

<b>September 2025</b>				
<b>Performance / Monitoring</b>				
<b>Budget Monitoring P4</b>	To review the BM report and make any recs to Cabinet	Cyclical	Cllr L Shires	Cabinet
<b>Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q1</b>	To review the Council's performance and make any recommendations to Cabinet <i>It may be worth considering this in conjunction with the BM report as they both focus on monitoring performance.</i>	Quarterly	Cllr T Adams	
<b>Budget Setting 2026/2027</b>	To consider how the Committee wants to feed into the Budget setting process for 2026/2027 – including pre-scrutiny of key reports such as the MTFS <i>Agree date for Budget setting workshop/discussion – possibly with Cabinet?</i>	Annual	Cllr L Shires	Full Council
<b>O&amp;S Annual Report 2023-2025</b>	To recommend to Full Council the Committee's Annual report summarising its key achievements and highlighting any issues over the previous two years	Annual	N/A	O&S Full Council
<b>October 2025</b>				
<b>Council Tax Discount Determinations 2026/2027</b>	To make recs to Full Council <i>(the committee may want to consider whether they wish to consider this report)</i>	Annual	Cllr L Shires	O&S Full Council
<b>Budget Savings</b>	To consider savings proposals for 2026/27 and make any recs to Cabinet ahead of the Budget setting process	Annual	Cllr L Shires	Cabinet
<b>Homelessness Strategy</b>	Pre-scrutiny of the Homelessness Strategy	Pre-scrutiny	Cllr W Fredericks	Scrutiny Cabinet FC
<b>November 2025</b>				
<b>Finance / Budget pre-scrutiny</b>				
<b>Budget Monitoring P6</b>	To review the BM report and make any recs to Cabinet	Cyclical	Cllr L Shires	Cabinet
<b>Medium Term Financial Strategy 2026 onwards</b>	Pre-scrutiny of the MTFS – making recs to Cabinet	Annual	Cllr L Shires	Full Council

## OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

<b>Prudential Indicators 2026/2027</b>	To review the PI's and make recs to Full Council	Annual	Cllr L Shires	Full Council
<b>Fees &amp; Charges 2026/2027</b>	To review the Fees & Charges and make recs to Full Council	Annual	Cllr L Shires	Full Council
<b>December 2025</b>				
<b>Budget Proposals</b>	To consider the Budget proposals for the 2026/ 2027 Budget		Cllr L Shires	Full Council
<b>Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q2</b>	To review the Council's performance and make any recommendations to Cabinet	Quarterly		Cabinet

Future Items				
Topic	Purpose	When	Cabinet Member	Decision Maker
Page 55 Car Park Income	Committee Chairman and Vice Chairman to meet with the Portfolio Holder for Finance, Estates and Property Services and appropriate officers to consider the information that should be in a future report to the Committee on the Council's Car Parks (WP – later in the year – possibly Autumn)	Autumn 2025	Cllr L Shires	Scrutiny
<b>Local Government Reorganisation</b>	To feed into the LGR process at key stages, making any recs to Full Council	Autumn 2025 onwards	Cllr T Adams	Full Council

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## **GUIDANCE FOR REVIEWING THE WORK PROGRAMME**

In setting future Scrutiny topics, the Committee is asked to:

- a) Demonstrate the value any investigation would have to the Council's Community Leadership Role.
- b) Consider the relationship any future topic may have with the work of the Cabinet's Work Programme and the Council's Corporate Plan
- c) Be mindful of the public's priorities.
- d) Provide reasons for the investigation (so that Officers/Witnesses can assist Members to reach an outcome).
- e) Consider the outcomes required before commencing an investigation.
- f) Balance the need for new topics with existing items on the Scrutiny Work Programme.
- g) Consider whether it would be helpful to time limit investigations or break down some topics into smaller areas.
- h) Provide sufficient notice, where possible, in order that the Cabinet Member with responsibility for the subject, Officers and outside witnesses/attendees can fully assist the Committee.

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## Overview and Scrutiny Committee Work Plan

### Executive Summary

This report sets out changes to Overview and Scrutiny at the Council. The changes are a result of a development workshop with Overview and Scrutiny Committee where the committee made a number of decisions on how they wished to proceed in the future.

It involves changing the committee's workplan so that individual meetings have a more clearly defined focus, and the committee undertakes more of its overview function than it currently does along with a change in the focus in the reports to the committee to make them clearer on decision making and relevant evidence.

It recommends that the Committee approves the changes outlined so that they can be implemented.

### Recommendation

That the Overview and Scrutiny Committee approves the changes set out in this report to its future meetings.

Contact Officer: Neil White, Democratic Services (Scrutiny) x 516047

## 1. Introduction

- 1.1. The Overview and Scrutiny Committee (OSC) held a development workshop on 22 May 2024 to consider how best to take Overview and Scrutiny forward and made a number of decisions on how they wanted the committee to change.
- 1.2 Those involved changing the reports that they were being asked to consider and looking at the type of meetings that were being held.

## 2. Types of Meetings

- 2.1 The Committee at the workshop asked to look at a workplan on the basis of different types of meetings. In a quarter:
  - one meeting would deal with performance management, operational risk and budget monitoring as "early warning radar".
  - one meeting dealing with pre scrutiny early principle items, and
  - one meeting acts as a mini task and finish group looking at a public issueThere would also need to be a budget savings meeting which could be included in one of the early warning meetings.
- 2.2 Early warning radar meetings would see the Quarterly Cabinet reports on corporate plan reporting, budget monitoring and operational risk alongside a new performance management report for the Committee that deals with North Norfolk profile indicators only. These will be a "general state of North Norfolk" indicators covering economic development, housing, health/quality of life, climate and deprivation/poverty that are not directly linked to the performance of the council appended to the report.
- 2.3 The main report will seek to pull key information from these reports and assess what issues the Council needs to be thinking about for the next 3 to 6 months. Some of these will be covered by potential operational changes while others may need a re-evaluation of part of a Council strategy or may need some new work to be done.
- 2.4 The Committee will be encouraged to take a more forward looking and strategic approach

when looking at this report with the aim of making clear recommendations to the Cabinet.

- 2.5 The meeting considering earlier pre scrutiny could include reports going to Cabinet at a later stage or issues chosen by the Committee. For those reports such as the recent Housing Allocations and Strategy a report would go to OSC prior to public consultation rather than the current approach when the consultation is finished and to some extent the OSC hands are tied by then and it can result in a more political discussion at the committee.
- 2.6 Officers will be encouraged to write reports that deal more with in principle issues. An example of that could be the Beach Huts report which is due to come to OSC in October that could address the issue of whether the council should provide with such huts or not.
- 2.7 It is proposed that no more than three substantive items come to each committee meeting.
- 2.8 The mini task and finish group meetings would seek to look at issue of public concern and call-in public organisations, community groups and stakeholders and members of the public in a question-and-answer session to work out if the Council could do anything to address that public issue.
- 2.9 An indictive work plan is at Appendix A but will need further work as items are identified for possible consideration by the Committee.

### **3. Reports**

- 3.1. Councillors were clear in the workshop about what they wanted in reports and how they should be structured, and a new reporting guide and training will be given to officers. This will include the need for a full executive summary to be part of all reports as well as clearer and better evidenced reports.
- 3.2. The rationale for this was that not all members will want to look in detail at all reports. Instead, the Councillors could be split into three groups depending on the subject matter in the report to-
  - Paddlers – will only need to read the Executive Summary to get the information they want
  - Swimmers - will want to read the Executive Summary and the background and details highlighted in the report
  - Divers - will want to everything they can on the subject so will go through the appendices
- 3.3. This issue was brought up in the recent LGA Corporate Peer review that stated that reports need to be clear about what decision they are asking members to make, provide all the options, risks and implications and be succinctly explained by an officer in the meeting.

### **4. Corporate Plan Objectives**

These changes to Overview and Scrutiny fit within the Council's Strong, Responsible and Accountable Council priority and link directly to "ensuring that strong governance is at the heart of all we do."

### **5. Medium Term Financial Strategy**

In part the aim of this approach is to try and highlight issues at an earlier stage for the Council to consider and deal with which may reduce surprises and expenditure that was unexpected.

### **6. Financial and resource implications**

None at this stage.

### **7. Legal implications**

- 7.1 The are clear expectations from the Government on how Overview and Scrutiny should operate at Councils with new recent statutory guidance being issued that is particularly helpful advice. The new government might change this advice and indeed seek a different approach as to how it is being implemented on the ground.

## **8. Communications issues**

- 8.1. There may be potential for more communications work especially at those meetings where a public issue is being considered that could involve members of the public and the use of social media channels.

## **9. Risks**

- 9.1. The Local Government Act 2000 introduced Overview and Scrutiny as a check and balance to the Leader and Cabinet model and the expectation is that they are treated with a same level of importance at a local authority.
- 9.2 There are clear reputational risks to the Overview and Scrutiny Committee not working effectively and with both the LGA and the LGIU expressing concern about how Overview and Scrutiny Committee is operating at the council along with wider organisational culture and governance issues changes are needed.
- 9.3 Without those changes the ongoing political tensions and different interpretations of what is the purpose of Overview and Scrutiny may simmer leaving the officers in a difficult position and drawing the council into more interest from external bodies.

## **10. Conclusions and Recommendations**

The recommendation is that the Committee approves the changes set out in this report to its future meetings.

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