

Cabinet



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Friday, 25 September 2020

A meeting of the **Cabinet** of North Norfolk District Council will be held remotely via Zoom on **Monday, 5 October 2020** 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

PUBLIC ATTENDANCE AND PUBLIC SPEAKING – COVID-19

Please note that due to the Covid-19 restrictions, meetings of cabinet will be held remotely via Zoom video conferencing and live streamed on YouTube.

Public speaking: If you wish to speak on an agenda item, please email emma.denny@northnorfolk.gov.uk no later than 5.00 pm on the Thursday before the meeting and include a copy of your statement. You will have the opportunity to make your statement by video link but in the event that this is not possible, or if you would prefer, your statement will be read out by an officer.

This meeting will be broadcast live to YouTube and will be capable of repeated viewing. The entirety of the meeting will be filmed except for confidential or exempt items. If you attend the meeting and make a representation you will be deemed to have consented to being filmed and that the images and sound recordings could be used for webcasting/ training purposes.

Emma Denny
Democratic Services Manager

To: Mr A Brown, Mrs S Bütikofer, Mrs A Fitch-Tillett, Ms V Gay, Mr G Hayman, Mr R Kershaw, Mr N Lloyd and Mr E Seward

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

A G E N D A

- 1. TO RECEIVE APOLOGIES FOR ABSENCE**
- 2. MINUTES** 1 - 10

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 7th September 2020.
- 3. PUBLIC QUESTIONS AND STATEMENTS**

To receive questions and statements from the public, if any.
- 4. 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
- 5. DECLARATIONS OF INTEREST**

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. MEMBERS' QUESTIONS**

To receive oral questions from Members, if any
- 7. RECOMMENDATIONS FROM CABINET WORKING PARTIES** 11 - 12

To consider recommendations made at the meeting of the Planning Policy and Built Heritage Working Party meeting held on 14th September 2020.
- 8. OVERVIEW & SCRUTINY MATTERS**

To consider any matters referred to the Cabinet by the Overview & Scrutiny Committee for reconsideration by the Cabinet in accordance within the Overview and Scrutiny Procedure Rules
- 9. DELIVERY PLAN - RE-PRIORITISATION DUE TO COVID** 13 - 18

Summary: Over the past six months much of the Council's corporate focus has been on responding to the COVID pandemic and supporting local recovery, as well as seeking to maintain core service provision. This has meant that there has been little time or capacity to progress some aspects of the Council's Corporate Plan Delivery Plan.

Cabinet has recognised these pressures and has therefore reviewed the Delivery Plan

objectives and actions and identified eighteen priority objectives upon which focus will be maintained in the coming months alongside the Council's ongoing response to the COVID situation. This report details the Cabinet's priorities given the current situation.

Options considered: Given the changing context in which the Council has needed to operate over the past twelve months and which is likely to continue for the foreseeable future, Cabinet recognises that it needs to re-focus its Delivery Plan ambitions to reflect the current situation.

Alternative options considered were:-

- do nothing to re-profile the Delivery Plan actions, or
- agree to "pause" all Delivery Plan actions and concentrate on the COVID response and Business as Usual service provision, which was not considered a viable position given the wider and medium-term pressures the Council faces in terms of its budget etc.

Conclusions: The report details a practical and measured response to the Council prioritising its Delivery Plan actions in light of the COVID situation.

Recommendation: Cabinet is asked to confirm the revised Delivery Plan priorities as detailed in the report.

Reasons for Recommendations: To reflect the changed circumstances in which the Council is operating at the present time in seeking to balance its Corporate Plan priorities against the ongoing COVID situation in which the Council is having to operate.

Cabinet Member(s): Cllr Sarah Butikofer,
Leader of the Council

Ward(s) affected: All

Contact Officer, telephone number and email: Steve Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232

10. MANAGING PERFORMANCE Q1 2020/21

19 - 66

Summary: The Managing Performance Report attached as Appendix A will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an

overview, assesses the impact that Covid-19 has had on both these aspects of Council performance, the actions being taken to address these issues.

Options considered: Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee where committee approval is required.

Conclusions: Covid-19 has had some impact in the short-term on the achievement of the objectives in the Corporate Plan Delivery Plan 2019-2023 and significant impact on service operational performance, particularly during the period of the national lockdown earlier this year. Cabinet has identified three priority actions from each of the six Corporate Delivery Plan themes that will be given priority going forward recognising the changed context in which the Council is operating and is likely to be for some months into the future.

Recommendations: That Cabinet resolves to note this report and endorses the actions being taken by Strategic Leadership Team detailed in Appendix A – Managing Performance.

Reasons for Recommendations: To ensure the objectives of the Council are achieved.

Cabinet Member(s) Ward(s) affected
Cllr Sarah Bütikofer All

Contact Officer, telephone number and email: Steve Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232

11. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

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

12. PRIVATE BUSINESS

CABINET

Minutes of the meeting of the Cabinet held on Monday, 7 September 2020 remotely via Zoom at 10.00 am

Committee

Members Present:

Mr A Brown	Mrs S Bütikofer (Chair)
Mrs A Fitch-Tillett	Ms V Gay
Mr G Hayman	Mr R Kershaw
Mr N Lloyd	Mr E Seward

Members also attending:

Cllr H Blathwayt
Cllr C Cushing
Cllr J Rest
Cllr E Withington

Officers in Attendance:

Chief Executive, Democratic Services Manager, Head of Legal & Monitoring Officer, Head of Finance and Asset Management/Section 151 Officer and Democratic Services and Governance Officer (Scrutiny)

Also in attendance:

Public

28 MINUTES

The Minutes of the meeting held on 3rd August 2020 were approved as a correct record and signed by the Chairman.

29 PUBLIC QUESTIONS AND STATEMENTS

The Chairman invited Mr C Albany to speak. Mr Albany said that he was speaking in relation to site BLA01/A (the Alternative Site for Blakeney) and the decision of Cabinet at the meeting on 3rd August, when the matter had been referred back to the Planning Policy & Built Heritage Working Party for reconsideration. He said that, in his view, the agreement of the Working Party at their meeting on 13th July to recommend site BLA01/A to Cabinet for approval was sound and transparent and there was no justification for referring it back for reconsideration. He then said that contrary to the Portfolio Holder's view, the Parish Council had received sufficient notice of the meeting. Mr Albany concluded that he had demonstrated that there were no justifiable reasons to refer the matter back to the Working Party as due process had been followed.

The Chairman thanked him for his comments and invited Cllr Brown, Portfolio Holder for Planning and Chairman of the Planning Policy & Built Heritage Working Party to respond. Cllr Brown replied that the Working Party only made recommendations to Cabinet it did not take decisions. He said that there was further due diligence required on site BLA01/A and that it would be considered alongside other sites at a

meeting of the Working Party later this year.

The Chairman asked Mr Albany if he wished to respond. He reiterated that the matter had been referred back to the Working Party on the basis of inadequate notice to the Parish Council and said that he had demonstrated that this was not the case and therefore requested that Cabinet withdraw the decision to refer the site allocations for Blakeney back to the Working Party.

30 ITEMS OF URGENT BUSINESS

None.

31 DECLARATIONS OF INTEREST

None.

32 MEMBERS' QUESTIONS

The Chairman reminded Members that they could ask questions during the meeting as issues arose.

33 OVERVIEW & SCRUTINY MATTERS

The Chairman of the Overview and Scrutiny Committee was invited to speak. Cllr N Dixon outlined the recommendation regarding the 2020/21 Revised Budget Update and said that the Overview & Scrutiny Committee would like to undertake a pre-scrutiny review of Cabinet's proposals to close the income gap, at the earliest opportunity – ideally in October. The Chairman thanked him for his comments and said that Cabinet was supportive of the suggested approach and that there was a clear strategy in place which they were happy to share with the Committee and wider members. She said that she hoped to be able to comply with the Committee's timeline.

Cllr Dixon thanked her for her support and said that given the importance of the matter, the Committee would like to consider it as soon as possible preferably at the October meeting.

RESOLVED

To support the Overview & Scrutiny Committee's request for Cabinet to share its proposals for closing the future income/expenditure gaps with the Committee at the earliest opportunity for a pre-scrutiny review that would enable OSC's own proposals to be considered alongside Cabinet's, offering a collective approach to the challenge. This pre-scrutiny review should include the wide ranging concerns around people's needs, corporate priorities and viable options, to be conducted at the October or November meeting, based on detailed delivery plans for the next 3 years.

34 RECOMMENDATIONS FROM GOVERNANCE, RISK & AUDIT COMMITTEE

Cllr J Rest, Chairman of the Governance, Risk & Audit Committee introduced the recommendations and said that he hoped Cabinet would support them. In response to the proposals regarding projects, the Leader said that Cabinet members should take responsibility for overseeing projects that sat within their portfolios and for leading the work on these. She went onto say that a new model for managing

projects was being introduced and Cabinet wanted to allow time for this to 'bed in' and to see how it worked. Governance, Risk & Audit Committee could oversee and scrutinise the new way of working and feed back to Cabinet on any issues.

Cllr Rest replied that it was not intended that the model proposed by the Committee would apply to every single project and it was likely that external support would only be required occasionally. He agreed that Portfolio Holders should be leading on projects but added that the Council should not shy away from seeking external expertise if it was needed.

Cllr C Cushing sought clarification that there would be a Cabinet sponsor for each project. The Leader confirmed this and said that a list would be provided when it was available.

1. COUNTER FRAUD, CORRUPTION AND BRIBERY POLICY

RESOLVED

To approve the updated Counter-Fraud, Corruption and Bribery Policy

2. EGMERE PROJECT AUDIT REPORT

RESOLVED

- a) To note the comments from the Governance, Risk & Audit Committee regarding the establishment of project boards.
- b) To monitor and review the progress of a new model for the management of projects and to request that the Governance, Risk & Audit Committee has oversight of this.

35 RECOMMENDATIONS FROM CABINET WORKING PARTIES

The Portfolio Holder for Planning, Cllr A Brown, introduced this item. He said that the Working Party had supported the proposed site allocations for Fakenham and Wells and he was pleased to recommend them to Cabinet.

RESOLVED

1. To endorse the identified sites for inclusion in the Local Plan.
2. That the final policy wording is delegated to the Planning Policy Manager.
3. That all other sites are discounted at this stage.
4. That the green open space designations shown on the site assessment maps are agreed.

Also:

That the Planning Policy Manager be authorised to progress the Great Ryburgh Neighbourhood Plan to the next stage, in consultation with the Chairman of the Working Party.

36 2019/20 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT)

Cllr E Seward, Portfolio Holder for Finance, introduced this item. He began by saying that the draft accounts had recently been published and they would go to the Governance, Risk & Audit Committee for sign off. He explained that report presented the provisional outturn position for the 2019/20 financial year. He said that the total deficit of £512,580 had been offset by surplus business rates income due to the pilot scheme which had generated £609,694. This meant that the revenue outturn position as at 31st March 2020 showed an overall underspend of £97,114. Cllr Seward went on to say that the pandemic had had a negative financial impact of approximately £250k. This related to loss of car parking income, lower investment interest and bad debt provision in relation to Benefits. These losses could not be claimed back from the Government.

On the capital budget, the Council spent £29m last year, which was higher than normal with £22m relating to the sandscaping scheme at Bacton and Walcott.

It was proposed by Cllr Seward, seconded by Cllr R Kershaw and

Resolved:

To recommend the following to Full Council:

- a) The provisional outturn position for the General Fund revenue account for 2019/20;
- b) The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2020/21 budget;
- c) Allocate the surplus of £97,114 to the General Reserve;
- d) The financing of the 2019/20 capital programme as detailed within the report and at Appendix D;
- e) The balance on the General Reserve of £2.404 million (after allocation of the underspend per recommendation c);
- f) The updated capital programme for 2020/21 to 2023/24 and scheme financing as outlined within the report and detailed at Appendix E;
- g) The outturn position in respect of the Prudential Indicators for 2019/20 as detailed in Appendix F and;
- h) Agree the award of the new cleaning contract to Eco Clean Services Ltd.

Reasons for the decision:

To approve the outturn position on the revenue and capital accounts that will be used to produce the statutory accounts for 2019/20.

37 NORTH NORFOLK DISTRICT COUNCIL'S ACTIONS IN THE RECOVERY PHASE OF THE CORONAVIRUS PANDEMIC

The Leader, Cllr S Butikofer, introduced this item. She said that the recovery phase was going well, with plenty of visitors to the District over the summer.

The Chief Executive added, that following the Covid 19 outbreak at Banham Poultry, himself and the Leader had met with County level partners across Norfolk. However, there was no direct impact on the District at this time.

Cllr J Rest said that he had been informed that there had been a decline in the

amount of hand sanitiser that was required to fill the dispensers that the Council had installed in the towns. He said this indicated that people may not be following guidance as stringently as before. The Leader thanked him for his comments and said the Council continued to promote the message about taking precautions to tackle the virus.

Cllr C Cushing referred to testing in Cromer and Fakenham and asked how regularly the Council was updated on the number of tests that were carried out per week. He said that the feedback that he was getting in Fakenham indicated the number of tests was declining. The Chief Executive replied that the programme had been managed by the military initially and then it moved to a contractor at the end of July. He agreed that numbers had reduced over the summer period. This could be because the number of infections remained low. The Leader added that she had heard concerns that people were finding it difficult to obtain testing kits and were being offered appointments a considerable distance away. She would flag this up as soon as possible.

Cllr A Brown commented on the re-opening of playgrounds across the District. He said the majority were not managed by the Council and he wondered whether the Council assisted with signage to third party managers of playgrounds to ensure a consistent approach across all sites. The Chief Executive replied that the initial Government guidance on the re-opening of playgrounds was not clear and it took a while to reach a view on how to approach it and provide the necessary level of assurance around cleansing and signage. They began to open on 24th July and since the end of July, a fogging machine has been used to undertake cleansing on playgrounds managed by the District Council. Regarding those playgrounds that were managed by a third party, the Chief Executive said that the District Council could not be liable for any infection or illness contracted at these sites. To ensure a consistent approach and a clarity of messaging, the Council's Communications team had made graphics and wording available to those parish, town councils and community groups that wanted to use them. Cllr Brown replied that many parishes did not have the facilities to print durable signage but accepted the reasons why this may not be possible. The Chief Executive said that this could be done but there would be a cost for doing so.

It was proposed by Cllr S Butikofer, seconded by Cllr N Lloyd and

RESOLVED:

To note and comment upon the Council's actions during July and August in supporting communities and businesses across North Norfolk in managing Recovery from the Coronavirus Pandemic; and in preparing for an anticipated increase in infections during the autumn and winter months ahead.

Reasons for the Recommendations:

To inform corporate learning from experience gained through the Recovery phase of the pandemic, and preparedness to respond to an anticipated increase in levels of infection in the months ahead

38 TOURISM SECTOR SUPPORT PACKAGE

Cllr R Kershaw, Portfolio Holder for Economic & Career Growth introduced this item. He began by thanking the Leader and senior officers for their hard work in securing this funding. He said that it would be used to extend the tourist season and the focus would be on supporting businesses which had been impacted by the pandemic and the aim was to support them in advance of the start of the 2021 season. A panel

would be established to consider applications to the fund and there would be criteria in place to establish viability.

Cllr E Withington said that she welcomed the funding. She referred to the Deep History Coast project and queried whether there was an opportunity to raise its profile as this would be a good way benefit local businesses – especially along the coast. Cllr Kershaw said that the project would be a tool used to extend the season. It was also intended to add more depth to the App to make it more educational. Cllr Butikofer added that it would form part of the programme that the Council was delivering particularly as the site at Happisburgh was nearing completion. Cllr Kershaw said that there was allocated funding for marketing from Visit East England, Visit North Norfolk and Visit the Broads and it was important that the Council did not use this funding to cut across these efforts.

Cllr C Cushing endorsed the points made and said that it was a good example of the considerable funding provided by the Government to support local businesses. The Leader clarified that this funding was provided by the District Councils, the County Council and the Local Enterprise Partnership (LEP) and she said that she had fought hard to get the tourism element included and was proud of this achievement.

It was proposed by Cllr R Kershaw, seconded by Cllr S Butikofer

RESOLVED:

- To recommend to Full Council that the £330,000 received from Norfolk Strategic Fund is allocated to a new 'Economic Recovery' reserve and that £150,000 of this is set aside for the tourism Sector Support Package, along £25,000 from the Reopening High Streets Safely' fund, for the establishment of a £175,000 grant scheme to support the local visitor economy;
- That delegated authority be given to the Head of Economic & Community Development, in consultation with the Cabinet Member for Economic & Career Development, to establish the terms of a suitable grant scheme;
- That a Cabinet working party be established to act as a panel to consider applications to the fund and make recommendations to the Head of Economic & Community Development to implement;
- That authority be given to the Head of Economic & Community Development, in consultation with the with the Cabinet Member for Economic & Career Development, to determine the outcome of applications to the funding scheme, and the imposition any appropriate grant conditions.

Reasons for the decision:

To ensure the timely establishment of the funding scheme and its effective, efficient and equitable administration.

39 NORTH WALSHAM TOWN CENTRE PUBLIC REALM IMPROVEMENTS

Cllr R Kershaw, Portfolio Holder for Economic & Career Development introduced this item. He said that a lot of work had taken place in the last year regarding this project, since the initial bid to Historic England was submitted. Since then a further bid to the LEP had been successful and this would focus on helping with traffic flow and

placement in North Walsham. A Project Manager had been appointed and had started work. He said that a big part of the project was working closely with businesses and the local community and several stakeholder groups were being established to form these links and ensure a close working relationship with them. It was a very large project and it would be scrutinised regularly by the Overview & Scrutiny Committee and the Governance, Risk & Audit Committee.

Cllr N Dixon said that he was mindful that the project engaged several strands of the Corporate Plan. He said that the outcomes for the business growth and financial sustainability strands were not as clear as those for the quality of life and he asked what were the specific outcomes in relation to these two strands, how would they be measured and had any cost benefit analysis been undertaken to support those. Cllr Kershaw replied that one of the first actions was to measure footfall in the town. He said one of the main aims of the scheme was to make it more attractive to visit and to bring more businesses into the town. Cllr Dixon replied that it was likely that the Overview & Scrutiny Committee would want to explore this in more detail and requested that the answers to his questions were available for the next meeting of the Committee.

It was proposed by Cllr R Kershaw, seconded by Cllr V Gay and

RESOLVED:

1. To recommend to Full Council that the success of bid by this Council be noted and that the sum of £1,170,000 (from a grant received from the Getting Building Fund) be allocated in the budget towards the town centre place-making elements of North Walsham High Street Heritage Action Zone.
2. That authority be delegated to Cabinet, in consultation with the North Walsham Town Centre Heritage Action Zone Working Party, to determine the terms of the implementation of the scheme, including the involvement of interested parties, scheme design and implementation.

Reasons for the decision:

To capitalise on the external funding opportunity in order to deliver improvements to North Walsham town centre in a timely fashion.

40 OPTIONS REGARDING A PROPERTY

Cllr A Brown, Portfolio Holder for Housing, introduced this item. He said that it was a property that fell within the Corporate Plan objective of providing 'local homes for local need'. It was already owned by the Council and if it was renovated to provide temporary accommodation it could bring in an income of approximately £5000 pa. He said that if work was undertaken to improve the property it could be available in approximately 9 months' time.

Cllr J Rest said that he was supportive of providing temporary accommodation to homeless families in the District but Member should note that this particular property was 8 miles from Fakenham and was in Wicken Green village not Sculthorpe. There were no facilities there apart from a very small primary school. Bus services were also very limited. He said that the Council should be mindful of these issues when housing people in the property.

Cllr Fitch-Tillett said that she was very supportive of providing local homes for local people and said she was pleased to second the proposal.

Cllr N Dixon said that he wanted to quantify the financial benefit of investing in the property. He sought clarification that there would be a collective £13k potential revenue generation from the venture. He suggested that it would be useful to monitor these kind of ventures going forward so that there was a clear audit trail established that could demonstrate whether the anticipated savings had been achieved. The Leader agreed with this approach, adding that it was not just about financial gain but about improving the quality of life for disadvantage residents.

It was proposed by Cllr A Brown, seconded by Cllr A Fitch-Tillett and

RESOLVED

- 1) To support the proposal to retain and refurbish the property
- 2) To utilise the property for temporary accommodation
- 3) To allocate the funding as described in the exempt Appendix for the project

Reasons for the decision:

To provide authority for expenditure over £100,000

41 OFFICER DELEGATED DECISIONS

The Leader introduced this item. She explained that it set out the decisions taken by senior officers under delegated powers during the period 25th July to 27th August 2020.

RESOLVED

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

Reasons for the decision:

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

42 EXCLUSION OF PRESS AND PUBLIC

It was RESOLVED to pass the following resolution:

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

43 PRIVATE BUSINESS

44 SHERINGHAM LEISURE CENTRE OPTIONS

Cllr V Gay, Portfolio Holder for Culture and Wellbeing, explained that the request for the report came from the Overview & Scrutiny Committee which had recommended that a viability study including a cost-benefit analysis be undertaken to determine the viability of maintaining the existing Splash facility and its impact on building the new facility. She said that report set out the findings from this study, and although it concluded that the current construction programme should be adhered to for phases 1 and 2, it was proposed that the situation was monitored closely over the coming months and kept under review, with four milestones / key trigger points listed.

Cllr Withington, local member for Sheringham North, welcomed the recommendations and set out her reasons for doing so.

Cllr N Lloyd said that he supported the recommendations and was pleased to second it. He welcomed the proposal to monitor and review the situation.

Cllr N Dixon, Chairman of the Overview & Scrutiny Committee thanked Cabinet for undertaking this piece of work and welcomed the opportunity to monitor and review the situation going forward, should there be a change of circumstances.

Cllr Gay thanked the Head of Economic & Community Growth for the work that he had undertaken in producing the report.

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

RESOLVED

To approve the recommendations as set out in the report

(This report was exempt)

45 LEISURE CONTRACT - COVID IMPACTS AND PROPOSED DEED OF SETTLEMENT

Cllr V Gay, Portfolio Holder for Culture and Wellbeing outlined the report. She said that the recommendations before Members formalised the arrangements set out by the delegated decision on 26th March regarding support for the Council's leisure contractor. She said that the regulations and guidance from central Government had been followed at all times, as had advice from the Local Government Association (LGA).

Cllr Dixon sought clarification regarding some of the figures provided in the report. The Head of Economic and Community Growth provided the information requested and explained it covered two different periods of time. Cllr Dixon said that it would be helpful if this was clarified in the report. The Head of Economic and Community Growth replied by referring to the relevant sections of the paper that explained the situation. The Leader suggested that including the term 'deed of settlement' in the report title would make it clearer.

It was proposed by Cllr V Gay, seconded by Cllr E Seward and

RESOLVED:

To approve the recommendations as set out in the report

(This report was exempt)

46 PROPERTY TRANSACTION - COMMERCIAL ACQUISITION

Cllr G Hayman, Portfolio Holder for Commercialisation and Assets, introduced this item. He said that it was a good investment opportunity for the Council, in line with the Asset Management Plan.

Cllr Dixon sought clarification on some of the costs associated with the proposals.

Cllr Hayman replied that it was difficult to outline the full life cycle costs for a project like this but said that he would provide the figures requested if they could be ascertained. The Estates and Asset Strategy Manager said that these could be provided at a later date as part of the due diligence process.

Cllr J Rest asked for more information regarding interest in the site and whether there was demand for such facilities. The Estates & Asset Strategy Manager confirmed that this was the case and she was confident that there would be demand. Cllr Kershaw added that there was a shortage of such facilities in the area.

Cllr Dixon referred to another site where there had been an issue around the provision of similar units in a nearby town a few years ago. So he suggested that this was followed up. The Leader agreed.

It was proposed by Cllr G Hayman, seconded by Cllr R Kershaw and

RESOLVED:

To approve the recommendations as set out in the report

(This report was exempt)

The meeting ended at 11.38 am.

Chairman

PLANNING POLICY & BUILT HERITAGE WORKING PARTY – 14 SEPTEMBER 2020 RECOMMENDATIONS TO CABINET

RECOMMENDED

1. That the revised Policy approaches be approved:

Policy HOU 2

Housing Mix

Unless the proposal is for a Rural Exceptions Scheme, Gypsy and Traveller accommodation, or specialist⁽⁶⁵⁾ residential accommodation all new housing developments, including those for the conversion of existing buildings, shall provide for a mix of house sizes and tenures in accordance with the following:

Size of Scheme (Dwellings)	% Affordable Homes Required		Required Market Housing Mix	Required Affordable Housing Mix ⁽¹⁾	Number of Serviced Self-Build Plots ⁽²⁾	Specialist Elderly / Care Provision ¹
	Affordable Zone 1*	Affordable Zone 2*				
0-5 dwellings or sites smaller than x hectares.	No requirement	No requirement	No requirement	No requirement	No requirement	No requirement
6 ² -25 or sites larger than x hectares	At least 15% on site provision. Option of financial contribution on schemes of 6-10 dwellings	At least 35% on site provision. Option of financial contribution on schemes of 6-10 dwellings	Not less than 50% two or three bedroom properties in a mix comprising approx. X% two bed and Y% three bed	Not more than 25% of the affordable homes as Low Cost Home Ownership ³ , remainder Rented ⁴ .	No requirement	No requirement
26-150 or sites larger than x hectares	At least 15% on site provision	At least 35% on site provision	Not less than 50% two or three bedroom properties in a mix comprising approx. X% two bed and Y% three bed	Not more than 25% of the affordable homes as Low Cost Home Ownership remainder Rented	At least one plot or 2% of total number of units, whichever is greater	No requirement
151-300 (plus each additional 150 dwellings). or sites larger than x hectares	At least 15% on site provision	At least 35% on site provision	Not less than 50% two or three bedroom properties in a mix comprising approx. X% two bed and Y% three bed	Not more than 25% of the affordable homes as Low Cost Home Ownership remainder Rented	At least one plot or 2% of total number of units, whichever is greater	Minimum 80 bed spaces and further 40 bed spaces for each additional 150 dwellings thereafter

1. Size and tenure split determined on case by case basis in accordance with local needs evidence
2. A plot of land of agreed dimensions which is serviced and made available for self-build housing on terms to be agreed with the LPA for a period of not less than two years from the date of its availability.

* See Figure 6 'Affordable Housing Zones'.

¹ Policy to include a specific definition of specialist elderly care following receipt of elderly persons study to include those types of use where significant on site care is provided but exclude retirement dwellings.

² Sites of 10-25 dwellings in areas not within a Designated Rural Area (add Map)

³ Low Cost Home Ownership to be provided at a price which allows those on lower quartile household incomes to purchase. Includes Starter Homes, First Homes, Shared Ownership, Shared Equity and Rent Plus models.

⁴ Rented includes Social Rent, Affordable rent and Intermediate Rented products subject to affordability criteria

2. That the Local Plan does not include a policy in relation to second home occupation because there are no effective legislative controls to support such a policy.
3. That modifications to the supporting text be made in accordance with the schedule of representations.

Delivery Plan – Re-prioritisation due to COVID

Summary: Over the past six months much of the Council's corporate focus has been on responding to the COVID pandemic and supporting local recovery, as well as seeking to maintain core service provision. This has meant that there has been little time or capacity to progress some aspects of the Council's Corporate Plan Delivery Plan.

Cabinet has recognised these pressures and has therefore reviewed the Delivery Plan objectives and actions and identified eighteen priority objectives upon which focus will be maintained in the coming months alongside the Council's ongoing response to the COVID situation. This report details the Cabinet's priorities given the current situation.

Options considered: Given the changing context in which the Council has needed to operate over the past twelve months and which is likely to continue for the foreseeable future, Cabinet recognises that it needs to re-focus its Delivery Plan ambitions to reflect the current situation.

Alternative options considered were:-

- do nothing to re-profile the Delivery Plan actions, or
- agree to "pause" all Delivery Plan actions and concentrate on the COVID response and Business As Usual service provision, which was not considered a viable position given the wider and medium-term pressures the Council faces in terms of its budget etc.

Conclusions: The report details a practical and measured response to the Council prioritising its Delivery Plan actions in light of the COVID situation.

Recommendation: **Cabinet is asked to confirm the revised Delivery Plan priorities as detailed in the report.**

Reasons for Recommendations: To reflect the changed circumstances in which the Council is operating at the present time in seeking to balance its Corporate Plan priorities against the ongoing COVID situation in which the Council is having to operate.

Cabinet Member(s)	Ward(s) affected
Cllr Sarah Butikofer, Leader of the Council	All

Contact Officer, telephone number and email:

Steve Blatch, Chief Executive
Email:- steve.blatch@north-norfolk.gov.uk
Tel:- 01263 516232

1.0 Introduction

1.1 Following adoption of a new Corporate Plan by Full Council in November 2019, the Cabinet agreed a detailed Delivery Plan laying out its priority actions for the Council over the four-year term of this Council administration at its meeting held on 3rd February this year.

1.2 The Corporate Plan has six priority themes, with actions proposed in the Delivery Plan under each of these theme headings:-

- Local Homes for Local Need
- Boosting Business Sustainability and Growth
- Customer Focus
- Climate, Coast and the Environment
- Financial Sustainability and Growth
- Quality of Life

In total some 39 objectives to be delivered through 90 detailed actions were proposed to support the delivery of the priority objectives over the period of this administration – ie through until 2023.

1.3 Following agreement of the Delivery Plan, work commenced on a number of the actions detailed in the Plan; but within a matter of weeks, both national and local focus turned to responding to the rapidly developing Coronavirus pandemic situation, meaning that the Council's focus moved to strategic partnership working and frontline community response in supporting our residents who were shielding and self-isolating during the national lockdown. Subsequently much organisational capacity has been directed to supporting local economic recovery, for what has been a very busy summer season for large parts of the District as significant numbers of people have taken domestic holidays rather than travel abroad. This has reduced our capacity to make progress on taking forward many of the Delivery Plan actions over the past six months.

1.4 As the country and Council returned to a “new normal” state in July and August, Cabinet met informally in August to discuss how the Council would move towards a position of “Business as Usual” (as against COVID response) and reviewed the Delivery Plan objectives to consider how the actions in the Plan might be prioritised to reflect the six months of this year “lost” to COVID and recognising that capacity moving forward through the next six months might also be compromised through the ongoing COVID situation.

1.5 The Cabinet therefore agreed a set of priority actions detailed within the Delivery Plan and this report outlines those priorities such that there is a wider understanding of the Council's focus over the next six to nine months. These priorities will be kept under constant review in line with the national situation

relative to COVID. New priorities will be added as items are achieved / delivered. It is important that the Council understands that the Delivery Plan is not a fixed plan but will continually evolve.

2.0 The revised Delivery Plan priorities:-

2.1 After discussion by the Cabinet at two Business Planning meetings, the Cabinet has proposed that the following priority objectives form a re-focused Delivery Plan, at least for the period through until the end of March 2021.

2.2 Local Homes for Local Need

- Progress preparation of the Local Plan (and respond to the Planning White Paper)
- Continued investment in Temporary Accommodation – both as an investment and in terms of reducing the Council's costs providing this service in respect of rising homeless presentations
- Explore through the development of a business model whether the District Council should consider the acquisition of older Victory (Flagship) Housing Trust properties in rural locations and then upgrade and make available for market rent, so as to increase the availability of housing in some of the District's most unaffordable housing areas, due to high property prices fueled by demand for second and holiday homes.

2.3 Business Growth

- Post COVID support for tourism businesses
- Re-purposing the High Street – to include leadership of the North Walsham Heritage Action Zone programme
- Support for existing indigenous businesses / strategic sites, recognising the shortage of serviced land and premises in the District

2.4 Customer Focus

- Develop and implement a new Customer Service Strategy – to include response times, improved complaints handling and reporting
- Development and implementation of the “Digital by Design” programme to capture the benefits of “channel-shift” seen through COVID through further development of the website to allow greater self-service options for customers to obtain Council services
- Development of new Communications and Engagement strategies

2.5 Climate, Coast and the Environment

- Develop policy and response to our declaring a Climate Emergency including deeper understanding of the Council's Carbon Footprint and aspirations to achieve “net-zero” status by 2030 – adverts for an

Environmental Policy Officer and a Climate Change Projects Officer have been placed during the week of the 14th September to take forward this work

- Develop and deliver some significant environmental improvement projects as part of our response to declaring a Climate Emergency to include:-
 - Progressing and rolling-out more rapidly the Council's programme of tree-planting in support of the stated ambition to plant 110,000 over this four-year term of the Council, and
 - Delivering a programme of Electric Vehicle Charging Points across the District – two schemes have recently been launched in Holt and Sheringham; with installation of other points underway at Cromer, Fakenham and Wells and should be "live" by the end of the calendar year. The Council also proposes providing such facilities in North Walsham but has had some difficulties in securing the necessary site given availability of electricity infrastructure.
- Maintain the Council's work through Coastal Partnership East in the development and implementation of innovative coastal adaptation policies and schemes

2.6 Financial Sustainability and Growth

- Implement Zero-Based Budgetting for the 2021/22 financial year
- Update the Council's Property Strategy to maximize use of assets and return on investments
- Develop and implement a Commercialisation (Income and Savings) Strategy

2.7 Quality of Life

- Undertake a Residents Survey to inform the development and implementation of a new Quality of Life Strategy for the District including the Council's grant support for voluntary and community organisations
- Deliver the new Leisure Centre at Sheringham
- Maintain and develop the quality and offer of our beaches, woodland and open spaces

2.8 Work is now being undertaken to develop performance framework indicators for the management and oversight of these objectives, so as to allow monitoring and regular reporting of progress, both for Cabinet and Overview and Scrutiny Committee. This will be achieved through the In-Phase corporate performance management system which continues to be developed to support the Council's project oversight, management and service improvement.

3.0 Financial and Resource Implications

- 3.1 The Head of Finance and Assets is to present an updated Medium-Term Financial Strategy to Cabinet at its December meeting and this will provide more detail as to the financial implications of the re-focused Delivery Plan proposals in the context of the wider financial position faced by the Council relating to COVID.

4.0 Legal Implications

- 4.1 There are no legal implications arising directly from the re-focusing of Delivery Plan priorities, project governance arrangements will be developed and put in place for each of the priority objectives in due course.

5.0 Risks

- 5.1 Given the uncertainties around the COVID pandemic in the coming months, there are some risks about the capacity of the Council to deliver against these revised Delivery Plan objectives. However, the Cabinet has carefully assessed both current service delivery demands and pressures against wishing to make progress on the administration's stated priority objectives and it is considered that this re-prioritisation exercise is a measured and balanced approach in maintaining the Council's medium-term ambitions and aspirations for North Norfolk alongside the more pressing COVID response.

6.0 Sustainability

- 6.1. This report does not in itself raise any issues in respect of sustainability. However, it does detail the priority actions of the Council in seeking to respond to climate change issues within the Climate, Coast and the Environment theme within the Corporate Plan.

7.0 Equality and Diversity

- 7.1. This report does not in itself raise any issues in respect of equality and diversity. It does however identify key themes of housing, the economy, quality of life and customer service, all of which seek to address equality and diversity issues across the District and within the Council's delivery of services.

8.0. Section 17 Crime and Disorder considerations

- 8.1. This report does not directly raise any issues relating to Crime and Disorder.

9.0 Recommendation:-

Cabinet is asked to confirm the revised Delivery Plan priorities as detailed in the report.

Managing Performance Quarter 1 2020/2021

Summary:	The Managing Performance Report attached as Appendix A will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview, assesses the impact that Covid-19 has had on both these aspects of Council performance, the actions being taken to address these issues.
Options considered:	Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee where committee approval is required.
Conclusions:	Covid-19 has had some impact in the short-term on the achievement of the objectives in the Corporate Plan Delivery Plan 2019-2023 and significant impact on service operational performance, particularly during the period of the national lockdown earlier this year. Cabinet has identified three priority actions from each of the six Corporate Delivery Plan themes that will be given priority going forward recognising the changed context in which the Council is operating and is likely to be for some months into the future.
Recommendations:	That Cabinet resolves to note this report and endorses the actions being taken by Strategic Leadership Team detailed in Appendix A – Managing Performance.
Reasons for Recommendations:	To ensure the objectives of the Council are achieved.

Cabinet Member(s) Cllr Sarah Bütikofer	Ward(s) affected All
Contact Officer, telephone number and email: Steve Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232	

1. Introduction

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

2. Overview

- 2.1 The first quarter of the 2020/21 reporting year – ie the period April, May, June 2020, covers the period of the national Coronavirus lockdown.
- 2.2 At this time much of the Council's normal business was suspended and the focus of the authority was on co-ordinating and delivering the Council's response to the pandemic.
- 2.3 This involved the Council in the following activities:-
 - strategic engagement through the Norfolk Resilience Forum structures so that the Council's local response was co-ordinated with and supported national policy and messaging
 - operating a Community Support Programme for local residents who were shielding and self-isolating through establishing 10 Local Co-ordination Centres through which support with non-emergency requests for assistance were provided including support securing food deliveries from local and national retailers, delivery of almost 500 food parcels and over 3000 prescriptions
 - administration of the over £26million of Business Rate Reliefs
 - administration of £53.5million of Government Business Grants
 - administration of Hardship payments to local residents in receipt of some benefits
 - support for rough sleepers under the national "Everybody In" programme to provide a safe place for street homeless during the national lockdown
 - closure and then re-opening of the Council's public conveniences, coastal car parks and playgrounds
- 2.4 Delivery of the actions listed above saw large numbers of staff redeployed from their usual responsibilities into new roles – ie civil contingency planning at a County and local level and delivery of the Community Support programme activity, or the suspension of programmed work to meet the pressing needs of distributing Government grants and hardship payments.
- 2.5 During this quarter the majority of the Council's staff worked from home. During April this required a two-shift working pattern to be operated due to some limited capacity in IT systems having so many people working from home. At the end of April additional IT capacity was secured allowing more regular working hours to be reinstated for the majority of staff, albeit extended hours were operated by the Council, including over weekend and Bank Holidays, in respect of our Coronavirus response.
- 2.6 Due to the focus on the Coronavirus response, the majority of target indicators under the adopted performance framework were not met for the period of the Quarter 1 report. However, in the subsequent Quarter 2 reporting period, as the Council has moved towards a "new normal" level of service, monitoring against some performance indicators has been resumed. Many targets such as numbers of visitors to Country Parks have however been suspended indefinitely due to Government advice, whilst others such as car park income were significantly down in the first quarter but have subsequently recovered during July, August and September as large numbers of visitors have spent time in the District. A Performance Report for Quarter 2 will be presented to

the December cycle of Cabinet and Overview and Scrutiny Committee meetings.

3 Conclusion

- 3.1 Covid-19 has had some impact on the achievement of the objectives in the Corporate Plan Delivery Plan 2019-2023 and a significant impact on service operational performance during the first quarter reporting period. The Cabinet has identified three priority actions from each of the six Corporate Delivery Plan themes that will be given priority going forward, recognising the changed context in which the Council is operating and is likely to be for some months into the future. The re-prioritisation of the Delivery Plan priorities is the subject of a separate report on this agenda.

4. Implications and Risks

- 4.1 Prompt action to deal with any performance issues identified by this report will reduce the risk to delivery of the Corporate Plan Delivery Plan 2019 – 2023 and seek to ensure the continued delivery of high quality services by the Council.

5. Financial Implications and Risks

- 5.1 Prompt action to deal with any performance issues identified by this report will reduce the financial risk to the Council.

5. Sustainability

- 5.1 There are no negative sustainability implications of this report.

6. Equality and Diversity

- 6.1 There are no negative equality and diversity implications of this report.

7. Section 17 Crime and Disorder considerations

- 7.1 There are no Section 17 Crime and Disorder implications of this report.

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Managing Performance

Quarterly Report Chief Executive's Overview

The first quarter of the 2020/21 reporting year – i.e. the period April, May, June 2020, covers the period of the national Coronavirus lockdown. At this time much of the Council's normal business was suspended and the focus of the authority was on co-ordinating and delivering the Council's response to the pandemic.

This involved the Council in the following activities:-

- strategic engagement through the Norfolk Resilience Forum structures so that the Council's local response was co-ordinated with and supported national policy and messaging
- operating a Community Support Programme for local residents who were shielding and self-isolating through establishing 10 Local Co-ordination Centres through which support with non-emergency requests for assistance were provided including support securing food deliveries from local and national retailers, delivery of almost 500 food parcels and over 3000 prescriptions
- administration of the over £26million of Business Rate Reliefs
- administration of £53.5million of Government Business Grants
- administration of hardship payments to local residents in receipt of some benefits
- support for rough sleepers under the national "Everybody In" programme to provide a safe place for street homeless during the national lockdown
- closure and then re-opening of the Council's public conveniences, coastal car parks and playgrounds






Delivery of the actions listed above saw large numbers of staff redeployed from their usual responsibilities into new roles – i.e. civil contingency planning at a County level and delivery of the Community Support programme activity, or the suspension of programmed work to meet the pressing needs of distributing Government grants and hardship payments.

During this quarter the majority of the Council's staff worked from home. During April this required a two-shift working pattern to be operated due to some limited capacity in IT systems having so many people working from home; but at the end of April additional capacity was secured allowing more regular working hours to be restored for the majority of staff, albeit extended hours were operated by the Council, including over weekend and Bank Holidays in respect of our Coronavirus response.

Due to the focus on the Coronavirus response, the majority of target indicators under the adopted performance framework were not met for the period of the Quarter 1 report, although in the subsequent Quarter 2 reporting period as the Council has moved towards a new normal level of service, monitoring against some performance indicators has been resumed. Many targets such as numbers of visitors to Country Parks have however been suspended indefinitely due to Government advice, whilst others such as car park income were significantly down in the first quarter but have subsequently recovered during July, August and September as large numbers of visitors have spent time in the District. A Performance Report for Quarter 2 will be presented to the December cycle of Cabinet and Overview and Scrutiny Committee meetings.

Steve Blatch **30 June 2020**

Actions Key

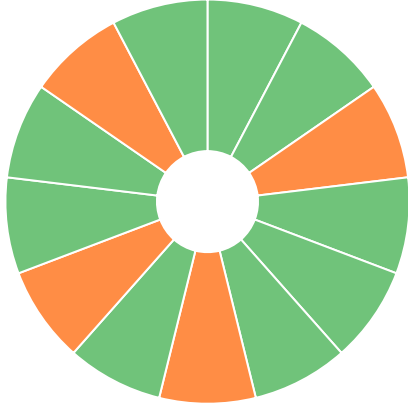
	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action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

Delivery Plan 2019-2023



Overview

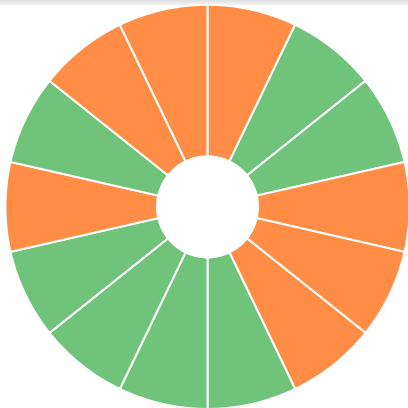
Local Homes for Local Need



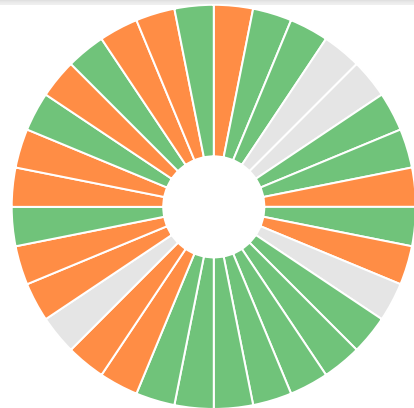
Boosting Business Sustainability and Growth



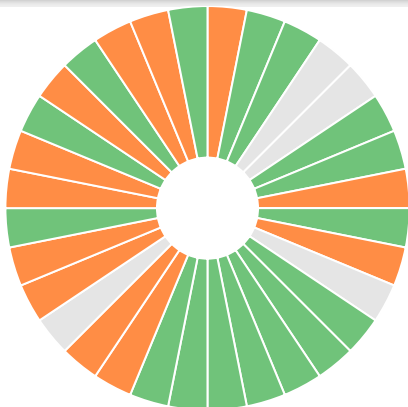
Customer Focus



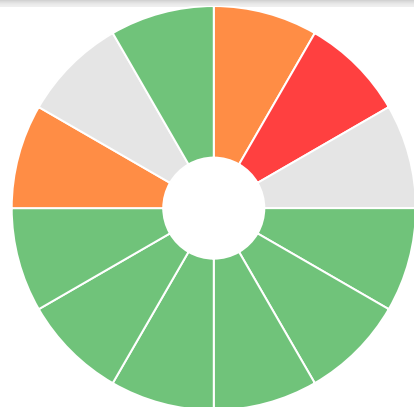
Climate, Coast and the Environment



Financial Sustainability and Growth



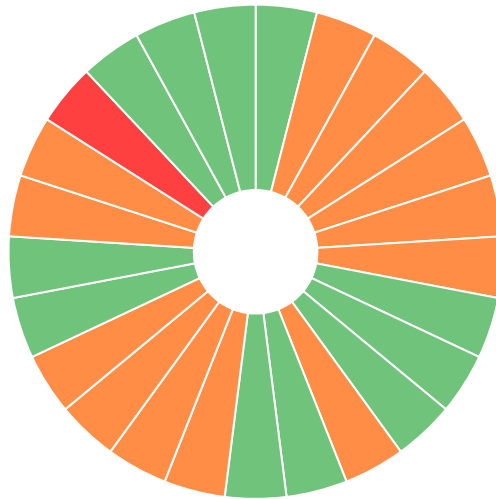
Quality of Life



Key Priorities

There are a number of actions in the delivery plan that Cabinet have identified as essential to be delivered in order for the objectives in the Corporate Plan 2019 - 2023 to be achieved. Cabinet and Strategic Leadership Team will be concentrating on ensuring these actions are delivered over the next quarter. Please note the actions receiving this increased focus will change over time as actions are delivered and other key priority actions are identified.

Latest Update








30/06/2020		
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Quarterly Report Comments	Working party and Cabinet have agreed revised time line for plan production. Reporting and decision making on schedule with this time line. Draft Policies HOU1 (Housing targets), HOU2 (Housing mix) will facilitate appropriate and deliverable housing supply within the district.
	Owner	Phillip Rowson
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Performance	●
	Quarterly Report Comments	The Housing Strategy Background report was produced in June 2020 and discussed with Strategic Leadership Team and Cabinet Members. Member and stakeholder input will be gathered to help inform the emerging strategy.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 1.4.2 Investment in	Performance	●

		30/06/2020
<input type="checkbox"/> Temporary Accommodation	Quarterly Report Comments	New action being added to the Delivery Plan September 2020.
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021
	Performance	
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Quarterly Report Comments	New action being added to the Delivery Plan September 2020.
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021
	Performance	
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Quarterly Report Comments	Phase 1 Report has been drafted and updated with respect to the economic recovery, with final amendments. Second phase, focused on identified sites, has commenced and a report will be expected in the autumn.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2021
	Performance	
<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Quarterly Report Comments	The focus of the Council in general and the Economic Growth Team in particular moved to delivering Government Covid-19 support grants and discretionary schemes for local business during the Covid-19 lockdown. The Council paid out a total of £55m to local businesses. This action has been delayed due to the pandemic and the means we will use to achieve the action will be reviewed in December 2020 and suitable methods of support adopted to meet business needs.
	Owner	Stuart Quick
	Stage	Deferred
	Start Date	04/02/2020
	Due Date	30/04/2021
	Performance	
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Quarterly Report Comments	New Delivery Plan Action being added September 2020.
	Owner	Stuart Quick
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021
	Performance	
<input checked="" type="checkbox"/> 2.7.1 Market towns initiative	Quarterly Report Comments	Administration of the grants completed following ending of funding rounds. However, the implementation timescale for approved projects has been extended due to the pandemic. The outcomes of the projects will be monitored and reported in order that best practice can be shared and lessons learned.
	Owner	Emma Duncan
	Stage	Completed
	Start Date	04/02/2020
	Due Date	01/01/2021
	Performance	
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Quarterly Report	Strategy has been subject to an initial review and reflects best
	Performance	

	Comments	practice, the delivery standards, however need updating.
	Owner	David Williams
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	★
	Quarterly Report Comments	Digital by Design Action Plan has been considered by SLT. Initial consultation has been started with Members over the proposed approach.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2021
<input checked="" type="checkbox"/> 3.1.6 Digital By Design	Performance	●
	Quarterly Report Comments	New action being added to the Delivery Plan September 2020.
	Owner	Sean Kelly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
> <input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance	★
	Quarterly Report Comments	A Project Initiation Document (PID) has been prepared and is being discussed. Implementation of the survey has been delayed by Covid-19 while the implications on the results of carrying out the survey during the outbreak are assessed.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	27/08/2021
> <input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	★
	Quarterly Report Comments	To be aligned with the new Communication Strategy. Development delayed due to Covid-19.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance	●
	Quarterly Report Comments	New Delivery Plan action being added September 2020.
	Owner	Joe Ferrari
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021
> <input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	●
	Quarterly Report Comments	A presentation of the draft report into the Council's carbon footprint was given to Cabinet on 25 August by a representative from the Carbon Trust. It included a number of areas which need further work and updates will be requested before the baseline information for the 2018/19 baseline can be relied upon in terms of carbon reduction initiatives. The report will need to be updated in order for it to add value to the determination and monitoring of climate change mitigation
	Owner	Duncan Ellis

	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2020
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	●
	Quarterly Report Comments	The project was launched successfully in autumn 2019 and the pilot saw 7,000 trees planted. The project plan and processes are being revised for accelerated delivery; the new post of Climate Change Project Officer will be instrumental in this.
	Owner	Colin Brown
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/09/2020
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	●
	Quarterly Report Comments	<p>The original project was due to be delivered by 31 March 2020 in line with the requirements to draw down the grant funding. However, due to the impact of COVID-19 the project slipped, an extension has been agreed with the grant funders until the end of the calendar year and 2 of the 6 sites went 'live' on 03/09/20, those being Sheringham and Holt.</p> <p>Cromer, Fakenham and Wells are due to come on line during September 2020.</p> <p>We are experiencing difficulties with the installation in North Walsham due to the requirements for access across third party land but discussions are ongoing.</p>
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.1.3 Trial zero based budgeting (ZBB)	Performance	★
	Quarterly Report Comments	Work will be progressing over the coming months as the finance team and budget managers pull together the various working papers for the 2021/22 budget.
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.3.2 Explore options for investing in medical centre development/health care facilities	Performance	★
	Quarterly Report Comments	On-going options to deliver integrated health and care proposal at Stalham in progress.
	Owner	Steve Blatch
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> > 5.3.3 Take a strategic approach to commercial development opportunities	Performance	●
	Quarterly Report Comments	<p>A feasibility report has been completed to assess the potential viability of a new crematorium and woodland burial site within North Norfolk. The report was considered by Strategic Leadership Team and Cabinet Members and unfortunately the business case for the development was not positive so no further work will be undertaken on this initiative at the current time.</p> <p>Page 29 Procurement Strategy expected to be completed by the end of the calendar year.</p>

30/06/2020

	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 6.1.1 Undertake a Quality of Life Survey	Performance	
	Quarterly Report Comments	This work will be taken forward in conjunction with the district residents survey.
	Owner	Phillip Rowson
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 6.2.1 Develop a Quality of Life Strategy	Performance	
	Quarterly Report Comments	Delay in holding stakeholder workshops - Covid restrictions on meeting in groups. Explore alternative options to proceed.
	Owner	Phillip Rowson
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2020
<input checked="" type="checkbox"/> 6.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	
	Quarterly Report Comments	The successful application to Historic England was approved in the spring and is being formally announced in September. We have recruited a project officer and re-established the Cabinet Working Party to steer the project. Additional funding for the 'place-making' elements of the scheme has been awarded and a detailed project plan, engagement plan and communications plan are being developed.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024
<input checked="" type="checkbox"/> 6.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	
	Quarterly Report Comments	Progress has been routinely reported, identifying the impacts of the pandemic. The scheme is progressing well and an updated programme will be prepared shortly but the build is currently anticipated to complete in August 2020. The foundations are all complete, the steel frame structure installation has now commenced, and the roof will soon be installed.
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	12/08/2021
<input checked="" type="checkbox"/> 6.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	
	Quarterly Report Comments	Due to Covid-19 restrictions, Blue Flag water quality testing is being undertaken once a month this year. It is Officers' understanding that the water quality to date has remained excellent. Water quality status will be announced in early November 2020 Green Flag inspections are being undertaken via Mystery Visits during the month of September. Results will be announced by the end of October.
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020

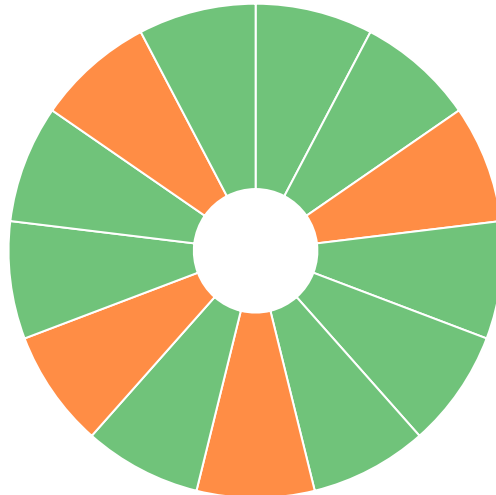
		30/06/2020
	Due Date	31/12/2020

Local Homes for Local Need

There is a significant local need for housing across the district. Enabling and facilitating new housing of the right type, quality and affordability will therefore, be a key priority for the Council and, working with a variety of partners, we will explore all available avenues to increase the supply of quality, affordable housing to address this need. We will also seek opportunities to improve the condition and environmental sustainability of existing housing stock. We will aim to ensure that new homes are of a high standard of design and built with a strong emphasis on environmental sustainability and therefore, more affordable to live in.






Portfolio Holder: Cllr Andrew Brown
Senior Responsible Officer: Duncan Ellis

Latest Update



30/06/2020		
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	Working party and Cabinet have agreed revised time line for plan production. Reporting and decision making on schedule with this time line. Draft Policies HOU1 (Housing targets), HOU2 (Housing mix) will facilitate appropriate and deliverable housing supply within the district.
	Owner	Phillip Rowson
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 1.1.2 Action regarding brownfield sites	Performance	✔
	Comments	n/r
	Owner	Phillip Rowson
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2020
<input checked="" type="checkbox"/> 1.2.1 Formulate a new	Performance	●

<input checked="" type="checkbox"/> Housing Strategy	Comments	The Housing Strategy Background report was produced in June 2020 and discussed with Strategic Leadership Team and Cabinet Members. Member and stakeholder input will be gathered to help inform the emerging strategy.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 1.2.2 Improve conditions and energy efficiency in private sector housing	Performance	★
	Comments	<p>The Building Research Establishment report on housing stock condition in North Norfolk District completed in June 2020. This provides an evidence base on which to inform decisions, actions and garner resources.</p> <p>Working with other districts in Norfolk we have applied for grant to help improve energy efficiency of homes in the district using funding from the Governments Green Homes grant scheme.</p>
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 1.2.3 Seek to identify and analyse the condition of private sector housing stock	Performance	★
	Comments	Successful bid for Government funding enabled the appointment of the Building Research Establishment to create a stock database for North Norfolk. The results of this will be used to inform potential interventions under the Housing Strategy.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 1.2.4 Investigate the viability of methods to help reduce fuel poverty	Performance	★
	Comments	BRE stock condition report has highlighted issues and concentrations with fuel poverty. Development of housing strategy will identify options and priorities for tackling this.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 1.3.1 Develop a business case for a housing company	Performance	●
	Comments	Financial modelling has been undertaken in order to inform the business case and evaluate options for the establishment of a potential model by which the Council can become directly involved in housing provision. This is being updated to reflect recent contextual changes.
	Owner	Nicky Debbage
	Stage	Waiting
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 1.4.1 Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan	Performance	✔
	Comments	n/r
	Owner	Lisa Grice
	Stage	Completed
	Start Date	01/10/2019

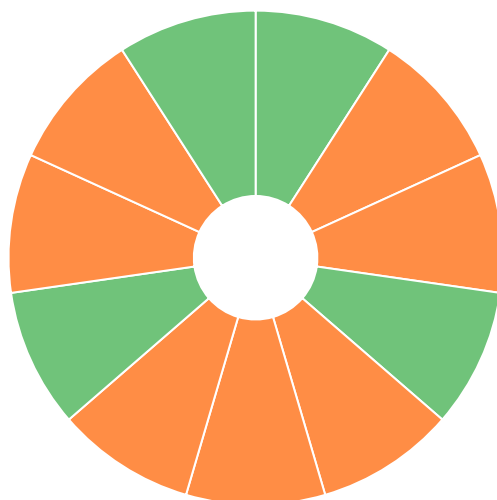
		30/06/2020
	Due Date	30/06/2020
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	
	Comments	New action being added to the Delivery Plan September 2020.
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.5.1 Investigate ways to support and assist affordable housing providers	Performance	
	Comments	Housing Strategy have yet to start this action. However, there is still time to complete this action by the date planned.
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	28/02/2021
<input checked="" type="checkbox"/> 1.5.2 Explore ways to help households into owner-occupation	Performance	
	Comments	No specific work has been undertaken on this workstream to date, However we continually work with Registered Providers to identify opportunities for all forms of affordable housing, including shared ownership, which is a gateway into home ownership.
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	28/02/2021
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance	
	Comments	New action being added to the Delivery Plan September 2020.
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.6.1 Deliver, with partners, 500 units of Housing-with-Care/ExtraCare	Performance	
	Comments	Housing 21 will deliver a new housing with care scheme, providing 66 flats in Fakenham in March 2021. Other potential schemes are being investigated.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024

Boosting Business Sustainability and Growth

The Council is ambitious in wanting to support a strong local economy and new job-creating investment which strengthens and broadens the business base and employment opportunities in the District.

Portfolio Holder Lead: Cllr Richard Kershaw
Senior Responsible Officer: Sean Kelly

Latest Update



30/06/2020		
<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	Performance	★
	Comments	Working party and cabinet have agreed revised time line for plan production. Reporting and decision making on schedule with this time line. Draft Policies ECN1 (Employment Land – allocated sites); ECN2 (Employment Area, Zone and former airbases); ECN 3 (Development outside allocates sites); ECN4 (Retail & Town centres) will promote business development within the district.
	Owner	Phillip Rowson
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023)	Performance	●
	Comments	Delayed due to Covid-19 pandemic. This will be reviewed by December 2020. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy.
	Owner	Stuart Quick
	Stage	Waiting
	Start Date	04/02/2020
	Due Date	30/09/2020
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	●
	Comments	Phase 1 Report has been drafted and updated with respect to the economic recovery, with final amendments. Second

		30/06/2020
		phase, focused on identified sites, has commenced and a report will be expected in the autumn.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 2.4.1 Analyse evidence of local business needs and opportunities and engage local businesses	Performance	★
	Comments	Covid 19 has had a significant impact on local businesses. A number of workstreams have been established in which the council is actively engaged and evidence is being acquired through. A Business Impact Survey was conducted between 12 May and 13 June which received 319 response. This evidence will support future support plans and actions.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	Performance	●
	Comments	The focus of the Council in general and the Economic Growth Team in particular moved to delivering Government Covid-19 support grants and discretionary schemes for local business during the Covid-19 lockdown. The Council paid out a total of £55m to local businesses. This action has been delayed due to the pandemic and the means we will use to achieve the action will be reviewed in December 2020 and suitable methods of engagement adopted to meet business needs.
	Owner	Stuart Quick
	Stage	Deferred
	Start Date	04/02/2020
	Due Date	31/01/2021
<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance	●
	Comments	The focus of the Council in general and the Economic Growth Team in particular moved to delivering Government Covid-19 support grants and discretionary schemes for local business during the Covid-19 lockdown. The Council paid out a total of £55m to local businesses. This action has been delayed due to the pandemic and the means we will use to achieve the action will be reviewed in December 2020 and suitable methods of support adopted to meet business needs.
	Owner	Stuart Quick
	Stage	Deferred
	Start Date	04/02/2020
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance	●
	Comments	New Delivery Plan Action being added September 2020.
	Owner	Stuart Quick
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.1 Work with partners to identify skills deficiencies & monitor apprenticeships	Performance	★
	Comments	Apprenticeship Survey (2019) will be completed by December 2020. Preliminary work is presently being undertaken to explore the possibility of the Council becoming a 'Representative' organisation to deliver the recently announced Workstart programme which is intended to support 16-24yr olds into work.

		30/06/2020
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	Performance	●
	Comments	<p>Delayed due to Covid-19 pandemic. This will be reviewed in December 2020.</p> <p>The inclusive Growth Coalition is due to refresh the delivery plan, in the light of the consequences of the pandemic. It is deemed even more important than ever, especially a renewed focus on skills; however, tangible progress locally has been stalled due to diversion of the team into Covid-19 response activity.</p>
	Owner	Stuart Quick
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.3 Workforce development, skills and apprenticeship plan	Performance	●
	Comments	<p>Delayed due to Covid19 pandemic. This will be reviewed in December 2020. However, an Apprenticeship Report (2019) is being prepared and will be complete by December 2020. Apprenticeship Survey (2019) will be completed by December 2020.</p> <p>Preliminary work is presently being undertaken to explore the possibility of the Council becoming a 'Representative' organisation to deliver the recently announced 'Kickstart' programme which is intended to support 16 to 24yr olds into work.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	18/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 2.7.1 Market towns initiative	Performance	★
	Comments	<p>Administration of the grants completed following ending of funding rounds. However, the implementation timescale for approved projects has been extended due to the pandemic. The outcomes of the projects will be monitored and reported in order that best practice can be shared and lessons learned.</p>
	Owner	Emma Duncan
	Stage	Completed
	Start Date	04/02/2020
	Due Date	01/01/2021

Customer Focus







We want our customers to be at the heart of everything we do and will strive to improve access to our services further through stronger community engagement, developing more formal mechanisms of inviting customer feedback and comment and, where possible and practical, seek to deliver our services at a more local level through strengthening partnerships with local Town and Parish Councils. The Council will seek further to improve democratic engagement and participation by people of all ages, but particularly through working with schools and colleges to ensure that the voice young people is heard and informs council decision-making.

Portfolio Holder Lead: Cllr Sarah Butikofer
Senior Responsible Officer: Emma Duncan

Latest Update



30/06/2020		
<input checked="" type="checkbox"/> 3.1.1 Undertake a Customer Contact Survey	Performance	●
	Comments	Customer Surveys have taken place in some service specific areas.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	★
	Comments	Strategy has been subject to an initial review and reflects best practice, the delivery standards, however need updating.
	Owner	David Williams
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	★
	Comments	Digital by Design Action Plan has been considered by SLT. Initial consultation has been started with Members over the proposed approach.

	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2021
<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance	
	Comments	Reprogramed to synchronise with the development of the new customer charter
	Owner	David Williams
	Stage	Not Started
	Start Date	04/05/2020
	Due Date	31/07/2021
<input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter	Performance	
	Comments	The Customer Charter has not yet been developed or adopted because of the Covid-19 outbreak so no monitoring of implementation can take place yet. The due date has been amended accordingly.
	Owner	Helen Thomas
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.1.6 Digital By Design	Performance	
	Comments	New action being added to the Delivery Plan September 2020.
	Owner	Sean Kelly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance	
	Comments	A Project Initiation Document (PID) has been prepared and is being discussed. Implementation of the survey has been delayed by Covid-19 while the implications on the results of carrying out the survey during the outbreak are assessed.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere	Performance	
	Comments	This work cannot be carried out yet as it is dependent on action 3.2.1 Undertake an annual Residents Survey in order to have the north Norfolk figures to compare against other councils. Due to Covid-19 it has been rescheduled to be completed by 27 August 2021. I therefore propose setting the completion date for this action to 30 September 2021.
	Owner	Helen Thomas
	Stage	Not Started
	Start Date	29/05/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	
	Comments	To be aligned with the new Communication Strategy. Development delayed due to Covid-19.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	30/06/2021

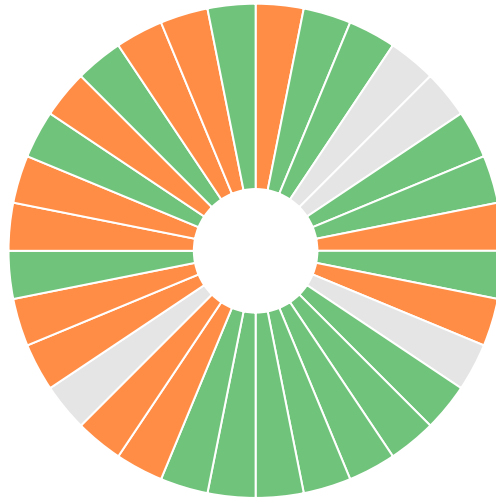
<input checked="" type="checkbox"/> 3.4.2 Establish Town & Parish Council Forum	Performance	★
	Comments	Two forum meetings have been held at the Council Offices and both were well attended - with representatives from approximately 40 town and parish councils attending. Agreement was reached on how they would run in the future and likely outcomes. The schedule of quarterly meetings has been suspended due to the pandemic and we are in the process of reviewing the format with the possibility of moving to virtual meetings.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	01/09/2019
	Due Date	02/06/2020
<input checked="" type="checkbox"/> 3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions	Performance	●
	Comments	This project has been put on hold due to the pandemic. It is likely, give the challenges that schools will be facing when they reopen in September 2020, and the experience that Democratic Services has gained in virtual meetings, that the new Youth Council will take place remotely - certainly initially. Following the BLM motion to Full Council in June 2020, it is also likely that we will be seeking to ensure that the Youth Council is diverse and representative of a cross-section of society.
	Owner	Emma Denny
	Stage	Deferred
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 3.4.4 Establish Environment Panels	Performance	★
	Comments	It has been established. Two have taken place. The next panel was suspended due to Covid-19 and work on this action has been temporarily suspended.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	01/10/2019
	Due Date	31/12/2019
<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance	●
	Comments	Budget Simulator from Delib has been subscribed to and is being populated with council budget information to allow the public to be consulted ahead of the yearly budget process. The tool is populated with the previous years budget and the money available for the next financial year. This tool allows us to get a feel for what the public may support, see as important or consider a lower priority when setting the budget. Proposals are being made to the Head of Finance for use of the tool prior to the 2021 - 2022 budget process.
	Owner	Rob Holmes
	Stage	In Progress
	Start Date	01/10/2019
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance	●
	Comments	New Delivery Plan action being added September 2020.
	Owner	Joe Ferrari
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021

Climate, Coast and the Environment

North Norfolk has an outstanding natural rural and coastal environment, which makes the District a fantastic place to live, work and visit – our natural environment underpins our appeal as a popular holiday destination. The district also has 80 Conservation Areas which recognise the strong character of the local built environment. The district is at the frontline of climate change and declared a Climate Emergency in April 2019 and committed resources to establish an Environmental Forum with the objective of informing the development and implementation of an Environmental Charter. In turn this will lay out how we will lead community adaptation and reduce the Council's impact on the environment.

Portfolio Holder Lead: Cllr Nigel Lloyd & Cllr Angie Fitch-Tillett
Senior Responsible Officer: Rob Young

Latest Update



		30/06/2020
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	●
	Comments	Environmental Policy Officer and Climate Change Officer posts are about to be recruited. This action will be taken forward by these officers when appointed.
	Owner	Robert Young
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.1.2 Develop an action plan, draft, adopt and publish Environment Charter	Performance	★
	Comments	The post of Environmental Policy Officer has been created, with this as a key outcome. A further post of Climate Change Project Officer has also been developed to assist with the implementation of this activity. The evidence base has begun to be established through the emerging Carbon Audit.
	Owner	Robert Young
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/06/2021

<input checked="" type="checkbox"/> 4.1.3 Promote energy efficiency and behavioural change towards greater sustainability	Performance	★
	Comments	Recently publicised the implementation of electric vehicle charging points at two more public car parks at Holt and Sheringham. Promoted the tree planting at Holt. Discussions are taking place about the potential messaging on refuse collection vehicles. Extensive video content has been broadcast on the bagot goats redeploying to Cromer.
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	Performance	▶▶
	Comments	n/r
	Owner	Joe Ferrari
	Stage	Not Started
	Start Date	01/09/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 4.1.5 Monitor and review the implementation of the Environmental Charter and Action Plan	Performance	▶▶
	Comments	n/r
	Owner	Robert Young
	Stage	Not Started
	Start Date	01/09/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future	Performance	★
	Comments	<p>Working party and cabinet have agreed revised time line for plan production. Reporting and decision making on schedule with this time line.</p> <p>Policies will be compliant with Section 19 (1A) of the Planning and Compulsory Purchase Act 2004 and NPPF footnote 48 realign to climate change.</p> <p>R18 draft plan policies SD7: Renewable Energy; SD16;EV charging point; HOU11 (Sustainable Construction, energy efficiency & Carbon reduction) relate specifically.</p>
	Owner	Phillip Rowson
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.2.2 Protect and enhance the natural and built environment	Performance	★
	Comments	Development via emerging local plan and design guide.
	Owner	Phillip Rowson
	Stage	Completed
	Start Date	04/02/2020
	Due Date	30/06/2020
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	●
	Comments	<p>A presentation of the draft report into the Council's carbon footprint was given to Cabinet on 25 August by a representative from the Carbon Trust. It included a number of areas which need further work and updates will be requested before the baseline information for the 2018/19 baseline can be relied upon in terms of carbon reduction initiatives. The report will need to be updated in order for it to add value to the determination and monitoring of climate change mitigation actions.</p>

		30/06/2020
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2020
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	The committee report template has been reviewed and revised to reflect the priorities in the Corporate Plan 2019-23 - including carbon impact. The template has been updated and will be reviewed by senior officers and the Leader before being implemented by the end of the year. Report writers will need to be 'trained' to make these assessments for inclusion in appropriate reports. This impact should feature in all relevant decisions and a log should be maintained (on InPhase) of the 'carbon'/ environmental impact of decisions.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2020
<input checked="" type="checkbox"/> 4.3.3 Measure, monitor and report on the change in the Council's emissions and review action plan	Performance	●
	Comments	The draft Carbon Audit report has been received but needs to be revised and updated to reflect changes in context. Environmental Policy Officer and Climate Change Project Officer posts are about to be recruited (September 2020). This action will be taken forward by these officers when appointed.
	Owner	Robert Young
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 4.3.4 'Green energy' initiatives	Performance	▶▶
	Comments	n/r
	Owner	Robert Young
	Stage	Not Started
	Start Date	01/09/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.4.1 - Agree the vision and business plan for Coastal Partnership East	Performance	★
	Comments	Amended due date - due to other work loads.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.4.2 - Establish evidence of coastal change impacts, interpret and communicate this to policymakers	Performance	★
	Comments	Significant input into SMP Refresh process - awaiting local and national final outputs.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 4.4.3 - Local coastal communities - adaptive responses to coastal change and resilience	Performance	★
	Comments	Ongoing. Dependent on National policy approach. Recently released DEFRA Policy and EA Strategy may provide further opportunities for development.
	Owner	Rob Goodliffe

		30/06/2020
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 4.4.4 - Develop innovative coastal management approaches	Performance	★
	Comments	Working on: CLIFF project for innovative funding Increasing size of CPE Funding Team SMP Refresh input and further work following publishing of outputs Opportunities taken to seek funding to move schemes forward Consideration of new DEFRA Policy Statement on Coast and Flooding and Environment Agency Strategy
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2023
<input checked="" type="checkbox"/> 4.4.5 - Continue to implement local actions to manage the coast	Performance	★
	Comments	Ongoing maintenance works and coastal management development. Input into Coastal Supplementary Planning Document.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2023
<input checked="" type="checkbox"/> 4.4.6 - Share best practice and seek to influence national policy	Performance	★
	Comments	Input into LGA Coastal Special Interest Group Submissions and/or input into to Government enquiries relating to Wind Energy, Flooding and the Coast Input in to EA Strategy delivery development as required Input in to research though EA Research Programme and Academic Institutions
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2023
<input checked="" type="checkbox"/> 4.5.1 Share best practice and seek to influence national policy regarding coastal management	Performance	★
	Comments	
	Owner	Rob Goodliffe
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/05/2020
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	●
	Comments	The project was launched successfully in autumn 2019 and the pilot saw 7,000 trees planted. The project plan and processes are being revised for accelerated delivery; the new post of Climate Change Project Officer will be instrumental in this.
	Owner	Colin Brown
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/09/2020
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage	Performance	●

<input type="checkbox"/> communities to identify the optimal approach and garner support	Comments Owner Stage Start Date Due Date	<p>The Environment Forum has been the key means of engagement. The opportunity for further engagement was lost with the cancellation of GreenBuild due to the pandemic. However, the two new environment posts will give impetus to new techniques and restructuring proposals will establish the necessary resources for community engagement.</p> <p>Colin Brown</p> <p>Not Started</p> <p>01/06/2020</p> <p>30/11/2020</p>
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance Comments Owner Stage Start Date Due Date	<p>»</p> <p>n/r</p> <p>Colin Brown</p> <p>Not Started</p> <p>01/10/2020</p> <p>28/02/2021</p>
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance Comments Owner Stage Start Date Due Date	<p>●</p> <p>The original project was due to be delivered by 31 March 2020 in line with the requirements to draw down the grant funding. However, due to the impact of COVID-19 the project slipped, an extension has been agreed with the grant funders until the end of the calendar year and 2 of the 6 sites went 'live' on 03/09/20, those being Sheringham and Holt.</p> <p>Cromer, Fakenham and Wells are due to come on line during September 2020.</p> <p>We are experiencing difficulties with the installation in North Walsham due to the requirements for access across third party land but discussions are ongoing.</p> <p>Duncan Ellis</p> <p>In Progress</p> <p>04/02/2020</p> <p>31/12/2020</p>
<input checked="" type="checkbox"/> 4.6.2 Assess demand/growth in the use of electric vehicles and roll-out of further charging points	Performance Comments Owner Stage Start Date Due Date	<p>●</p> <p>The use of EVCs that have been installed will be routinely monitored, alongside the growth in the market. The Environment Policy Officer role will assist in achieving this. The EVCP in two towns are now live, these being Sheringham and Holt, with Cromer, Fakenham and Wells being expected to come on-stream over the coming months, followed by North Walsham.</p> <p>Robert Young</p> <p>Not Started</p> <p>04/02/2020</p> <p>30/09/2021</p>
<input checked="" type="checkbox"/> 4.6.3 Include policies on EV and EV infrastructure in the Local Plan and in asset management plans	Performance Comments Owner Stage Start Date Due Date	<p>★</p> <p>On schedule due to reported under regulation 19 submissions in 2021.</p> <p>Phillip Rowson</p> <p>In Progress</p> <p>28/02/2020</p> <p>31/08/2021</p>
<input checked="" type="checkbox"/> 4.6.4 Review staff/member	Performance	<p>●</p>

30/06/2020

<input type="checkbox"/> travel policies and future options that will reduce emissions	Comments Owner Stage Start Date Due Date	This work is being planned to be completed by the end of January 2021. James Claxton In Progress 04/02/2020 29/01/2021
<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	Performance Comments Owner Stage Start Date Due Date	● This will form part of wider communications on environmental objectives. Robert Young Not Started 04/02/2020 07/09/2021
<input checked="" type="checkbox"/> 4.7.1 Implement the waste contract	Performance Comments Owner Stage Start Date Due Date	✔ The contract has been awarded and mobilised. Mobilisation of the contract coincided with the first wave of Covid-19 which caused a number of challenges. Full collection services have been maintained including discretionary services of Garden Waste collections, when many councils were suspending or cancelling such services. Some services were realigned such as street cleansing where the need was lower during the lockdown restrictions to assist with vehicle cleansing etc. Due to the impact of Covid-19 the contract is currently not operating to the target operating model (TOM). Officers are waiting to move to the TOM in the next few months. Steve Hems Completed 04/02/2020 30/04/2020
<input checked="" type="checkbox"/> 4.7.2 Establish evidence and evaluate options for going beyond the minimum necessary	Performance Comments Owner Stage Start Date Due Date	● Project started, but some delays. Provisions relating to this objective have been included within the procurement of the waste contract or the solution offered by the contractor, including community engagement grants reuse on bulky waste collections and the potential for an upcycling scheme. The deployment of these elements of the contract have been delayed whilst the contractor concentrates on delivering core services however officers are working closely with the contractor to implement these elements when it is appropriate to do so. Expansion of the community fridge scheme continues to see food waste being diverted from landfill. Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste avoidance. We are currently undertaking a waste composition analysis within north Norfolk to plan for a future communications strategy. Steve Hems In Progress 04/02/2020 31/03/2021
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance Comments Owner	★ We are currently undertaking a waste composition analysis within north Norfolk to plan for a future communications strategy. Scott Martin

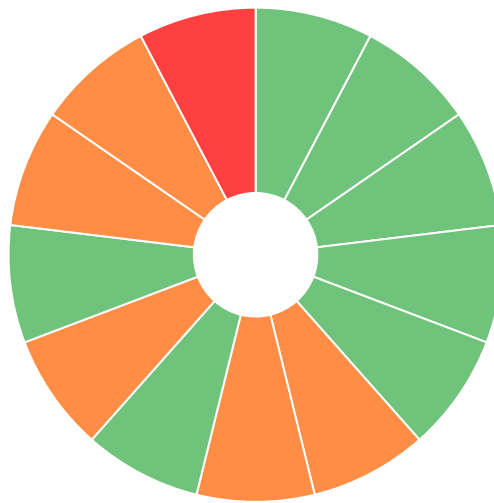
		30/06/2020
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 4.7.4 Establish data collection systems analyses	Performance	●
	Comments	<p>An initial residual waste composition analysis was undertaken in March 2020 and the results of this were made available in April 2020. Due to the Covid-19 situation, including the redeployment of key members of staff to support the Council's wider response, the plan to undertake targeted communications campaigns to households and to repeat the compositional analysis exercise to try and analyse the impact of particular campaigns, has not yet been feasible. The end date of this action will therefore be delayed by three months. The report from phase one showed that 10.5% of the residual waste analysed was material that could have been recycled in the green bins in North Norfolk. It is hoped to progress the communications aspects in Q3 and potentially another waste analysis in Q4.</p> <p>We have a number of other sources of data which we undertake routine analysis in order to identify understand service usage and improve performance. We receive monthly reports regarding contamination rates and common contaminant materials from the recycling stream. Textiles have been identified as a common (but recyclable) contaminant material in the green bins, so in response to this, we have increased the number of textile banks across the district.</p>
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance	●
	Comments	.
	Owner	Scott Martin
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Performance	★
	Comments	<p>The procurement process includes a requirement for bidders to indicate how they would operate in a manner which reduced carbon emissions. The successful contractor included a carbon reduction plan which sought to reduce the carbon footprint by 38% from a baseline over the life of the contract.</p> <p>The contractor is currently working on implementing the carbon reduction plan and the first element of this relates to the purchase of a new fleet with more environmentally friendly systems in place. Delivery of the new fleet was expected at the end of July but this is now anticipated to be mid-October. Officers continue to discuss electric or hybrid vehicles for ancillary vehicles deployed on the contact.</p> <p>See Less</p>
	Owner	Steve Hems
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	30/06/2020

Financial Sustainability and Growth

Looking forward the Council will need to be even more innovative in its approaches to maintaining and increasing service provision, building upon its record of robust financial management through identifying new sources of income, making sound investments and delivering high quality services in the most efficient way possible.

Portfolio Holder Lead: Cllr Eric Seward & Cllr Greg Hayman
Senior Responsible Officer: Duncan Ellis

Latest Update



30/06/2020		
<input checked="" type="checkbox"/> 5.1.1 Establish a baseline against which to review and control fees and charges	Performance	★
	Comments	This activity could be undertaken as part of the 2021/22 budget setting process but has not currently been identified as a priority so resources may have to be focused in alternative area.
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.1.2 Develop a public convenience policy	Performance	★
	Comments	<p>The Council has established a £600,000 capital budget to make improvements to a number of the facilities across the District. To date this funding has delivered significant refurbishment and improvements in Sheringham (Lushers Passage) and Bacton. The delivery and timing of improvements at New Road – North Walsham, Stearmans Yard – Wells-next-the-Sea and Bridge Street – Fakenham are currently being finalised.</p> <p>As part of the Deep History Coast works significant improvement and re-modelling works have been undertaken to the public convenience facilities within the North Norfolk Information Centre (NNIC) in Cromer. This has seen the delivery of the Council's first ever 'Changing Places Facility' and is the start of an aspiration to provide this type of facility in</p>

		each of our market towns. Work is currently ongoing in relation to establishing a baseline report in relation to all aspects of our public convenience portfolio to provide a sound evidence base from which to develop a more strategic approach to the operation and management of this important infrastructure.
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.1.3 Trial zero based budgeting (ZBB)	Performance	★
	Comments	Work will be progressing over the coming months as the finance team and budget managers pull together the various working papers for the 2021/22 budget.
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance	★
	Comments	The Council has written a joint letter to central government with a number of other authorities who are particularly impacted by this issue (such as Cornwall etc) to highlight the current deficiencies with the system.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.1.5 Undertake service reviews to improve efficiency and reduce costs	Performance	★
	Comments	After a discussion with the Strategic Leadership Team and Cabinet Members it was proposed that a zero based budgeting exercise will be undertaken throughout the autumn to inform the setting of the 2021/22 budget.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 5.2.1 Develop a Financial Sustainability Strategy	Performance	●
	Comments	Commercialisation Strategy paper drafted to be shared with Strategic Leadership Team and Cabinet Members in September prior to drafting of the final strategy for committee approval by the end of the calendar year.
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.2.2 Review the Car Parking Policy	Performance	●
	Comments	Evaluation of data and development of options is being undertaken, which will stimulate the development of future policy shortly.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.2.3 Explore the	Performance	★

<input type="checkbox"/> opportunities to generate income from advertising and sponsorship	Comments Owner Stage Start Date Due Date	The draft Sponsorship & Advertising Policy was approved by Cabinet in March 2020, a further report is now expected to come forward by the end of the calendar to consider potential income generating opportunities but these will need to be considered in light of the COVID-19 pandemic. Duncan Ellis In Progress 04/02/2020 31/12/2020
<input checked="" type="checkbox"/> 5.3.1 Develop a business case for a housing company	Performance Comments Owner Stage Start Date Due Date	● A financial model prepared by Savills was discussed by Strategic Leadership Team and Cabinet Members in October 2019. Further action has been put on hold pending further discussion on the benefits and financial viability. I propose moving the due date to 31 December 2020. Graham Connolly Waiting 04/02/2020 31/12/2020
<input checked="" type="checkbox"/> 5.3.2 Explore options for investing in medical centre development/health care facilities	Performance Comments Owner Stage Start Date Due Date	★ On-going options to deliver integrated health and care proposal at Stalham in progress. Steve Blatch Not Started 04/02/2020 31/12/2020
<input checked="" type="checkbox"/> 5.3.3 Take a strategic approach to commercial development opportunities	Performance Comments Owner Stage Start Date Due Date	● A feasibility report has been completed to assess the potential viability of a new crematorium and woodland burial site within North Norfolk. The report was considered by Strategic Leadership Team and Cabinet Members and unfortunately the business case for the development was not positive so no further work will be undertaken on this initiative at the current time. Procurement Strategy expected to be completed by the end of the calendar year. Renata Garfoot In Progress 04/02/2020 31/12/2020
<input checked="" type="checkbox"/> 5.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	Performance Comments Owner Stage Start Date Due Date	● The use of EVCs that have been installed will be routinely monitored, alongside the growth in the market. The Environment Policy Officer role will assist in achieving this. The EVCP in two towns are now live, these being Sheringham and Holt, with Cromer, Fakenham and Wells being expected to come on-stream over the coming months, followed by North Walsham. Russell Tanner Not Started 01/06/2020 31/08/2021
<input checked="" type="checkbox"/> 5.4.2 Explore the potential	Performance	▲

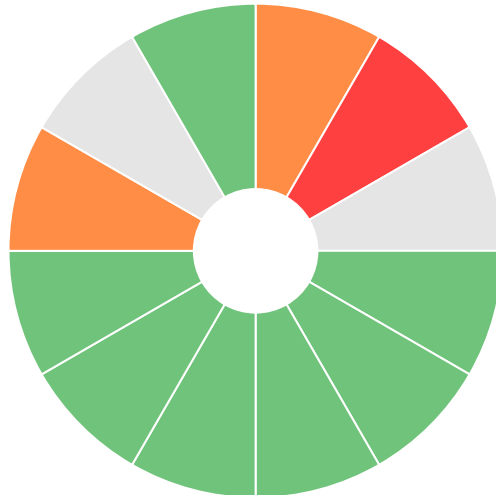
for the installation of photo voltaics (PV) on the Council's assets	Comments	Recruitment of environment officer has commenced. Limited progress due to Covid-19 and lack of staff resource.
	Owner	Robert Young
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020

Quality of Life

North Norfolk is a wonderful place to live and work, with strong and vibrant communities and most of our residents enjoying a good quality of life. The Council and its partners are committed to improving the wellbeing of older people through social prescribing and promoting the development of Housing with Care / Extra Care provision where people can live independently for longer with opportunities for social interaction. The Council has a strong record of providing and supporting facilities and activities which improve local people's mental wellbeing and quality of life and, within the financial constraints the Council operates within, it is committed to maintaining and enhancing such facilities for the future as they form an essential element of the district's appeal as a place to live and visit.

Portfolio Holder Lead: Cllr Virginia Gay
Senior Responsible Officer: Phillip Rowson

Latest Update



		30/06/2020
<input checked="" type="checkbox"/> 6.1.1 Undertake a Quality of Life Survey	Performance	●
	Comments	This work will be taken forward in conjunction with the district residents survey.
	Owner	Phillip Rowson
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 6.2.1 Develop a Quality of Life Strategy	Performance	▲
	Comments	Delay in holding stakeholder workshops - Covid restrictions on meeting in groups. Explore alternative options to proceed.
	Owner	Phillip Rowson
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2020
<input checked="" type="checkbox"/> 6.2.2 Implement the Quality of Life Strategy	Performance	▶▶
	Comments	n/r
	Owner	Phillip Rowson
	Stage	Not Started

	Start Date	02/11/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	★
	Comments	The successful application to Historic England was approved in the spring and is being formally announced in September. We have recruited a project officer and re-established the Cabinet Working Party to steer the project. Additional funding for the 'place-making' elements of the scheme has been awarded and a detailed project plan, engagement plan and communications plan are being developed.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024
	<input checked="" type="checkbox"/> 6.4.1 Formulate and publish an accessibility guide	Performance
Comments		The accessibility guide was ready for use for the North Norfolk Visitor Centre (NNVC) for the start of the 2020 season. However, due to closure for Covid 19 this hadn't been implemented fully. A discussion will be held with Corporate Leadership to start an additional project to see if the guide could be developed for wider use within the community for 2021.
Owner		Jane Wisson
Stage		Completed
Start Date		04/02/2020
Due Date		31/03/2020
<input checked="" type="checkbox"/> 6.5.1 Develop the new leisure centre to replace the Splash at Sheringham		Performance
	Comments	Progress has been routinely reported, identifying the impacts of the pandemic. The scheme is progressing well and an updated programme will be prepared shortly but the build is currently anticipated to complete in August 2020. The foundations are all complete, the steel frame structure installation has now commenced, and the roof will soon be installed.
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	12/08/2021
	<input checked="" type="checkbox"/> 6.6.1 Maintain and enhance the physical structure of Cromer Pier and a programme of events	Performance
Comments		
Owner		Russell Tanner
Stage		In Progress
Start Date		04/02/2020
Due Date		31/12/2021
<input checked="" type="checkbox"/> 6.7.1 Maintain the quality and accessibility of public conveniences	Performance	★
	Comments	The Council has established a £600,000 capital budget to make improvements to a number of the facilities across the District. To date this funding has delivered significant refurbishment and improvements in Sheringham (Lushers Passage) and Bacton. The delivery and timing of improvements at New Road – North Walsham, Stearmans Yard – Wells-next-the-Sea and Bridge Street – Fakenham are currently being finalised. As part of the Deep History Coast works significant improvement and re-modelling works have been undertaken to the public convenience facilities within the North Norfolk Information Centre (NNIC) in Cromer. This has seen the

30/06/2020

delivery of the Council's first ever 'Changing Places Facility' and is the start of an aspiration to provide this type of facility in each of our market towns. Work is currently ongoing in relation to establishing a baseline report in relation to all aspects of our public convenience portfolio to provide a sound evidence base from which to develop a more strategic approach to the operation and management of this important infrastructure.

The investment programme will be presented to Cabinet in November 2020.

Owner Russell Tanner

Stage In Progress

Start Date 04/02/2020

Due Date 30/04/2020

<input checked="" type="checkbox"/> 6.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	★
	Comments	<p>Due to Covid-19 restrictions, Blue Flag water quality testing is being undertaken once a month this year. It is Officers' understanding that the water quality to date has remained excellent. Water quality status will be announced in early November 2020</p> <p>Green Flag inspections are being undertaken via Mystery Visits during the month of September. Results will be announced by the end of October.</p>
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	31/12/2020

<input checked="" type="checkbox"/> 6.9.1 Deliver the first Mammoth Marathon	Performance	●
	Comments	<p>The Mammoth Marathon has been rescheduled until 16 May 2021, due to Covid-19 restrictions. Work has continued to ensure the event goes ahead safely and successfully. Monthly project group meetings have continued to take place and a 'Mammoth Marathon challenge' is being developed as a substitute for this year's event.</p>
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	17/05/2020

<input checked="" type="checkbox"/> 6.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	Performance	▶▶
	Comments	n/r
	Owner	Phillip Rowson
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	31/03/2021

<input checked="" type="checkbox"/> 6.11.1 Community support initiatives review	Performance	★
	Comments	<p>Information and advice is being offered to Town & Parish Councils as well as community groups in respect of funding, new services and support that is available to both the organisation and the local community.</p> <p>NNDC worked closely with Town & Parish Councils as well as local voluntary organisations during the Covid 19 pandemic to provide support and help to vulnerable residents. Financial support for Covid 19 was specifically available to these organisations and they were proactively supported and encouraged to apply for this funding.</p>
	Owner	Sonia Shuter
	Stage	In Progress

30/06/2020

Start Date

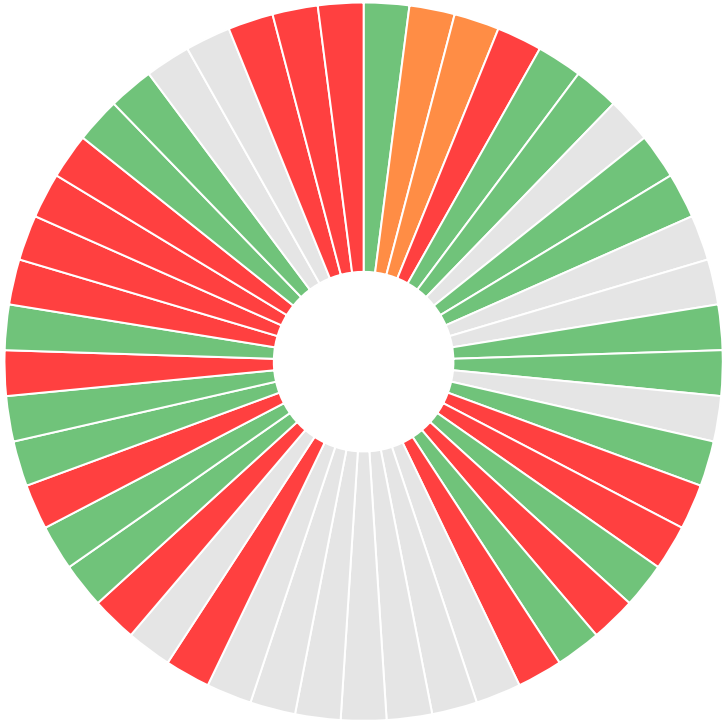
04/02/2020

Due Date

31/12/2020

Operational Performance

 Overview



Key

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

Performance Focus

This section of the report shows all the monthly and quarterly operational performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are for the most recent three months for monthly data and the most recent quarter for quarterly measures.

Latest Update

		Apr 2020	May 2020	Jun 2020
AS 004 Percentage of rent arrears on all debts 90 days and over	Actual (Period)			28.36
	Target	5.00	5.00	5.00
	Performance			▲
	Direction of change			
	Comment	Data not collected during April and May due to Covid-19 response.	Data not collected during April and May due to Covid-19 response.	Monitoring of debts/ accounts recommenced in June with contact made with tenants as appropriate.
AU 002 - Percentage of Priority 2 (Important) audit recommendations completed on time	Actual (Period)	-	-	0.00
	Target	-	-	70.00
	Performance	-	-	▲
	Direction of change	-	-	
	Comment	-	-	No recommendations made due to audit staff being furloughed.
EG 010 Number of businesses engaged via events	Actual (Period)	-	-	24
	Target	-	-	50
	Performance	-	-	▲
	Direction of change	-	-	
	Comment	-	-	Reduced attendance during the Covid-19 lockdown. The one event held was a Zoom event but engagement was maintained with businesses with 319 business returning Covid-19 business survey.
EP 001 Percentage of responses to fly-tipping and other pollution complaints within 2 working days	Actual (Period)	53.97	63.41	57.69
	Target	80.00	80.00	80.00
	Performance	▲	▲	▲
	Direction of change	↕	↕	↕
	Comment			This is the first quarter where performance has been assessed for the new waste and cleansing contractor. This performance indicator is under review to; <ul style="list-style-type: none"> clarify and define what is meant by a first response, agree the definition of the measure and what complaints

		Apr 2020	May 2020	Jun 2020
				are included in the performance assessment, and <ul style="list-style-type: none"> clarify how the processes used by the new contractor are measured to ensure we achieve the performance required.
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Actual (Period)	21.0	44.0	64.0
	Target	41.0	41.0	41.0
	Performance	★	▲	▲
	Direction of change	↘	↗	↗
	Comment	As part of the Councils response to COVID-19 the decision was taken to suspend actively chasing all debts including sundry income.	As part of the Councils response to COVID-19 the decision was taken to suspend actively chasing all debts including sundry income.	As part of the Councils response to COVID-19 the decision was taken to suspend actively chasing all debts including sundry income.
HR 007 Working days lost due to sickness absence - whole authority days per FTE	Actual (Period)	-	-	1.59
	Target	-	-	1.50
	Performance	-	-	▲
	Direction of change	-	-	↘
	Comment	-	-	
HS 001 Number of affordable homes built	Actual (Period)	1	0	6
	Target	0	0	25
	Performance	★	★	▲
	Direction of change	↗	↗	↘
	Comment	Construction industry closed during lockdown.		This year has a development pipeline of 262 new affordable homes. However, a lot are due to deliver in March 2021 so there is likely to be some slippage into the 2021/22 financial year.
LE 010 Number of Adult Visitors to Parks and Countryside Events	Actual (Period)	-	-	0
	Target	-	-	75
	Performance	-	-	▲
	Direction of change	-	-	→
	Comment	-	-	Due to Covid-19 no events will be held in 2020.
LE 011 Number of Child Visitors to Parks and Countryside Events	Actual (Period)	-	-	0
	Target	-	-	174
	Performance	-	-	▲
	Direction of change	-	-	→
	Comment	-	-	Due to Covid-19 no events will be held in 2020.
LE 012 Total number of Visitors to Parks and Countryside Events	Actual (Period)	-	-	0
	Target	-	-	249
	Performance	-	-	▲

		Apr 2020	May 2020	Jun 2020
	Direction of change	-	-	→
	Comment	-	-	Due to Covid-19 no events will be held in 2020.
LE 013 Income from events organised at Country Parks	Actual (Period)	-	-	0.00
	Target	-	-	770.00
	Performance	-	-	▲
	Direction of change	-	-	→
	Comment	-	-	Due to Covid-19 no events will be held in 2020.
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days	Actual (Period)	52.78	50.00	52.50
	Target	90.00	90.00	90.00
	Performance	▲	▲	▲
	Direction of change	↕✘	↕✘	↕✔
	Comment	Government advised suspension of FOI responses for a period due to Covid-19.	Government advised suspension of FOI responses for a period due to Covid-19.	During July the Information Commissioner announced that whilst during the first few months of the lockdown period, they were understanding of authorities who were unable to meet the statutory timescales in dealing with Information Requests, they now expected to see authorities working towards a return to dealing with such requests within statutory timescales. During July, we delivered this message at OMT and amongst key staff such as IAOs and IAAs and have seen an increase to 86% from 52% in June.
PL 001 Planning income (£)	Actual (Period)	69,334.00	6,725.00	33,471.00
	Target	68,475.00	68,475.00	68,475.00
	Performance	★	▲	▲
	Direction of change	↕✘	↕✘	↕✔
	Comment		Significant reduction in the number of planning applications submitted during May due to the national lockdown with many professional planning agents, architects closing their offices and furloughing staff.	The fee income for planning applications has been impacted by COVID 19 with professional offices closing / furloughing staff and reducing activities in the early stages of "Lockdown". Subsequently fee income has recovered to a degree but still stands £99,000 below projections.
RV 009 Percentage of Council Tax collected	Actual (Period)	11.67	8.36	8.44
	Target	11.67	8.53	8.80
	Performance	★	▲	▲
	Direction of	↕✔	↕✘	↕✔

		Apr 2020	May 2020	Jun 2020
	change	▼	▲	▼
	Comment			Council Tax collection (for 2019/20) up to 31 March 2020 was 98.51% ahead of target 98.4%. This shows that collection performance reached target but was lower than last year and was a direct result of ceasing recovery work in revenues on 18 March 2020. The policy was to adopt a more sensitive way of supporting customers during lockdown. NNDC came 2 within Norfolk for 2019/20 council tax collection.
RV 010 Percentage of non-domestic rates collected	Actual (Period)	16.04	10.46	5.94
	Target	16.04	5.46	8.00
	Performance	★	★	▲
	Direction of change	↕	✗	✗
	Comment			Overall for the quarter NNDR collection exceeds the profiled target.

All other performance measures

This report shows performance for all other monthly and quarterly operational performance measures. The performance levels shown are for the most recent three months for monthly data and the most recent quarter for quarterly measures

Latest Update

		Apr 2020	May 2020	Jun 2020
AS 001 Occupancy rate of Council-owned rental properties - Industrial	Actual (Period)	94.74	94.74	94.74
	Target	85.00	85.00	85.00
		★	★	★
	Direction of change	→	→	→
	Comment			
AS 002 Occupancy rate of Council-owned rental properties - Retail	Actual (Period)	84.62	84.62	76.92
	Target	78.00	78.00	78.00
		★	★	●
	Direction of change	→	→	↔
	Comment			
AS 003 Occupancy rate of Council-owned rental properties - Concessions	Actual (Period)	75.00	75.00	75.00
	Target	80.00	80.00	80.00
		●	●	●
	Direction of change	→	→	→
	Comment			
AU 001 - Percentage of Priority 1 (Urgent) audit recommendations completed on time	Actual (Period)	-	-	100.00
	Target	-	-	100.00
		-	-	★
	Direction of change	-	-	→
	Comment	-	-	
AU 004 - Percentage of audit days delivered	Actual (Period)	-	-	0.00
	Target	-	-	0.00
		-	-	★
	Direction of change	-	-	
	Comment	-	-	No audit days delivered due to COVID-19. TIAA staff were furloughed.
BC 001 Building Control income (£)	Actual (Period)			
	Target	3,166.00	3,166.00	3,166.00
	Direction of change			
	Comment			
BE 027 Average time for processing new claims (housing benefit and council tax support)	Actual (Period)	10.00	11.00	11.00
	Target	20.00	20.00	20.00
		★	★	★
	Direction of	↕	↕	→

	Apr 2020	May 2020	Jun 2020	
	change	↕	↕	
	Comment			
BE 028 Speed of processing: change in circumstances for housing benefit and CT support claims	Actual (Period)	13.00	9.00	7.00
	Target	14.00	14.00	14.00
		●	★	★
	Direction of change	↕	↕	↕
	Comment			
CL 002 Number of Ombudsman referral decisions	Actual (Period)	0	0	0
	Target	3	3	3
		★	★	★
	Direction of change	↕	→	→
	Comment	Ombudsman investigations suspended due to Covid-19.	Ombudsman investigations suspended due to Covid-19.	Ombudsman investigations suspended due to Covid-19.
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Actual (Period)	0	0	0
	Target	0	0	0
		★	★	★
	Direction of change	↕	→	→
	Comment	Ombudsman investigations suspended due to Covid-19.	Ombudsman investigations suspended due to Covid-19.	Ombudsman investigations suspended due to Covid-19.
DM 024 (24m) Percentage of non-major planning applications determined within time period	Actual (Period)	89.70	89.38	88.89
	Target	80.00	80.00	80.00
		★	★	★
	Direction of change	↕	↕	↕
	Comment			
DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal	Actual (Period)	1.03	0.99	1.01
	Target	10.00	10.00	10.00
		★	★	★
	Direction of change	↕	↕	↕
	Comment			
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within time period	Actual (Period)	21	20	20
	Target			
		n/a	n/a	n/a
	Direction of change	↕	↕	→
	Comment			
EG 009 Grants awarded (£)	Actual (Period)	-	-	54,486,000.00
	Target	-	-	4,305.00
		-	-	★
	Direction of change	-	-	?
	Comment	-	-	This amount is the Covid-19 business grants administered by the Council on behalf of the Government in the quarter April to June 2020. Obviously, this

		Apr 2020	May 2020	Jun 2020
				was unanticipated work and a fantastic achievement by the Economic Growth and Revenues Teams in making these payments which were the largest of any district authority in Norfolk.
EG 011 Number of businesses supported	Actual (Period)	-	-	156
	Target	-	-	50
		-	-	★
	Direction of change	-	-	?
	Comment	-	-	
HO 006 Numbers on the housing waiting list	Actual (Period)	2,815	2,925	2,919
	Target			
		n/a	n/a	n/a
	Direction of change	↓	↑	↓
	Comment			
HO 007 Numbers on the Housing Register	Actual (Period)	399	412	408
	Target			
		n/a	n/a	n/a
	Direction of change	↓	↑	↓
	Comment			
HO 008 Numbers on the Housing Options Register	Actual (Period)	1,925	2,004	2,009
	Target			
		n/a	n/a	n/a
	Direction of change	↑	↑	↑
	Comment			
HO 009 Numbers on the Transfer Register	Actual (Period)	491	509	501
	Target			
		n/a	n/a	n/a
	Direction of change	↑	↑	↓
	Comment			
HS 002 Number of affordable homes granted planning permission	Actual (Period)	0	0	0
	Target			
		n/a	n/a	n/a
	Direction of change	?	→	→
	Comment			
HW 003 Number of Disabled Facilities Grants completed	Actual (Period)	5	1	2
	Target			
		n/a	n/a	n/a
	Direction of change	↑	↑	↓
	Comment			
HW 004 Number of Disabled Facilities Grants approved	Actual (Period)	1	0	7
	Target	Page 64		
		n/a	n/a	n/a

		Apr 2020	May 2020	Jun 2020
	Direction of change	↘	↘	↕
	Comment			
HW 005 Average Disabled Facilities Grant spend (£)	Actual (Period)	28,196	24,853	16,569
	Target			
		n/a	n/a	n/a
	Direction of change	n/a	n/a	n/a
	Comment			
IT 001 Number of transactions made via the Council website	Actual (Period)	2,431	2,193	3,370
	Target	3,322	3,016	2,614
		▲	▲	★
	Direction of change	↕	↘	↕
	Comment			
LE 004 Participation at Council Sporting Facilities	Actual (Period)	0	0	662
	Target	1,172	0	662
		▲	★	★
	Direction of change	↘	→	↕
	Comment			
LS 003 Legal Services fee income (£)	Actual (Period)	10,779.00	12,124.00	6,974.00
	Target	6,000.00	6,000.00	6,000.00
		★	★	★
	Direction of change	↘	↕	↘
	Comment			
MJ 001 (24m) - Percentage of major planning applications determined within time period	Actual (Period)	82.86	82.86	82.09
	Target	60.00	60.00	60.00
		★	★	★
	Direction of change	↕	→	↘
	Comment			
MJ 002 (24m) - Major - Quality: Percentage of the total number of decisions allowed on appeal	Actual (Period)	0.00	0.00	0.00
	Target	10.00	10.00	10.00
		★	★	★
	Direction of change	→	→	→
	Comment			
MJ 002 (n24m) - Major - quality: Number of decisions allowed on appeal	Actual (Period)	0	0	0
	Target			
		n/a	n/a	n/a
	Direction of change	→	→	→
	Comment			
PP 002 Number of homes granted planning permission (all tenure types)	Actual (Period)	18	28	37
	Target			
		n/a	n/a	n/a
	Direction of change	?	↕	↕
	Comment			

		Apr 2020	May 2020	Jun 2020
CE 001 Number of very long term empty homes (2 years or more as at 1st day of each month)	Actual (Period)	174	174	176
	Target			
		!	!	!
	Direction of change	↓	→	↗
	Comment			
CE 003 Number of long term empty homes (6 months or more as at 1st day of each month)	Actual (Period)	629	656	705
	Target			
		!	!	!
	Direction of change	↗	↗	↗
	Comment			