

Overview & Scrutiny Committee



Please contact: Democratic Services

Please email: democraticservices@north-norfolk.gov.uk

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Tuesday, 2 June 2026

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 10 June 2026** 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 516108, Email: 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.

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

Emma Denny
Democratic Services Manager

To: Cllr V Holliday, Cllr M Gray, Cllr S Penfold, Cllr P Bailey, Cllr C Cushing, Cllr A Fletcher, Cllr M Hankins, Cllr P Heinrich, Cllr N Housden, Cllr C Rouse, Cllr K Bayes and Cllr K Leith

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 - 4

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 22nd April 2026

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

5 - 10

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, 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. ANGLIAN WATER

Progress report on AW actions following December Meeting
Update on flooding / drainage issues new housing developments

11. REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-27 ACTION PLAN- TO END OF Q4

11 - 34

Overview and Scrutiny is invited to note the contents of the report and

provide any feedback or comments to the Cabinet on any items they feel appropriate.

12. NHOSC REPORT 35 - 38

Update from recent NHOSC meeting

WORK PROGRAMMES

13. THE CABINET WORK PROGRAMME 39 - 42

To note the upcoming Cabinet Work Programme.

14. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 43 - 54

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.

15. 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.”

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OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 22 April 2026 in the Council Chamber - Council Offices at 9.30 am

Committee Members Present:	Cllr C Cushing	Cllr M Hankins
	Cllr P Heinrich Cllr M Gray Cllr K Leith	Cllr V Holliday (Chairman) Cllr C Rouse
Members also attending:	Cllr A Brown	
Officers in Attendance:	Director of Service Delivery (items 1-11) Director for Resources (items 1-10) Democratic Services & Governance Manager Democratic Services Officer	

1 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies had been received from Cllrs Bailey, Bayes, Fletcher and Penfold.

2 SUBSTITUTES

None

3 PUBLIC QUESTIONS & STATEMENTS

None

4 MINUTES

Subject to the correction of 2 typographical errors noted by the Chair, it was proposed by Cllr Hankins and seconded by Cllr Leith that the minutes of the meeting of the Overview and Scrutiny Committee held on the 18th March 2026 be approved as a true and correct record.

Resolved unanimously to approve these minutes.

5 ITEMS OF URGENT BUSINESS

None

6 DECLARATIONS OF INTEREST

None

7 PETITIONS FROM MEMBERS OF THE PUBLIC

None

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

None

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

None

10 FLASH PROGRESS UPDATE

Cllrs Gray and Rouse joined the meeting

The Director of Service Delivery (DSD) presented the report on FLASH. He updated the Committee that since the report was written the steel work has progressed and was being installed. The grant for the 3G pitch had been confirmed and the planning application for the pitch was being progressed. He explained the governance arrangements in place for the project which included an internal project team, external delivery partners as well as a stakeholder steering group which included external stakeholders. This was in addition to monthly contract meetings.

Following a question from the Chair the DSD stated the intended date for opening of the new centre was 18th December 2026 with the new pitch work being commenced at the beginning of 2027. Cllr Cushing noted that the period of centre closure was understood by the local community as being necessary.

The Committee noted the report.

11 UPDATE FROM ASSISTANT DIRECTOR FOR PEOPLE SERVICES

The Democratic Services & Governance manager presented this item and explained that the Assistant Director for People Services was unable to attend but had provided the Committee with a report, particularly focussing on deprivation in North Norfolk and the role of People Services. The DSD noted that the report couldn't cover everything but highlighted how data was used to shape best interventions, with the aim of targeting those with the greatest need and identifying issues early to prevent crisis situations. He noted the use of the Local Income tracker (LIFT), highlighting that this work has gained access to £2.3m of unclaimed benefits for North Norfolk residents. He also referred to the "Better Off Calculator" to improve financial resilience of residents

Cllr Gray and Cllr Rouse were pleased to see the work being undertaken and the use of the data. Cllr Cushing believed that this report could be considered further within the proposed agenda for July. Cllr Hankins noted the connection between domestic violence and the impact of homelessness and wished to see this considered in the future homelessness strategy before the Committee.

The Chair asked for more detail in connection with item 8 of the report (supporting residents with health-related barriers), particularly outcomes of interventions, the DSD noted this and invited members to feedback on areas where they would like more detail and stated that he would ensure the link to the indices would be reshared to members with guidance on its use and how to navigate.

The Chair queried whether there was staff capacity for the work being undertaken by

the team. The DSD confirmed that there were peaks of work for the team, but in general, in relation to the matters NNDC responsible for, there were sufficient resources although the challenge was the desire to provide the best service possible.

Cllr Heinrich asked to have access to GIS mapped information. The DSD believed that the indices should be available mapped out at geographical output and believed that would be useful to all members.

The Chair and the Committee extended thanks to the Officers in the People Services team.

Cllr Leith asked whether the help hub information could be better publicised as residents she had spoken to were unaware of it, or, would this create unsustainable demand. The DSD noted that the hub was promoted heavily, he believed the routes into services were well known by partner organisations.

The Chair asked the DSD about social prescribing and whether this could be more visible. The DSD stated there were 2 routes into the NNDC provisions. One was through referrals from the primary care network, the other through other services and sources. He stated that if there was opportunity to raise the profile of this, he would welcome it.

Cllr Hankins referred to the £50,000 energy costs support and enquired as to the take up to date and whether it would be an adequate amount. The DSD couldn't provide take up data but noted the team had been busy. He noted that the length of the crisis would determine whether the amount would be adequate, and it was important to ensure the support was targeted to those in greatest need.

The DSD stated he would welcome any suggestions from members as to the level of information and detail the Committee required. Cllr Gray suggested that once members had a chance to consider the data then the Committee could consider themes.

12 THE CABINET WORK PROGRAMME

The Work Programme was noted.

13 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

The Democratic Services Officer noted that actions were up to date and that the work programme would be considered further in the following item. Cllr Hankins and the Chair both commented on the mobile connectivity actions, the Chair expressing disappointment over responses from third parties in some areas, with Cllr Gray wondering whether the survey idea previously discussed by the Committee was worth revisiting. The Chair requested an update on progress of the Private Members Bill.

14 WORK PROGRAMME SETTING

The Democratic Services & Governance Manager took the Committee through the difference between planned and responsive scrutiny as well as the difference between Overview and Scrutiny. She reminded Committee members of the criteria for selecting topics. She confirmed that following the discussion the Democratic Services team would provisionally score proposed items against the criteria for

further consideration by the Committee in June. Noting the need to ensure room on the work programme for reactive matters as necessary.

The Committee were taken through the list of potential topics they had previously identified, with members generally noting their continued relevance. Cllr Gray and Cllr Heinrich commented that whilst dentistry continued to be an issue they wondered what value the Committee could add to this topic, Cllr Gray considered this to also be the case with ambulance response times. Members discussed the value of their lobbying voice and noted the impact of this in connection with their previous work on Mobile Connectivity.

The update from the PCC was noted to be a statutory requirement and members noted the bi-annual update from Anglia Water, with discussions around the usefulness of obtaining feedback from local parishes (via Members) over general issues, with the Democratic Services team asked to provide a route for this.

Members identified that there were further areas of work under the mobile connectivity challenges as well as the availability of sufficient electricity supply. Cllr Hankins raised the issue of AI both in terms of NNDC policy and the impact on local jobs.

The Democratic Services team was tasked with producing a proposed work programme for the June meeting of the Committee.

The meeting ended at 10.55 am.

Chairman

Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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>

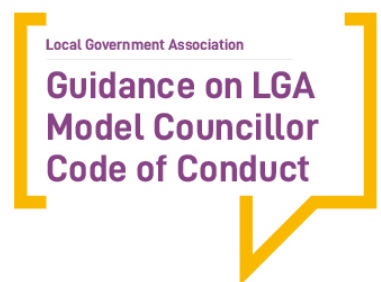
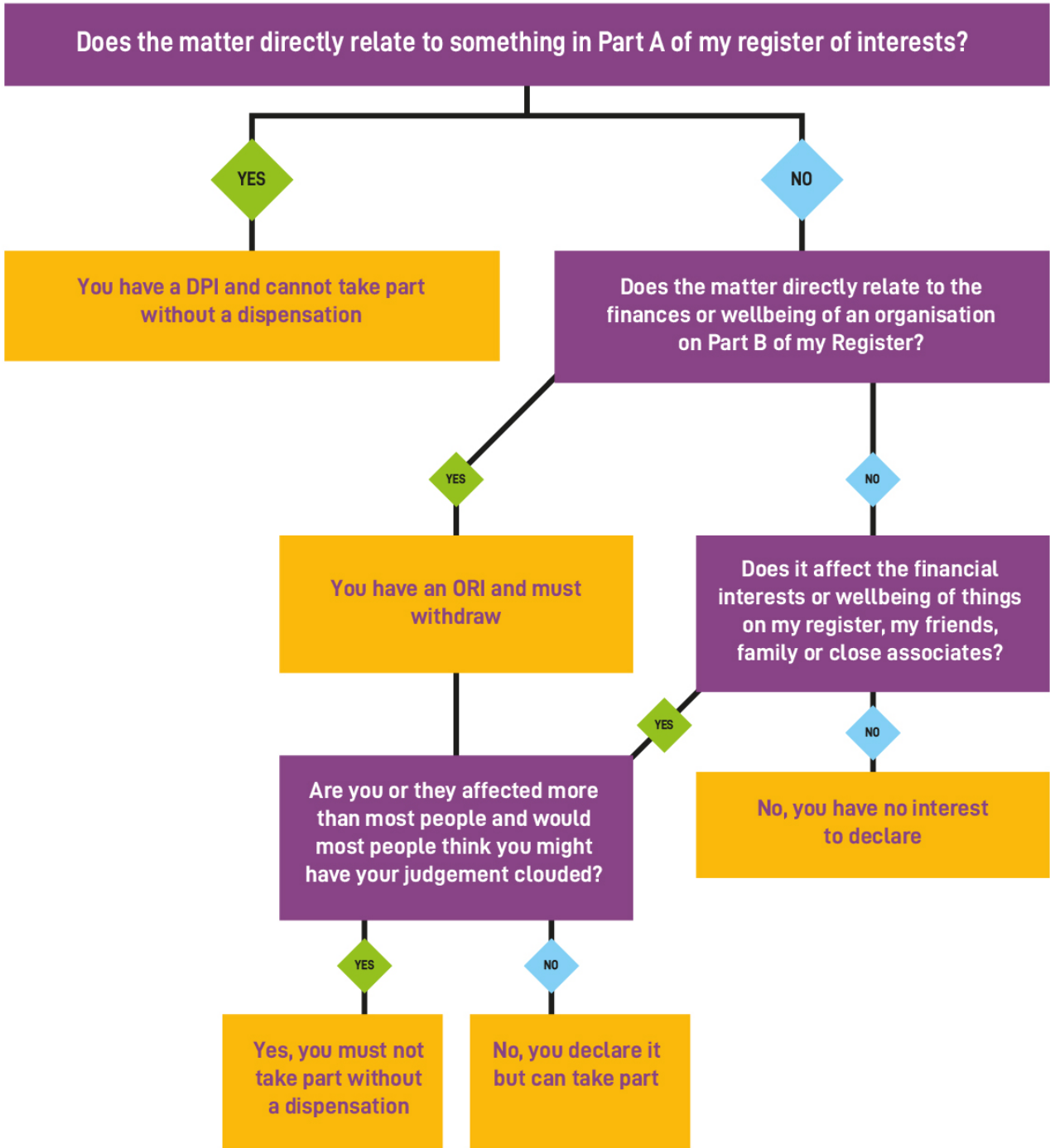
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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* 'director' includes a member of the committee of management of an industrial and provident society.

* '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

<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">a) any body of which you are in general control or management and to which you are nominated or appointed by your authorityb) any body<ul style="list-style-type: none">(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)



Reporting progress implementing Corporate Plan 2023-27 Delivery against Action Plan 2024/25 and 2025/26 – to end of Quarter 4 – 1 January 2026 to 31 March 2026	
Executive Summary	<p>This report provides an update on the progress made to deliver the Corporate Plan 2023-27 Action Plan for 2025-26.</p> <p>There have been a number of changes since the Quarter 3 update, with the North Norfolk Local Plan and the Climate Impact actions moving from “In Progress” to “Completed”. The Corporate Peer Challenge action has moved from Amber to Green due to the publication of the Workforce Learning and Development Strategy.</p>
Options considered	This is a report on the progress being made to deliver against the Council’s Corporate Plan.
Consultation(s)	The named officer for each action in the annual action plans has been asked for their assessment of progress, to identify any issues impacting on anticipated delivery and to propose actions they will take to address any slippage or uncertainty around delivery in the coming months.
Recommendations	Overview and Scrutiny is invited to note the contents of the report and provide any feedback or comments to the Cabinet on any items they feel appropriate.
Reasons for recommendations	That Overview and Scrutiny are aware of the progress made to deliver their priorities for the year 2025-26 and are asked to provide comment on progress so that officers have a steer on any items that are not on track for delivery.
Background papers	Corporate Plan 2023-27 Annual Action Plan 2025-26

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

Links to key documents:	
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 2025-26 is being implemented as planned and this will help to ensure that the MTFS is achieved.

Council Policies & Strategies	Corporate Plan 2023-27
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Corporate Governance:	
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 as approved by Full Council on 17 th July 2023. Corporate Plan 2023-27 Action Plan 2025-26 approved by Cabinet 3 rd March 2025.

1. Purpose of the report

- 1.1 The purpose of this report is to present an update on the progress being made in implementing the Corporate Plan 2023-27 and the last quarter of the Action Plan 2025-26 and to give Cabinet an opportunity to discuss and agree decisions that should be taken regarding any issues raised.

2. Introduction & Background

- 2.1 Full Council approved the Corporate Plan 2023-27 and the Annual Action Plan for 2025-26 at its meeting of 3rd March 2025.
- 2.2 This report details the progress made to the end of March 2026 up to the last quarter of the 2025/26 Annual Action Plan and identifies any issues with the delivery of individual actions and puts forward proposals for how these would be addressed.

3. Overview of progress

The tables below show overall progress in implementing the Corporate Plan Annual Action Plans 2025-26 up to the end of Quarter 4.

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
N/A	Not applicable as not due to start yet
Missing Data	Update not provided by the Lead Officer

3.1 **Progress in delivering the 2025-26 Annual Action Plan 1 January 2026 to 31 March 2026.**

3.2 The table below shows the status for each of the actions identified within the plan up until the end of Quarter 4.

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red				
Amber		5		
Green		20	4	
NA			1	

3.3 **Details of all Actions**

To review the updates for all the actions please see:-

- Appendix A Action Plan 2025-2026 Progress Update – Qtr 4 1 January 2026 to 31 March 2026.

3.4 **Summary**

There have been a number of changes since the Quarter 3 update, with the North Norfolk Local Plan and the Climate Impact actions moving from “In Progress” to “Completed”. The Corporate Peer Challenge action has moved from Amber to Green due to the publication of the Workforce Learning and Development Strategy.

4. **Corporate Priorities**

4.1 This report is concerned with ensuring the Corporate Plan 2023-27 Annual Action Plans 2025-26 are 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**

5.1 There are no financial or resource implications arising directly from this report.

Comments from the S151 Officer:

This report does not create any financial liabilities in itself but mitigating any lack of progress on the Corporate Plan actions may require additional financial or other resources.

6. **Legal Implications**

There are no legal implications arising directly from this report.

Comments from the Monitoring Officer

This is an update report. There are no legal implications arising from this report or specific governance issues identified.

7. Risks

- 7.1 The purpose of this performance report is to inform members of the progress being made in delivering the Corporate Plan 2023-27 Annual Action Plan 2025-26. This in turn reduces the risk of not achieving the goals and objectives in the Corporate Plan.

8. Net Zero Target

- 8.1 The Corporate Plan 2023-27 Annual Action Plan and 2025-26 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

- 9.1 The Corporate Plan 2023-27 Annual Action Plan 2025-26 contain actions, particularly under the theme “Developing our Communities”, that will improve equality, diversity and 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

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

11. Conclusion and Recommendations

Cabinet is invited to note the contents of the report and provide comments on any items they feel appropriate.

Action Plan 2025/2026

Updates for quarter 4



Ref	Action	Description	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)	Last Updated
1	North Norfolk Local Plan	Complete the further work requested by the Planning Inspector on making revisions to the draft North Norfolk Local Plan and to take account of new Government policy announcements with the objective of formally adopting the Plan by December 2024.	David Glason	Our Greener Future - Continue our journey to Net Zero. - Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	Completed	Green	The North Norfolk Local Plan was adopted by NNDC on 17 December 2025. The process of reviewing the Local Plan has now begun.	24/04/2026
	Climate Impact	Continue to 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. Commit to reviewing previously proposed investment to reduce the carbon footprint of the Council's main Cromer offices pending clarity over any local government reorganisation, whilst continuing to assess the Council's wider assets and implement works which improve their environmental	Kate Rawlings	Our Greener Future - Continue our journey to Net Zero. - Continuing our own annual emissions reductions to reach Net Zero by 2030	Completed	Green	The carbon footprint report for 24/25 has been published. Each Committee report now has a dedicated Net Zero section with tools to help officers highlight the implications of the project or decision on our Net Zero targets Although further options for decarbonisation at the Council's Cromer Office building have been explored, no further work is planned until the future use of the building under the new LGR arrangements is fully understood. Works continue to reduce the reliance of our other assets on fossil fuels including the decarbonisation of the existing Fakenham Leisure Centre building and	24/04/2026

		performance and reduce the Council's carbon footprint.					the low carbon heating system for the new swimming pool.	
3 Page 16	Household waste recycling and food waste	Monitor and look to increase the percentage of household waste collected which is recycled through programmes of education and public awareness and introduction of a food waste collection service in the 2025/26 civic year and plastic film products in future years.	Emily Capps	Our Greener Future - Tackle environmental waste and pollution. - 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	Amber	Work continues on the Domestic Food Waste project, working alongside our contract Serco towards an implementation date of the 1st Feb 2027. Progress has been made on the additional depot space required, with a successful application the required Operating Licence. Early conversations are being held through the Norfolk Waste Partnership to discuss the Flexible Films and Plastic collections and the readiness of the Mixed Recycling Facility to sort this material.	01/05/2026
4	Coast protection schemes	Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026.	Rob Goodliffe	Our Greener Future - Protect and Transition our Coastal Environments - Implementing the	In Progress	Green	Mundesley and Cromer Scheme main work completed. Defects period closed for main works contract and defects work identified and in progress for completion. EA have now confirmed	01/05/2026

				Cromer and Mundesley Coast Protection Schemes.			final funding with some now going through claim process, this will go towards funding revetments and groyne work at Mundesley.	
5	Coastwise programme	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 - Protect and Transition our Coastal Environments - Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses.	In Progress	Green	Transition from CTAP to CAP progressing. Core CAP activity (Coastal Housing Assurance Scheme) in development. Happisburgh Car Park well progressed but stalled due to additional requirement from highways. Happisburgh property demolitions near completion. Community Erosion Transition Plans well developed with one presented to public, two with Parish/community groups and three near start of sharing process. Holiday Park Adaption Assessment completed. Literacy materials in development. Further investigative work commissioned including updating Coastal Change Management Area Guidacne refresh. Land purchase support services procured. Recruitment for Adaptation Lead and further Project Enabler in progress.	01/05/2026

6	Rural Position Statement	Produce a Rural Position Statement which maps the provision of key rural services including village shops, post offices, pubs, community halls, rail, bus and community transport services and mobile / broadband coverage by August 2025 and proposes future policy responses so that there is a clear baseline record of such assets to pass to any “new” local authority established through Local Government Reorganisation.	Robert Young	Developing our Communities - Engaged and supported individuals and communities - 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	Amber	The Local Plan includes an audit of facilities in rural parts of the district. Advice has been sought about the best approach to data analysis and a revised scope has been drafted.	05/06/2026
Page 18	Neighbourhood Plans	Continue to promote greater take up of Neighbourhood Plans by local communities with the objective of supporting more communities adopt Neighbourhood Plans a year – strengthening local community voices and capacity in the context of future local government reorganisation.	David Glason	Developing our Communities - Engaged and supported individuals and communities - 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	<p>Parish Councils actively developing Neighbourhood Plans are: Hoveton, Stalham, Trunch and Tunstead. Parish Councils with an adopted Neighbourhood Plan are: Blakeney, Corpusty & Saxthorpe, Holt, Ryburgh and Wells-next-the-Sea</p> <p>See: https://www.north-norfolk.gov.uk/tasks/planning-services/planning-policy/neighbourhood-plan-areas/</p> <p>Formal consultation Under Regulation 14 stage of the Neighbourhood Plans regulations took place with regards the emerging Tunstead NP between 9th February and 22 March 2026 and has now closed . Formal submission of the final NP for examination is expected in</p>	06/05/2026

						<p>the coming months.</p> <p>Formal consultation is currently being undertaken with regard Hoveton NP between 31st March and 1st June 2026</p> <p>Good progress has been made on the emerging Trunch Np and it is expected that a consultation version will be available for formal consultation under regulation 14 in the Spring</p> <p>It is understood that the Stalham NP consultation version is complete, but no date has been set for the formal consultation under regulation 14 by the parish council.</p>		
8	Health, wellbeing and financial inclusivity initiatives	With partners we will continue to pursue funding opportunities to develop initiatives which proactively and reactively support our communities prioritising health prevention, wellbeing and financial inclusivity of our most vulnerable and hard to reach residents	Trudi Grant	Developing our Communities - Promote health, wellbeing and independence for all - Growing the work done in reaching out to our communities and provide additional focus to the work being undertaken to support the most vulnerable.	In Progress	Green	<p>During the last quarter, 1st January 2026 – 31st March 2026 NNDC continued to deliver externally funded projects in relation to Falls and Frailty and Proactive Intervention. Both projects utilise data to identify people who have had a recent fall or who are identified as being vulnerable. Proactive contact and with consent, holistic conversations are held to identify support the person may need to reduce risk, promote wellbeing, and improve quality of life. During the last quarter, 1st January 2026 – 31st March 2026 NNDC continued to deliver externally funded projects in relation to Falls and Frailty and Proactive Intervention. Both projects utilise data to identify people who have had a recent fall or who are identified as being vulnerable. Proactive contact and</p>	07/05/2026

						<p>with consent, holistic conversations are held to identify support the person may need to reduce risk, promote wellbeing, and improve quality of life.</p> <p>Additional funding of £50,000 from NNDC has been awarded to North Norfolk Food Bank to enhance their existing heating oil scheme during current price increases due to the conflict in Iran.</p> <p>NNDC is the strategic lead for the North Norfolk Health and Wellbeing Partnership which is Chaired by a NNDC Councillor. The Partnership has recently awarded around twenty grants totalling almost £75,000 to predominantly community and voluntary organisations in North Norfolk to support Partnership priorities in relation to mental health, inequalities, digital inclusion, healthy living, musculoskeletal conditions, and health literacy.</p>	
9	Health and social care facilities for older residents	With local partners we will continue to lobby for the retention and development of innovative health and social care facilities for older people in the District, including the re-opening of the Benjamin Court NHS asset in Cromer, reflecting the district's aged	Steve Blatch	Developing our Communities - Promote health, wellbeing and independence for all - Working with partners to promote healthy lifestyles and address the health inequalities	In Progress	<p>Green</p> <p>We continue to promote the reuse of the mothballed NHS owned Benjamin Court facilities in Cromer as a health and wellbeing service hub for older people, chronic condition management, rehabilitation, respite and palliative care.</p> <p>Further meeting with Ed Garrett (Chief Executive of the new Norfolk and</p>	05/05/2026

		demographic – the oldest average age in the country.		faced by our communities.			Suffolk Integrated Care Board from April 2026) and Mark Burgis, Director of Neighbourhoods, to discuss Benjamin Court, wider health provision in the district and services provided at Cromer Hospital held on 26th February 2026 with a number of actions being taken forward.	
10	Fakenham Leisure and Sports Hub	Progress delivery of the Fakenham Leisure and Sports Hub project through securing planning permission, appointment of a construction partner and commencement of construction.	Steve Hems	Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District.	In Progress	Green	<p>Work continues to progress with significant progress being made in stripping out the interior aspects of the existing sports centre to facilitate the changes associated with the move of the gym and reception area alongside the area to be used for the village change.</p> <p>There has been a need for the contractor to reorder some of the work in response to minor delays associated with the steel work for the pool hall. It is anticipated that this will not impact on the overall completion dates.</p> <p>Regular meetings of the internal project group, steering group for external stakeholders and project progress meetings with the contractor are taking place.</p> <p>Requests for changes to the works are well managed through the above meetings and a clearly defined change process.</p> <p>Risks are being managed and mitigated predominately by the contractor</p>	05/06/2026

							however, there is a clear reporting line into the council as client. The progression of the application for funding from the Football Foundation continues and it is hoped that the submission can be made in the near future.	
11	Sports pitches	Having secured funding approval for the Cromer 3G pitch deliver this new (replacement) facility by September 2025 and continue to pursue funding for similar facilities at Fakenham and North Walsham.	Colin Brown	Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District.	In Progress	Amber	Cromer 3G pitch has now been opened for nearly one year and is enjoying strong usage figures. An application for funding for a new 3G pitch at Trap Lane Fakenham has been successful with the FF committing circa £880k to and overall £1.2m project. Planning has been submitted for this project and officers and stakeholders are dealing with objections which have been received. No further discussions have taken place with North Walsham Town FC regarding the potential project there. Nothing can progress until the club agree a lease	05/06/2026
12	Improvement of facilities at Holt Country Park	Explore external funding opportunities such as the Norfolk GIRAMs scheme, Hornsea 3 Legacy fund and S106 agreements to contribute to the improvement of the facilities within Holt Country Park, working towards maintaining Green Flag status at this location	Colin Brown	Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District.	In Progress	Green	Staff facilities improvements are complete. Electricity project is ongoing. Positive conversations have now taken place with the landowner and we are trying to reach an agreement with him. The Hornsea 3 Legacy fund project to build a new classroom and learning space is very nearly complete and should be officially launched in June.	05/06/2026

		and our other Countryside sites.					Property are leading on a project to improve the toilets, this should be completed shortly.	
13	Housing data sharing	Continue to gather and 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 to inform future development of rural exceptions and other affordable housing schemes.	Nicky Debbage	Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible.	In Progress	Green	Information on housing need and housing provision was shared with all parish councils and district councillors in December 2025. Analysis of information will take place again in April 2026	27/04/2026 15:38
14	Second homes council tax premium	Monitor the impact and expenditure of the returned Second Homes Council Tax Premium income negotiated with Norfolk County Council to support investment in Temporary Accommodation and financing the delivery of affordable homes developments in the district from April 2025.	Nicky Debbage	Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible.	In Progress	Green	Analysis of the levels of second and holiday let homes and use of the additional Council Tax premium income were reported to all members in December 2025. Analysis will be undertaken again in April 2026 and use of the Second Homes premium will be included in the June budget report	27/04/2026 15:38

15	Affordable homes	Take forward with partners a programme of new affordable homes development in the district, with a target number of 307 new affordable homes completed over the period March 2025 to March 2027 (76 in 2025/26 and 231 in 2026/27) with schemes at Sheringham, Bacton, Walcott, Wells and Fakenham being taken forward during 2025.	Nicky Debbage	Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible.	In Progress	Green	The completion of 23 affordable homes in Walcott in March 2026 brought the total built in 2025/26 to 94.	27/04/2026 15:38
16	Housing standards	Continue to 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 - Promote best use of housing stock and good housing standards - Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis.	Complete	Green	<p>Housing Health and Safety Rating System inspections continue at a level which means the annual 50 target is on course. 100% of new Houses in Multiple Occupation inspections have been completed. The team have also been working with Housing Options team on the implementation of the Renters Reform Act, putting in place the required processes and systems. A new enforcement policy has been adopted along with a financial penalty policy.</p> <p>HHSRS inspections 01 January to 31 March = 19 (total HHSRS inspections for the year 2025/26 is <u>63</u>)</p> <p>HMO licence applications/inspections = 4 HMO licence applications received 2025/26</p>	01/05/2026

17	Long-term empty properties actions	Continue to monitor and take action to reduce the number of Long-Term Empty properties in the District through investigation and enforcement action – pursuing at least 50 cases a year.	Sean Knight	Meeting our Housing Need - Promote best use of housing stock and good housing standards - Working harder to bring empty homes back into use.	In Progress	Green	<p>The good work of the empty homes officer continues with the following successes:</p> <ul style="list-style-type: none"> • Supported owners who had inherited difficult properties • Helped families dealing with probate, abandoned projects, or bankruptcy linked properties • Gave practical next steps for owners overwhelmed by years of deterioration • Successfully moved multiple homes out of long term empty status, contributing to North Norfolk's strong performance compared with many other authorities. <p>(NNDC's long term empty rate sits at 1.44%, better than many similar districts).</p>	04/05/2026
18	North Norfolk Business Forum	Develop and maintain engagement and dialogue with and between the district's business community, with a series of regular business briefing events to be staged throughout the year.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns.	Completed	Green	Invest North Norfolk – the Council's business facing brand and portal – is live and will continue to develop and expand over time, serving as a valuable resource to support businesses with fulfilling their growth aspirations. Over 500 businesses have now already signed up to receive the monthly 'INN the Know' bulletin which helps to keep businesses abreast of the latest support information. A range of workshops, networking and events will be delivered.	05/05/2026

19	Bacton Energy Hub	Take forward co-ordinated actions on behalf of key partners and stakeholders agreed at the January 2025 Bacton Summit event to raise the profile of 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 - Infrastructure to support growth - Seeking to maximise 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	<p>We are continuing to discuss issues and opportunities at the Bacton Energy Hub with a range of stakeholders and partners.</p> <p>Including a meeting of partners to discuss electricity capacity and demand at the site held on the 9th of April.</p> <p>We will also be attending the East of England Energy Groups' Southern North Sea conference on the 20th May to be attended by the energy minister Michael Shanks.</p>	05/05/2026
20	Stalham High Street Task Force	Continue to work with the local community and partners in Stalham through the Government's High Street Task Force programme to develop a vision which contributes to the future vitality of the town for delivery over the period April 2024 – March 2027.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - 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	Following the Stalham HSTF exercise, the locally led Stalham Town Team is established and continues to meet to discuss and explore opportunities to enhance the town centre and explore activities that support footfall. Over the summer NNDC Officers have recently presented to the local stakeholders a range of options to support the town, including a Retail Excellence Programme of workshops (in conjunction with North Walsham businesses) and grants available through NNDC's Love Your Market Town and the Town Ambition	04/11/2025

							Programme which will delivered this financial year.	
21	Banking and post offices services	Work with LINK, Cash Access UK and local partners in the district's market and coastal towns to retain banking and post office services in locations across the district.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - 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	We now have banking hubs operating in Holt, Cromer and North Walsham which has seen personal and small business banking services re-provided in these locations generating additional footfall for these three towns. We continue to review data to establish whether similar banking hub facilities could be provided in other locations in the district and are aware that plans have recently been lodged for a new ATM outside Nationwide in Fakenham.	05/05/2026

22	Promote North Norfolk	Continue to support and work with tourism interests across the district to promote North Norfolk as a key visitor destination with a diverse visitor offer.	Robert Young	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Continuing to promote North Norfolk's diverse tourism and visitor offer	In Progress	Green	The partnership with Visit North Norfolk remains strong and effective and they have increased their profile amongst local visitor economy businesses through successful events and other initiatives. The VNN Board is operating well, and effective marketing campaigns continue to be produced. A funding agreement (SLA) has been drawn up for three years and grant funding for this financial year has been secured in the budget.	06/05/2026
23	UK Shared Prosperity Fund and Rural England Prosperity Fund programme	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 - An environment for business to thrive in - Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds.	In Progress	Green	The UKSPF & REPF programmes have essentially completed, with the installation of 11 Electronic Tourist Information Points during summer 2026 being the only active project remaining.	05/05/2026

24	Serviced employment land	Based on previously commissioned surveys, develop pipeline project proposals which seek to increase the supply of serviced land or advance factory premises 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 - Infrastructure to support growth - 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 have been developed over the last 12 months and several prominent applications are pending planning determination. Presently there is a planning application being considered for a Lidl store (Class E discount foodstore) with associated car parking, landscaping, engineering and drainage works on Nightjar Road in Holt which predicts 40FTE jobs. There is also a planning application being for a Aldi store (erection of a Class E foodstore with associated car parking, access, substation, landscaping and associated works) on Old Station Way in Holt. A planning application for a Premier Inn in North Walsham has also been recently submitted, incorporating an ancillary restaurant/bar.	05/05/2026
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25	English devolution and local government reorganisation	Engage with local partners (County and District Councils in Norfolk) in seeking to secure new powers, functions and budgets for Norfolk as part of the Government's English Devolution White Paper and as appropriate seek to position North Norfolk's residents, communities and businesses positively in respect of any reorganisation of local government in Norfolk and in establishing any new unitary councils.	Steve Blatch	A Strong, Responsible and Accountable Council - Effective and efficient delivery - Exploring opportunities to work further with stakeholders and partner organisations	In Progress	Green	<p>Devolution - Norfolk and Suffolk County Councils (as the responsible upper tier authorities) formally agreed to establish Mayoral Combined Authority in October 2025. Government announced in December that the Mayoral election scheduled for May 2026 would now be postponed until May 2028. Further discussions with Government are taking place to establish a Foundation Strategic Authority to cover the period up until the May 2028 Mayoral election.</p> <p>LGR - The Government announced its Minded To decision for 3 new unitary councils in Norfolk on the 25th March 2026, since which time all 8 councils in the County have continued to develop partnership, governance and workstream structures to support the transition to the new authorities over the period to April 2028. Inner Circle Consulting appointed as strategic partner/advisor. Appointments to be made to the East Norfolk Council joint committee at the annual meeting of council to be held on the 20th May 2026.</p>	05/05/2026
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26	LGA Corporate Peer Challenge Action Plan	Continue the Council's improvement journey through taking forward the recommendations made by the LGA Corporate Peer Challenge throughout 2025, particularly the new Workforce Development Strategy so that our staff continue to provide good quality services to our residents, businesses and communities and are well-equipped to realise new opportunities presented by local government reorganisation.	Steve Blatch	A Strong, Responsible and Accountable Council - Effective and efficient delivery - Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Green	<p>We continue to look to progress and implement the recommendations made through the Corporate Peer Challenge, although to some extent this has been overtaken by the process of local government reorganisation.</p> <p>A new workforce and learning and development strategy was approved by Full Council at it's meeting of the 25th March 2026 and details our organisational support for recruitment, retention and staff development during the process of LGR transition.</p>	05/05/2026
27	Service reviews	Continue to monitor progress towards the objectives detailed the new Medium-Term Financial Strategy 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.	Daniel King	A Strong, Responsible and Accountable Council - Effective and efficient delivery - Delivering services that are value for money and meet the needs of our residents	In Progress	Green	Work around service reviews has been delayed in part due to the uncertainty created by the expected decision on which model the Government would favour in respect of Local Government Reorganisation (LGR). The announcement of the "minded to" notice has now provided certainty on this matter however the progression of the LGR agenda has led to a reduction to capacity of staff to be able to undertake the work in the intended manner. The focus of Service Reviews will now be reviewed to ensure that alignment of services both meets the LGR Agenda and timetables but also reflects the future boundaries and	08/05/2026

							responsibilities of any successor authority.	
28	Cromer Pier Pavilion Theatre auditorium refurbishment	Seek Heritage Lottery funding for the refurbishment of the auditorium of the Cromer Pier Pavilion Theatre so as to place the theatre in the best possible position in the context of anticipated local government reorganisation, recognising the Pier and theatre's key role in the cultural and tourism appeal of North Norfolk and marking its 125th anniversary in 2026.	Daniel King	A Strong, Responsible and Accountable Council - Culture - Continuing to support cultural assets across the District to provide cultural opportunities for all	In Progress	Amber	Exploratory work is being undertaken to assess the possibility of refurbishment of the Cromer Pier Pavilion Theatre auditorium refurbishment. We have previously applied for grant funding which was not successful.	07/05/2026
29	Tourism infrastructure assets safeguarding	Consider the implications of LGR on the future management and maintenance of tourism infrastructure assets and explore whether these might be safeguarded in the longer term through being placed in an appropriate structure which recognises their importance in the context of continued pressure on	Cara Jordan	A Strong, Responsible and Accountable Council - Culture - Continuing to support cultural assets across the District to provide cultural opportunities for all	In Progress	Green	The system is in place. Assets and Legal Team have been working together to develop a process to identify and propose assets which may be suitable for transfer. A form has been developed to gain information to record how an acquiring body proposes to maintain the asset and recording reasons for transfer by the transferring authority.	24/04/2026

		discretionary services in any new unitary council structures.						
30	Review and maximise the Council's approach to asset commercialisation	Continue to review and maximise the Council's approach to Asset Commercialisation to realise new and emerging opportunities around the use of the Council's land and property assets through implementing the actions detailed in a revised Asset Management Strategy from April 2025.	Renata Garfoot	A Strong, Responsible and Accountable Council - Maximising opportunity - 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	Green	15 lease renewals and rent reviews are planned over the next 6 months and subject to rental values increasing will see further income generation. 2 easements have been agreed with a further in negotiation which will generate a financial payment. New leases, including letting of the former North Norfolk Visitor Centre are progressing through the legal process which are expected to complete this quarter. Notice for staircasing has been issued by a leaseholder which is expected to generate a capital receipt for the Council.	08/05/2026

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Norfolk County County Council

Health Overview Select Committee

Meeting Précis – 19 March 2026

Purpose of the Meeting

The Committee considered progress and challenges across key areas of health system delivery. The meeting focused on:

- the strategic review of outreach health services,
- digital transformation across the Integrated Care System (ICS), and
- an update report for the Norfolk and Suffolk NHS Foundation Trust (NSFT).

The Committee also agreed additions to its forward work programme.

1. Strategic Review of Outreach Services

Context and aims

The ICB presented early findings from a strategic review of outreach health services. The review is intended to inform future commissioning decisions ahead of current contracts expiring, ensuring services align with national guidance, reduce health inequalities, and improve outcomes for vulnerable and underserved populations.

Key themes discussed

- **Scope and focus:** The review concentrates on inclusion health groups, ethnic minority communities, and people living in rural and coastal areas. It draws on national best practice and evidence reviews, although no decisions have yet been taken.
- **Stage of work:** It was emphasised that the review is at an early stage. Current services will continue unchanged until April 2027. Public and stakeholder engagement is planned for summer 2026, working with Healthwatch and voluntary sector organisations.
- **Assurance and evidence:** Committee Members sought stronger assurance on how inclusion health funding in GP practices is monitored, particularly around outcomes and audit evidence. Officers acknowledged that reporting has focused more on activity than impact and confirmed a shift toward outcomes-based commissioning.
- **Rural access and engagement:** Members stressed the need to address rural isolation, transport barriers, and digital exclusion, questioning whether new outreach models alone would be sufficient. The ICB confirmed it was open to a range of models, considering transport and access.

- **Engagement quality:** Members queried how widely “community voices” extended beyond established partners and asked for greater involvement of local councillors, reflecting their community knowledge. This suggestion was welcomed.
- **Use of data and innovation:** Members raised interest in the use of linked datasets and artificial intelligence to support long-term planning. Officers confirmed this would form part of future development.
- **Wellness on Wheels bus:** Concerns were raised about inconsistent evidence of impact and lack of clarity around purpose. Officers acknowledged data limitations and the need for a clearer role for the service going forward.

Outcomes

The Committee noted the report and agreed that:

- the national evidence review informing the ICB’s work would be shared; and
- a further report evaluating all outreach service strands, including patient outcomes and referral pathways, would return to the Committee later in 2026.

2. Integrated Care System Digital Update

Progress reported

The Committee received an update on delivery of the Norfolk and Waveney Digital Strategy, noting:

- widespread use of the Shared Care Record by health and care staff;
- increased digital access in primary care, including strong uptake of the NHS App; and
- the launch of a new data hub to support prevention, planning and population health management.

Key issues discussed

- **Future-proofing systems:** Members asked whether digital developments were resilient to local government reorganisation and system boundary changes. Officers confirmed consolidation work was underway but acknowledged challenges remain.
- **Impact on patients:** While data showed improved access and reduced medication errors, Members pressed for clearer evidence of clinical and patient-outcome benefits from digital investment.
- **Digital exclusion:** Strong concern was expressed about residents lacking digital skills, connectivity, or devices. Officers outlined a county-wide digital inclusion programme, including outreach support and distribution of refurbished devices.
- **Major system programmes:** Members questioned delays to the Acute Hospitals Group Electronic Patient Record (EPR) programme and its interaction with primary care systems.

It was confirmed that EPR implementation is now expected in May 2027 to avoid winter pressures.

- **Connectivity and data security:** Rural broadband and mobile coverage were discussed, alongside reassurance that NHS and council data are hosted in compliance with UK legal requirements.

Outcomes

The Committee noted the report and requested:

- a briefing note setting out available evidence on the impact of digital transformation, including acute sector data.

3. Norfolk and Suffolk NHS Foundation Trust (NSFT) Update

Overview

NSFT presented a comprehensive update following the Committee's 2025 review, covering performance across outcomes and inequalities, access and crisis care, quality and safety, and organisational readiness. Progress was reported in areas such as workforce recruitment, service redesign, and reduced out-of-area placements.

Public and member concerns

Speakers and Members raised concerns, including:

- persistent difficulties accessing community mental health support;
- variation in care planning quality and follow-through;
- pressures on crisis services and delays in response;
- transparency and learning from deaths; and
- workforce issues within NHS Talking Therapies, including pay and role clarity.

Trust response and discussion

- Trust leaders acknowledged that many issues were longstanding but stressed that improvement work was underway, including new mortality reporting systems and strengthened governance.
- Members questioned progress in services still rated "Requires Improvement" by the CQC and challenged whether national standards, such as 18-week waits, were acceptable for mental health care.
- The need for consistent national oversight of **Prevention of Future Deaths** notices was discussed in depth, with Members expressing concern about regional variation.

- Collaboration between NSFT, Adult Social Care, Children’s Services and wider partners was highlighted as essential to sustained improvement.

Outcomes



The Committee agreed a series of actions, including to:

- write to Ministers about the lack of national oversight of Prevention of Future Deaths notices and the impact of national cost-cutting on mental health services;
 - request more comprehensive patient-safety data covering inpatient and community settings;
 - receive detailed briefing notes on CQC “Requires Improvement” areas and the Trust’s workforce response to concerns raised by UNISON.
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4. Forward Work Programme

The Committee updated its work programme to include:



- continued scrutiny of the Vulnerable Adult Service Health Inclusion Hub procurement;
 - briefings on the Queen Elizabeth Hospital’s participation in national improvement programmes;
 - consideration of the Right Care, Right Person model; and
 - updates on the closure and replacement of the Steam House Café in King’s Lynn.
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Cabinet Work Programme – July to September 2026					
Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
July 2026					
Cabinet	06 July 2026	Cabbell Park/Cromer Youth Clubhouse Update	Cllr L Shires Emily Capps AD Environment & Leisure	A Strong, responsible and Accountable Council	May slip to later meeting
Cabinet	06 July 2026	Property Transactions	Cllr L Shires Milo Creasey Surveyor	A Strong, responsible and Accountable Council	May contain exempt information 
Cabinet	06 July 2026	Draft Homelessness and Rough Sleeping Strategy	Cllr J Boyle Trudi Grant AD for People Services	Meeting Local Housing need	
Scrutiny	15 July 2026				
Council	22 July 2026				
Cabinet	06 July 2026	Housing budgets 2026/27 to finalise funding arrangements for purchase of Temporary Accommodation and other housing projects	Cllr J Boyle Nicky Debbage Housing Strategy & Delivery Manager	Meeting Local Housing Need	 May contain exempt information
Council	22 July 2026				
GRAC	02 June 2026	Treasury Management Annual Report 2025/2026	Cllr L Shires Don McCallum Director of Resources	A Strong, responsible and Accountable Council	
Cabinet	06 July 2026				
Council	22 July 2026				



Key Decision – a decision which is likely to incur expenditure or savings of £250,000 or more or affects 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 Scrutiny Council	06 July 2026 15 July 2026 22 July 2026	Debt Management Annual Report 2025/2026	Cllr L Shires Sean Knight Revenues Manager	A Strong, responsible and Accountable Council	
Cabinet Scrutiny Council	06 July 2026 15 July 2026 22 July 2026	Out-turn report 2025/2026	Cllr L Shires Don McCallum Director of Resources	A Strong, responsible and Accountable Council	
Cabinet	06 July 2026	Extension to the delivery of Coastwise through the national Coastal Adaptation Pilot	Cllr H Blathwayt Rob Goodliffe Coastal Manager	A Strong, responsible and Accountable Council	May contain exempt information 
Cabinet	06 July 2026	Filming Project	Cllr J Toye Steve Blatch Chief Executive	Investing in local economy & infrastructure	Contains Exempt Information 
Cabinet	06 July 2026	Establishment of Local Plan Working Party	Cllr A Brown Iain Withington Acting Planning Policy Manager	Meeting our local housing need	
Cabinet Scrutiny	06 July 2026 15 July 2026	Delegated Decisions Summary of decisions taken under delegation	Cllr T Adams Emma Denny DS & Governance Manager	A Strong, responsible and Accountable Council	



Key Decision – a decision which is likely to incur expenditure or savings of £250,000 or more or affects 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
September 2026					
Cabinet	07 Sep 2026	Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q1	Cllr T Adams <i>Steve Blatch</i> <i>Chief Executive</i>	<i>A Strong, responsible and Accountable Council</i>	
Scrutiny	16 Sep 2026				
Cabinet	07 Sep 2026	Budget Monitoring P4	Lucy Shires	<i>A Strong, responsible and Accountable Council</i>	
	16 Sep 2026				
Future Items – Dates to be confirmed					
Cabinet Date tbc		Appointment to Joint Voluntary Committee	Cllr T Adams <i>Steve Blatch</i> <i>Chief Executive</i>	<i>A Strong, responsible and Accountable Council</i>	
Cabinet Scrutiny		Asset Management Plan	Lucy Shires <i>Renata Garfoot</i> <i>Estates & Asset Strategy Manager</i>	<i>Investing in local economy & infrastructure</i>	<i>FC approval required – Policy Framework</i>
Cabinet		Sheringham Enabling Land	Lucy Shires <i>Renata Garfoot</i> <i>Estates & Asset Strategy Manager</i>	<i>Investing in local economy & infrastructure</i>	May contain exempt information 
Cabinet Scrutiny		Disposal Plans – NNDC Assets	Cllr L Shires <i>Don McCallum</i> <i>Director for Resources</i>	<i>A Strong, responsible and Accountable Council</i>	May contain exempt inf 



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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

July 2026				
Homelessness & Rough Sleeping Strategy	Scrutiny of the Homelessness & Rough Sleeping Strategy – making recs to Full Council.	Scrutiny	Cllr J Boyle	FC
Deprivation and Substance Abuse	To consider data	Pre-Scrutiny	Cllr J. Boyle	Scrutiny
Rural Strategy <i>(Might be later. Due to go to Business Planning first)</i>	To provide oversight of the Rural Position Statement of local services to ensure they are preserved as the Council transitions into a new authority.	Scrutiny	Cllr J. Toyne	FC
Debt Recovery 2025-26	To consider report and make recommendations to Full Council if required.	Scrutiny	Cllr L Shires	FC
Housing Benefit Debt Recovery Report 1/4/25 – 31/3/26	To approve the annual report and to make recommendations to Full Council if required.	Scrutiny	Cllr L Shires	FC
2025/26 Outturn Report	Members are asked to consider the report and make recommendations to Full Council if required.	Scrutiny	Cllr L Shires	FC
September 2026				
Police & Crime Commissioner – Review of Police and Crime Plan	The PCC to attend the Committee to provide an overview of the Police & Crime Plan and respond to questions. <i>Possibly with the additional focus of looking at the transition, and transfer of duties, to the new Mayoral office.</i> Speed limits	Annual Update overview	N/A	Scrutiny
Budget Monitoring P4	To review the BM report and make any recs to Cabinet	Cyclical overview	Cllr L Shires	Cabinet

Overview – a broader, review-based approach to a topic, particularly where it impacts on the district and its residents as a whole.

Scrutiny - a more in-depth approach, 'drilling down' into key areas of concern, evaluating proposals and making recommendations to Cabinet/Council

Pre-scrutiny – the committee considers items in the early stages of development/drafting and makes recommendations to Cabinet, ahead of implementation.

OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q1	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 overview	CLlr T Adams	Cabinet
NHOSC Report	Update from recent NHOSC meeting	Quarterly	CLlr V Holliday	Scrutiny
October 2026				
O&S Annual Report 2025-2026	To recommend to Full Council the Committee's Annual report summarising its key achievements and highlighting any issues over the previous two years	Annual overview	N/A	O&S Full Council
Page 44 eGR Update	As appropriate	Monthly	CLlr T Adams	Cabinet
Draft Revenue Budget 2026-2027 May move to Dec	To consider recommendations to Cabinet on the Draft Budget	Annual Pre-Scrutiny	CLlr L Shires	Cabinet
Budget Setting 2027/2028	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 Pre-scrutiny/scoping	CLlr L Shires	Full Council
November 2026				

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

Budget Monitoring P6	To review the BM report and make any recs to Cabinet	Cyclical overview	Cllr L Shires	Cabinet
Fees & Charges 2026/2027	To review the Fees & Charges and make recs to Full Council	Annual scrutiny	Cllr L Shires	Full Council
Car Park Fees & Charges	To Consider and make recommendations to Cabinet	Annual scrutiny	Cllr L Shires	Cabinet
December 2026				
Council Tax Discount Determinations 2027/2028	To review the CT Discount Determinations and make recs to Full Council	Annual overview	Cllr L Shires	Full Council
Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of 2022	To review the Council's performance and make any recommendations to Cabinet	Quarterly scrutiny	Cllr T Adams	Cabinet
NHOSC Report	Update from recent NHOSC meeting	Quarterly overview	Cllr V Holliday	Scrutiny
Anglian Water	Progress report on AW actions following June Meeting	Scheduled Update overview	Cllr H Blathwayt	O&S
Budget Savings Early pre-scrutiny of Budget proposals 2027-2028	To consider savings proposals for 2027/28 and make any recs to Cabinet ahead of the Budget setting process	Annual Pre-scrutiny	Cllr L Shires	Cabinet
Draft Revenue Budget 2027-2028	To consider making recommendations to Cabinet on the draft revenue budget.	Annual Scrutiny	Cllr L Shires	Cabinet
January 2027				

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

Rural England Prosperity Fund Economic Growth report no indication that MHCLG will ever produce an evaluation.	PH for Sustainable Growth reports back with an update position on a selection of businesses across a variety of sectors in 12 months' time, including an on the benefits achieved from the funding.	overview	Cllr J Toye	O&S
February 2027				
Capital Strategy 2026/2027	To review the Capital Strategy for 2026-2027 and make any recommendations to Full Council	Annual Scrutiny	Cllr L Shires	Full Council
Draft Revenue Budget 2026-2027	To review the draft Budget proposals for 2026-2027 and make any recommendations to Full Council	Annual Scrutiny	Cllr L Shires	Full Council
Medium Term Financial Strategy 2026 onwards	Pre-scrutiny of an early draft of the MTFS – making recommendations to Cabinet	Annual Scrutiny	Cllr L Shires	Full Council
Non-Domestic Business rates Policy 2026/2027	To review the Policy and make recommendations to Full Council	Annual overview	Cllr L Shires	Full Council
March 2027				
Budget Monitoring P10 2025-2026	To review the BM report and make any recommendations to Full Council	Cyclical overview	Cllr L Shires	Cabinet
Reporting progress implementing Corporate Plan 2023-27 Action Plan– to end of Q3	To review the Council's performance and make any recommendations to Cabinet	Quarterly scrutiny	Cllr T Adams	Cabinet
HOSC Report	Update from recent NHOSC meeting	Quarterly	Cllr V. Holliday	Scrutiny

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

Annual Action Plan	To review the Annual Action Plan for 2027/2028	Cyclical overview	CEO	Full Council
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Future Items (listed in priority order)
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LGR	To feed into the LGR process at key stages, making any recs to Full Council. This item to incorporate workforce matters and asset management plan		Cllr T Adams	
Mobile Connectivity	Infrastructure issues			
Ambulance Response times	To follow-up and review ambulance response times and to also consider the closure of community facilities.			
Public Transport	Invite the portfolio holder for transport and Highways to discuss speed limits and public transport in North Norfolk			
Dentists	To review access to local NHS dentist services for local people			
Electricity Supply	To review and consider impact of Electricity supply in local area.			
AI	To consider impact of AI. Excluding any strategy that needs to come to Committee in any event.			

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.

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME 2025/2026

- 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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The Recommendations & Actions Tracker allows Overview & Scrutiny Committee to monitor responses, actions and outcomes against their recommendations or requests for further action. The tracker is updated following each meeting. Once a recommendation or action has been completed, it will be removed from the tracker at the next meeting. The latest recommendations and actions are listed first.

Meeting Date Topic	Recommendation / Action (Cabinet member / Lead officer)	Decision Maker	Response/Progress Deadline	Status
15 May 2026				
Budget Monitoring	Action: Cllr Bayes requested, <ul style="list-style-type: none"> A breakdown of permanent staff using the apprenticeship route to complete necessary qualifications against those who are employed as apprentices and a breakdown of those who were 16-18 or 19+ on their sign-up date. What percentage of apprentices become permanent staff at the end of their apprenticeship, and do we utilise our full apprenticeship levy each year? 	O&S	Emailed ADFA and HR Manager for info on 15/05/2026	In progress
22 April 2026				
Update from People Services	Action: <ul style="list-style-type: none"> DSD to ensure source data and indices circulated to members 	O&S	EAs will ensure this is circulated in good time before July O&S Meeting	In progress
Work programme Setting	Action: <ul style="list-style-type: none"> Dem Services to bring forward a proposed work programme to July Committee 	O&S	Included with Agenda	Completed
18 March 2026				
Budget Monitoring	Action: <ul style="list-style-type: none"> To annually report, with the outturn every year, a split of where funding is coming from for major projects, be it government funding or within NNDCs own money. 	Cabinet	Cllr Shires to liaise with the finance team in due course. Outturn due to be seen in July	In progress

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Budget Monitoring	<p>Action:</p> <ul style="list-style-type: none"> For the committee to be updated on S106 money, where it was and what it was being used for. ADFA did explain a proportion was being used on internal audit recommendations and a new dedicated officer was working to close out those recommendations. 	O&S	Reached out to ADFA and S106 officers for some clarification but no answers as of 14.05.26.	In progress
Mobile Connectivity	<p>Action:</p> <ul style="list-style-type: none"> To see the new NPPF to ensure the infrastructure requirement for mobile connectivity is covered. 	Gov	Consultation ended on the 10 th of March, but no updated version has been published since the Draft in Dec 2025. Expected July 2026	In progress
Mobile Connectivity	<p>Action:</p> <ul style="list-style-type: none"> To pursue future meetings with the other MNOs, and their delivery partners, to obtain a wider perspective, and commercially balanced, insight on future plans for North Norfolk. To consider inviting other virtual operators, such as Giff Gaff, Tesco, Sky etc. to engage with the committee if the main MNOs are reluctant to. 	O&S	Virtual operators, infrastructure companies and the remaining MNOs were invited back. Only Cellnex have accepted.	In progress
28 January 2026				
Mobile Connectivity	<p>Actions: Committee agreed to</p> <ul style="list-style-type: none"> Write to Digital Minister requesting information as to their intention regarding further investment in rural mobile networks in North Norfolk. 	O&S	20/02/2026: Letter sent to Baroness Lady Lloyd, the Parliamentary Under-Secretary of State in the Department for Science, Innovation and Technology and the Department for Business and Trade	In progress

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			<p>08/04/2026: Update. Chased contactholmber@parliament.uk for a response</p> <p>12/05/2026 Update. Chased contactholmber@parliament.uk for a response</p>	
Mobile Connectivity	<p>Action: Mobile UK and BT kindly agreed to provide further information to, and to feedback to MNOs on, questions and suggestions raised.</p> <ul style="list-style-type: none"> To why land in the west of the district, that was offered to MNOs as potential sites for new masts, was never considered. Why the few remaining BT phone kiosks remain in the area. Is this due to poor mobile signal? If each of three MNOs could provide a list of where not-spots (biggest 3) exist on their network within North Norfolk. So NNDC and partners can look to locate potential sites for investment. For MNOs, NNDC, BT and Power Network companies to have regular dialogue to enable plans to facilitate power backups to affected areas, when instances of power outages are known in advance. 	O&S	<p>ASAP</p> <p>Update 03/02/26: Awaiting more details of when, where and to whom from Cllr Housden before Mobile UK can investigate.</p> <p>Update: BT unable to help</p> <p>Update 03/02/26: Mobile UK suggested providing our own data to MNOs so they could individually analyse.</p> <p>Update 03/02/26: Mobile UK feel they outlined discussions with Government on power resilience in the meeting.</p> <p>Update 11/02/2026: Resilience Manager gave feedback but explained they do not hear in advance of power cuts If affecting large numbers of</p>	In progress

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			households and goes beyond 10hrs.	
10 December 2025				
Rural Strategy	<p>Actions:</p> <ul style="list-style-type: none"> Is there a deadline for providing a Rural Position Statement of local services to ensure they are preserved as the Council transitions into a new authority. <p>(Assistant Director Sustainable Growth / Cllr J. Toye)</p>	O&S	<p>22/01/2026: Not been possible to progress beyond an initial scoping document. On a priority list to progress but little resource to do so. May seek outside support to put together an evidence document. No deadline as such but will attempt to assess the likely timescales for the work to be completed.</p> <p>Emailed Committee with update 12/05/2026: Update AD SG advised new scoping document had been produced and awaiting comment. Expected to go to Business Planning in coming months.</p>	In progress
15 October 2025				
Homelessness – Review of Data	<p>Actions:</p> <ul style="list-style-type: none"> An executive summary to be provided in future reports with clear bullet points to key findings. Reports should contain a manageable amount of data <p>(Assistant Director – People Services)</p>	O&S	<ul style="list-style-type: none"> Officers agreed to make the changes requested before presenting the Draft Homelessness Strategy to Cabinet Strategy Document coming to O&S in early 2026, following Cabinet <p>Feb 2026: Due to new ADPS just coming into post this would most likely be seen in June/July</p>	In progress

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09 April 2025				
Rural England Prosperity Fund Update	Recommendation: That a copy of the report received from Central Government is shared with the committee <i>(Economic Growth Manager)</i>	O&S	The report has not been received. 13.05.26. Update: Economic Growth report no indication that MHCLG will ever produce an evaluation.	In progress

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