

Overview & Scrutiny Committee



Please contact: Matthew Stembrowicz
Please email: matthew.stembrowicz@north-norfolk.gov.uk
Please direct dial on: 01263 516047

Tuesday, 6 October 2020

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **remotely via Zoom** on **Wednesday, 14 October 2020** at **9.30 am**.

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

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

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

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

Emma Denny
Democratic Services Manager

To: Mr N Dixon, Ms L Withington, Mr H Blathwayt, Mrs W Fredericks, Mr P Heinrich, Mr N Housden, Mr G Mancini-Boyle, Miss L Shires, Mrs E Spagnola, Mr J Toye and Mr A Varley

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



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

Chief Executive: Steve Blatch
Tel 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005
Email districtcouncil@north-norfolk.gov.uk **Web site** www.north-norfolk.gov.uk

A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. SUBSTITUTES

3. PUBLIC QUESTIONS & STATEMENTS

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

4. MINUTES

1 - 8

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 16th September 2020.

5. ITEMS OF URGENT BUSINESS

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

6. DECLARATIONS OF INTEREST

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

7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public.

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

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

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

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

None to report.

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,

Ward(s) affected
All

Leader of the Council

Contact Officer, telephone number and email:

Steve Blatch, Chief Executive

Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232

11. MANAGING PERFORMANCE QUARTER 1 2020/2021

15 - 62

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

12. **OVERVIEW & SCRUTINY COMMITTEE - WORK PROGRAMME SETTING 2020-21**

63 - 66

Summary: This reports aims to assist the Committee in setting its Work Programme for the remainder of the 2020-21 municipal year.

Options considered: Multiple options are presented for consideration by the Committee, as well as allowing options to be raised for consideration during the meeting.

Conclusions: This report provides options and guidance to aid the Committee in setting its work Programme. The outcome of which will be determined by the Committee.

Recommendations: **To review and agree which items should be added to the Overview & Scrutiny Work Programme for the remainder of the 2020-21 municipal year.**

Reasons for Recommendations: To make best use of Committee time by agreeing appropriate items of business.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report, which do not contain exempt information and which are not published elsewhere)

Cabinet Member(s)	Ward(s) affected
N/a.	All

Contact Officer, telephone number and email:

Matt Stembrowicz – Scrutiny Officer

Email: matthew.stembrowicz@north-norfolk.gov.uk Tel: 01263 516047

WORK PROGRAMMES

13. THE CABINET WORK PROGRAMME 67 - 68

To note the upcoming Cabinet Work Programme.

14. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 69 - 74

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

15. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

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

OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 16 September 2020 in the remotely via Zoom at 9.30 am

Committee Members Present:	Mr N Dixon (Chairman)	Mr H Blathwayt
	Mrs W Fredericks	Mr P Heinrich
	Mr G Mancini-Boyle	Miss L Shires
	Mrs E Spagnola	Mr J Toye
	Mr A Varley	
Other Members Present:	Mr J Rest (Observer)	Mr E Seward (Observer)
	Mr C Cushing (Observer)	
Officers in Attendance:	Democratic Services and Governance Officer (Scrutiny) (DS&GOS), Chief Executive (CE), Democratic Services Manager (DSM), Head of Economic and Community Development (HECD) and Chief Technical Accountant (CTA)	

53 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr T Adams and Cllr N Housden.

54 SUBSTITUTES

None.

55 PUBLIC QUESTIONS & STATEMENTS

None received.

56 MINUTES

Minutes of the meeting held on 12th August 2020 were approved as a correct record and signed by the Chairman, subject to the following amendment:

On p3 Cllr L Shires stated that her comments on continued expenditure referred to Cabinet spending plans.

57 ITEMS OF URGENT BUSINESS

None received.

58 DECLARATIONS OF INTEREST

None declared.

59 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

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

None received.

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

- i. The DS&GOS informed Members that Cabinet had accepted the Committee's recommendation to cooperate with the Committee on a pre-scrutiny session, to review the administration's income generation and savings plans, and similarly the HFAM had agreed to provide a summary report of the Council's reserves for the same meeting. Both reports would be expected to come to either the October or November OSC meeting.

62 2019/20 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT)

Cllr E Seward – Portfolio Holder for Finance introduced the report and informed Members that there had been a year end surplus of approximately £100k, which had been transferred to reserves. He added that the statement of accounts had been prepared within the required timeframe, and would now go to GRAC for sign-off. Cllr E Seward stated he had revisited his comments from the 2019-20 budget setting process, and confirmed that whilst some of the expected benefits from the business rates pool had been realised, uncertainty around Central Government spending reviews remained. It was noted that towards the end of the financial year, it was evident that the Coronavirus lockdown had a negative impact on the Council's finances, estimated at a combined shortfall of £250k. It was reported that the Council's expenditure for the year had been higher than normal, largely as a result of the Sandscaping project, though this was supported by significant external funding. On reserves, Cllr E Seward stated that the Council had begun the 19/20 year with approximately £18.8m in general and earmarked reserves, though a surplus of £2.4m from the previous budget had increased this figure.

Questions and Discussion

- i. Cllr G Mancini-Boyle stated that the treasury had recently opened a business rates consultation, and asked what the Council's response would be. The CTA replied that she was in the process of drafting a response to the consultation with the Revenues Manager that took into account a range of issues over approximately forty questions. She added that they were on-track to submit the response by the required deadline and would share it once complete.
- ii. The recommendations were proposed by Cllr W Fredericks and seconded by Cllr J Toye.

RESOLVED

To recommend the following to Full Council:

- 1. The provisional outturn position for the General Fund revenue account for 2019/20.**
- 2. The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2020/21 budget.**
- 3. Allocate the surplus of £97,114 to the General Reserve.**
- 4. The financing of the 2019/20 capital programme as detailed within the**

report and at Appendix D.

5. The balance on the General Reserve of £2.404 million (after allocation of the underspend per recommendation c).
6. The updated capital programme for 2020/21 to 2023/24 and scheme financing as outlined within the report and detailed at Appendix E.
7. The outturn position in respect of the Prudential Indicators for 2019/20 as detailed in Appendix F.
8. Agree the award of the new cleaning contract to Eco Cleen Services Ltd.

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

The CE introduced the report and informed Members that the District had been very busy with tourists during July and August, which had required working collaboratively with local businesses to maintain a safe environment with very low Coronavirus transmission rates, which was a positive outcome for the Council. He added that this had caused additional pressures on services with regards to cleansing and litter collection. It was reported that the Council had also administered the discretionary business grants scheme, with final payments agreed on Wednesday 9th September. The CE stated that the Council had been successful in securing a tourism support grant that would be administered in the coming months, in addition to the Council's existing efforts that included the use of a fogging machine to deep cleanse high contact areas such as public conveniences and play areas. He added that the Council had also been successful in securing £1.17m of funding from the Getting Building fund, which would support the delivery of the North Walsham Heritage Action Zone project. With regards to the Council's leisure contracts, it was reported that there had been funding pressures for the Council as it was obliged to support the facilities during closure, though the leisure centres had been reopened for dry sports from 15th July, and swimming facilities in Sheringham and North Walsham had reopened from 20th August. The CE noted that officers and Members continued to take part in the Norfolk Resilience Forum, and the new Health Engagement Board to ensure that Norfolk's Coronavirus response remained in-line with national guidelines.

Questions and Discussion

- i. The Chairman noted that he understood North Norfolk had one of the lowest infection rates in the country, then asked whether the recent outbreak that had occurred south of Norwich had any impact on the District. The CE replied that there was an understanding that meat production plants were particularly vulnerable to wide scale transmission, though Norfolk was a pilot for the local outbreak control plan, and Public Health Norfolk had maintained clear lines of communication whilst handling of the event. He added that there were no factory employees resident in North Norfolk, but County-wide sharing of knowledge and best practice had taken place as a result of the crisis. The CE stated that the low rate of infection in Norfolk following the outbreak, suggested that it had been handled appropriately, and hopefully this approach would continue.
- ii. Cllr J Toye stated that there were concerns that when children returned to school, hidden cases of domestic abuse may become more visible, and asked if there had been any indication of this, and whether any support was available for victims. The CE replied that the Council was party to multiagency response networks for these circumstances, though he was not aware that there had

been any significant increase reported in the District. He added that some referrals for homelessness, loss of tenancies and subsequent family crises had been referred to the Council, and suggested that he could report back if these were above historic levels. The Chairman noted that a number of tenants had lost their accommodation during the crisis, and asked if there was any further information on the reasons for this, as it was his understanding that an eviction ban had been in place. The CE replied that he would look to provide more detail on the issue following the meeting.

- iii. Cllr L Shires referred to point 2.8 on p37 regarding mobile testing facilities, and raised concerns that many residents were not able to access adequate testing. She asked if the issues would be resolved soon, and whether NNDC had been informed of any remedial action. The CE replied that the Council had not received any complaints on testing up to the last few weeks, though as children returned to school across the country, this had increased pressure on the testing system. He added that he and the leader had raised concerns with Members of Parliament, though testing capacity was a national issue that required Central Government action to resolve.
- iv. Cllr H Blathwayt stated that he had been very impressed by the Council's response to the crisis, but asked if there had been a democratic deficit caused by the remote nature of Councillor's work. He added that in some cases responses from the planning department appeared to have been delayed by staff absences, then asked if the number of delegated decisions had increased as a result of the crisis. The CE replied that the lockdown had required a number of delegated decisions to be made, mainly with regards to the closing and reopening of public conveniences and play areas, which had been reported to both Cabinet and OSC meetings. With regards to the potential issues of democratic deficit, the CE stated that with the current restrictions in place on public meetings, remote working had provided a transparent way for Council's to continue to operate. Finally, on the planning issues, it was reported that a single point of contact had been put in place for the department to monitor the response times of different teams, though this would be kept under review and feedback was appreciated. Cllr H Blathwayt replied that the planning contact had been excellent, though it may be necessary to appoint a deputy to cover absences.
- v. Cllr G Mancini-Boyle asked if there were to be a local Covid outbreak within the District, was there a working plan in place to control this. The CE confirmed that there was a plan in place, which included a locally managed contact tracing system for Norfolk, with an NNDC team available to make house-calls if necessary.
- vi. Cllr P Heinrich referred to the possibility of a second lockdown and asked if contingency measures were in place to manage this. The CE replied that plans were in place and the local coordination centres could be re-established if required, to deliver food and medicine. He added that social distancing measures remained in place following the end of the peak tourism season, and there was anecdotal support for these to remain in place for the foreseeable future.
- vii. Cllr L Shires noted that the majority of the public appeared to have accepted

wearing masks and sanitising when entering shops, and asked whether there were any plans to reissue these guidelines to reassure higher risk residents. The CE replied that as a public authority NNDC would continue to promote the national safety messages which at present was hands, face and space. He added that this message would continue to be promoted through all Council channels, in addition to other messages such as the rule of six. In reference to the still shielding individuals, it was hoped that as tourism numbers began to fall moving into the winter, that high risk residents may begin to feel safe and reassured about going out in public.

- viii. The recommendation was proposed by Cllr H Blathwayt and seconded by Cllr L Shires.

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.

64 NORTH WALSHAM TOWN CENTRE PUBLIC REALM IMPROVEMENTS

Cllr E Seward introduced the item and stated that it was an exciting opportunity to make significant improvements in North Walsham that he hoped would last for years to come. The HECD added that the funding award granted to the Council was a very significant sum of money that would enable placemaking on a scale that would achieve the original ambitions of the bid, as well as increasing footfall and creating a more useable town centre for residents and visitors alike.

Questions and Discussion

- i. The Chairman stated at the September Cabinet meeting he had noted the project's contribution to both the business growth and quality of life themes of the Corporate Plan. As a result, he had asked what the specific outcomes of the project would be, how they would be measured, and whether there had been any cost-benefit analysis attached to these outcomes. He added that it was his intention to take an objective approach to the project, so that it could be adequately reviewed once complete.
- ii. The recommendations were proposed by Cllr P Heinrich and seconded by Cllr A Varley.

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 placemaking elements of North Walsham High Street Heritage Action Zone.**
- 2. 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.**

65 OFFICER DELEGATED DECISIONS (AUGUST 2020)

- i. The CE introduced the report and stated that he was happy to take questions if required.
- ii. Cllr G Mancini-Boyle proposed to note the report and was second by Cllr W Fredericks.

RESOLVED

To note the report.

66 THE CABINET WORK PROGRAMME

The DS&GOS informed Members that a number of property transaction reports had gone to Cabinet in September, though they were not deemed necessary for review by the Committee. It was stated that the MTFS was expected in October alongside a performance management report.

RESOLVED

To note the Cabinet Work Programme.

67 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

- i. The DS&GOS reminded Committee Members that an email had been shared requesting suggestions for the Work Programme, which had included guidance on the selection criteria. He added that a Work Programme setting session could take place at the next meeting, in addition to the anticipated items.
- ii. Cllr L Shires asked if suggestions for the Work Programme should be made in addition to the outstanding items, to which the DS&GOS replied that additional items would be preferable, though requesting that existing items be brought forward could help to prioritise topics. Cllr Shires asked if staff absence data would be included in the performance management report, to which the CE replied that it could be provided. The DS&GOS added that the new performance management software would enable data to be taken and reviewed in real time at meetings, as opposed to reviewing all data. The Chairman reminded Members that OSC was entitled to ask questions on all areas of Council business, and should bear this in mind when submitting items for the Work Programme.
- iii. Cllr W Fredericks asked if the Committee would receive regular updates about the North Walsham HAZ project. The DS&GOS replied that the Committee would be able to request updates if required.
- iv. Cllr L Shires asked if the Digital by Design briefing was still planned to go ahead, to which the Chairman replied that he expected this would take place in October. The CE stated that once the management restructure was complete, there would be a responsible officer to deliver the presentation

- v. Cllr H Blathwayt referred to waste contract monitoring and asked if this should be more frequently reviewed than six-monthly. The Chairman noted that it had been appropriate to wait for six months to allow time for the new contractors to settle into the role, however this could now be brought forward if necessary. The CE stated that pressure had increased on the contractor during the peak tourism season, though NNDC had been one of the few local authorities in Norfolk to maintain a full service throughout lockdown.
- vi. The request to bring a waste contract monitoring report to the November meeting was proposed by Cllr A Varley and seconded by Cllr J Toye.

RESOLVED

- 1. To note the Work Programme**
- 2. To request that a Waste Contract Monitoring Report is added to the Work Programme for the November meeting.**

68 EXCLUSION OF THE PRESS AND PUBLIC

It was proposed by Cllr P Heinrich and seconded by Cllr L Shires to pass the following resolution to exclude the press and public.

RESOLVED

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

69 SHERINGHAM LEISURE CENTRE OPTIONS

The HECD introduced the report and informed Members that it contained the costs and/or benefits of an earlier than anticipated closure of the existing facility, with the caveat that the analysis was based on a number of assumptions with regards to Covid-19. He added that the report outlined a number of trigger points as a result of changes in circumstances, e.g. a future lockdown that may trigger reconsideration of the decision.

- i. The Chairman sought to ensure that Members were happy that the report answered the original question as intended, and whether the necessary options had been considered.
- ii. It was proposed by Cllr H Blathwayt and seconded by Cllr E Spagnola to note the report and Cabinet's response.

RESOLVED

To note the content of the report and Cabinet's decisions in relation to the report's findings.

The meeting ended at 11.40 am.

Chairman

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)
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

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-focussed 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-focussed 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)	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

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.

This page is intentionally left blank

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

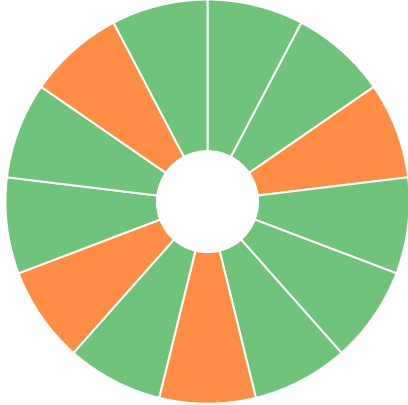
	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action 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

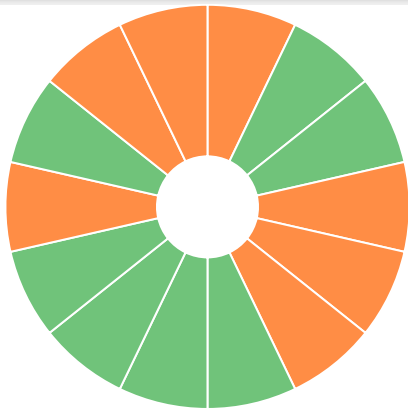
Local Homes for Local Need



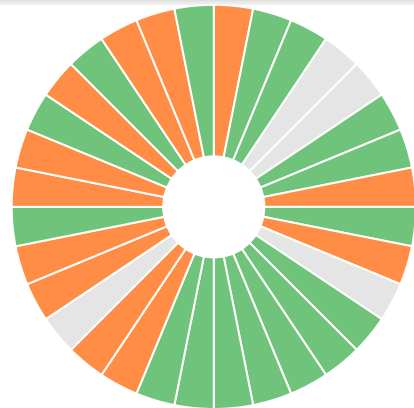
Boosting Business Sustainability and Growth



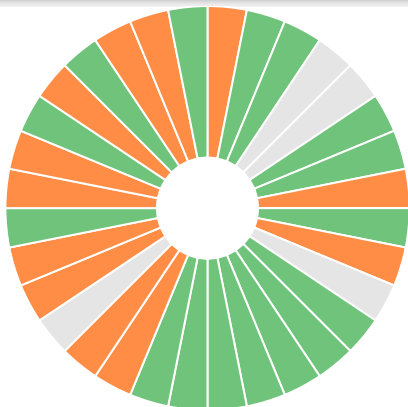
Customer Focus



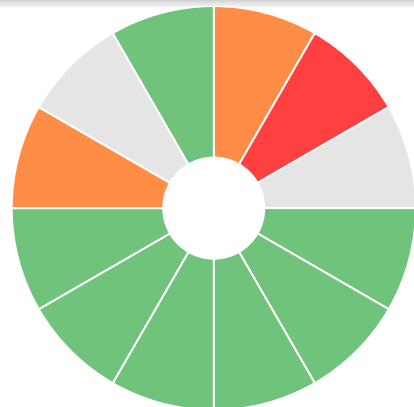
Climate, Coast and the Environment



Financial Sustainability and Growth



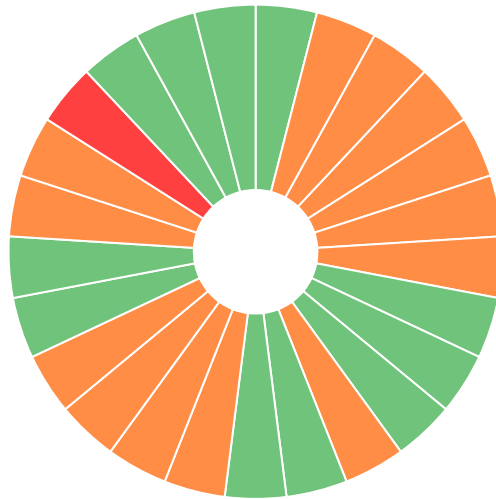
Quality of Life



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
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance	
	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
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	
	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
<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance	
	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
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance	
	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
<input checked="" type="checkbox"/> 2.7.1 Market towns initiative	Performance	
	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
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	
	Quarterly Report	Strategy has been subject to an initial review and reflects best

30/06/2020

	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	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. Cromer, Fakenham and Wells are due to come on line during September 2020. We are experiencing difficulties with the installation in North Walsham due to the requirements for access across third party land but discussions are ongoing.
	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	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. Page 25 Procurement Strategy expected to be completed by the end of the calendar year.

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

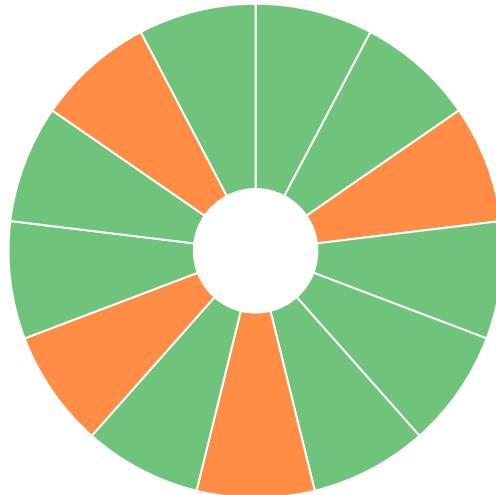
		30/06/2020
	Due Date	31/12/2020

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

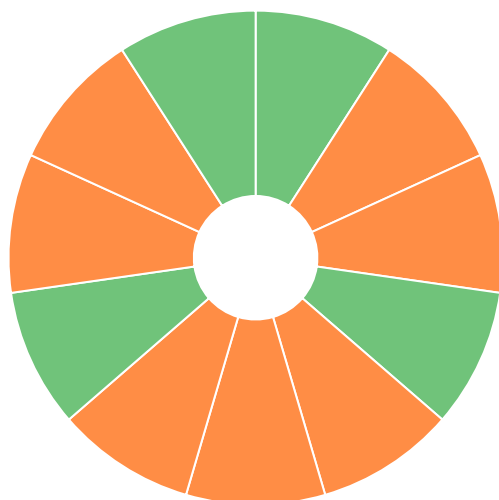
Boosting Business Sustainability and Growth

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.

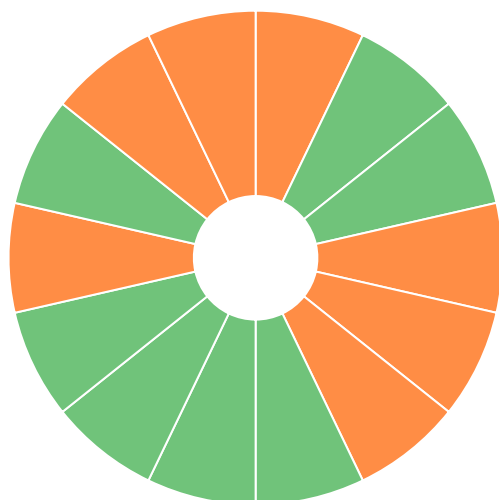
		30/06/2020
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	Performance	●
	Comments	<p>Delayed due to Covid-19 pandemic. This will be reviewed in December 2020.</p> <p>The inclusive Growth 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.

		30/06/2020
	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

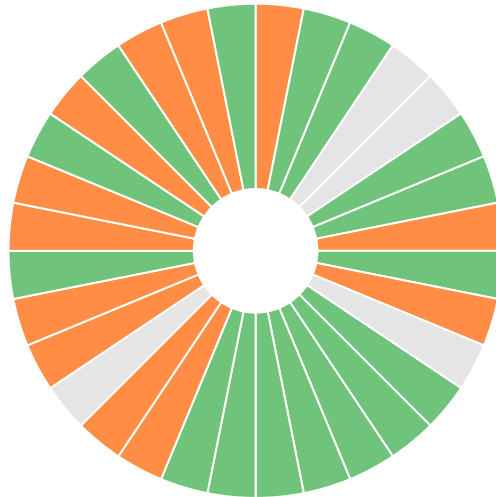
<input checked="" type="checkbox"/> 3.4.2 Establish Town & Parish Council Forum	Performance	★
	Comments	Two forum meetings have been held at the Council Offices and both were well attended - with representatives from approximately 40 town and parish councils attending. Agreement was reached on how they 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	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. Colin Brown Not Started 01/06/2020 30/11/2020
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance Comments Owner Stage Start Date Due Date	 n/r Colin Brown Not Started 01/10/2020 28/02/2021
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance Comments Owner Stage Start Date Due Date	 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. Cromer, Fakenham and Wells are due to come on line during September 2020. We are experiencing difficulties with the installation in North Walsham due to the requirements for access across third party land but discussions are ongoing. Duncan Ellis In Progress 04/02/2020 31/12/2020
<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	 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. Robert Young Not Started 04/02/2020 30/09/2021
<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	 On schedule due to reported under regulation 19 submissions in 2021. Phillip Rowson In Progress 28/02/2020 31/08/2021
<input checked="" type="checkbox"/> 4.6.4 Review staff/member	Performance	

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

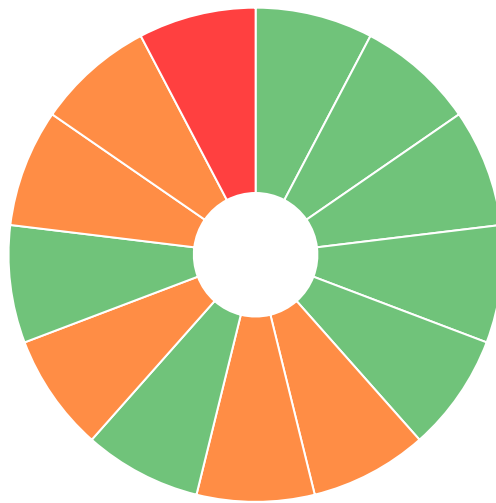
		30/06/2020
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 4.7.4 Establish data collection systems analyses	Performance	●
	Comments	<p>An initial residual waste composition analysis was undertaken in March 2020 and the results of this were made available 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 Community 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	▲

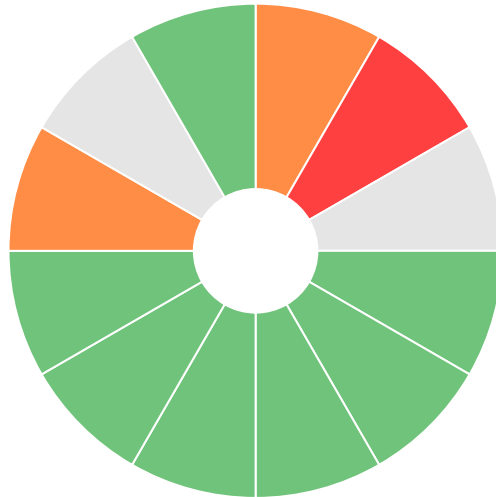
for the installation of photo voltaics (PV) on the Council's assets	Comments	Recruitment of environment officer has commenced. Limited progress due to Covid-19 and lack of staff resource.
	Owner	Robert Young
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2020

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

6.8.1 Commit to NNDC Blue Flag and Green Flag status

Performance



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

Due Date 31/12/2020

6.9.1 Deliver the first Mammoth Marathon

Performance



Comments

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.

Owner Karl Read

Stage In Progress

Start Date 04/02/2020

Due Date 17/05/2020

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

6.11.1 Community support initiatives review

Performance



Comments

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.

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.

Owner Sonia Shuter

Stage In Progress

30/06/2020

Start Date

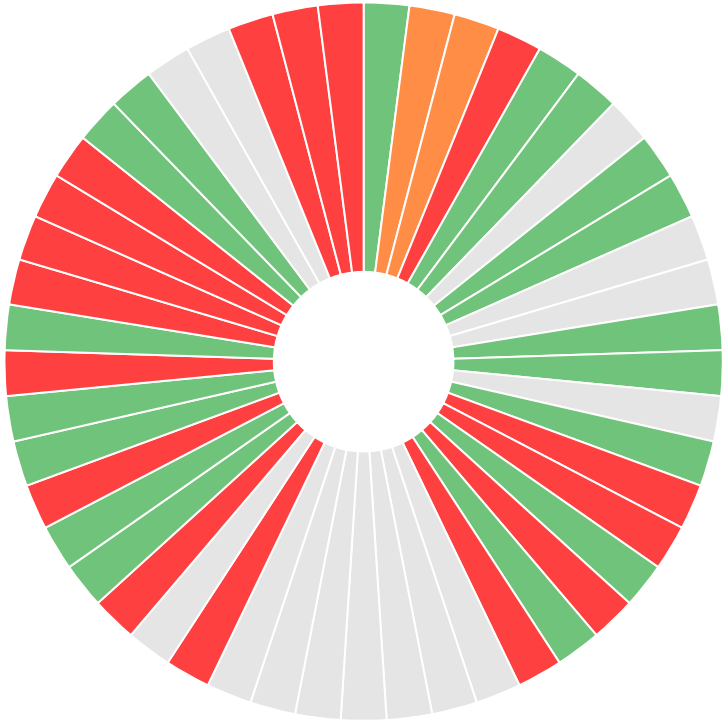
04/02/2020

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	↔X	↔X	↕✓
	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	↔X	↔X	↕✓
	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	↕✓	↔X	↕✓

		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 60		
		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			

OVERVIEW & SCRUTINY COMMITTEE – WORK PROGRAMME SETTING 2020-21

- Summary:** This reports aims to assist the Committee in setting its Work Programme for the remainder of the 2020-21 municipal year.
- Options considered:** Multiple options are presented for consideration by the Committee, as well as allowing options to be raised for consideration during the meeting.
- Conclusions:** This report provides options and guidance to aid the Committee in setting its work Programme. The outcome of which will be determined by the Committee.
- Recommendations:** **To review and agree which items should be added to the Overview & Scrutiny Work Programme for the remainder of the 2020-21 municipal year.**
- Reasons for Recommendations:** To make best use of Committee time by agreeing appropriate items of business.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report, which do not contain exempt information and which are not published elsewhere)

Cabinet Member(s)	Ward(s) affected
N/a.	All

Contact Officer, telephone number and email:

Matt Stembrowicz – Scrutiny Officer

Email: matthew.stembrowicz@north-norfolk.gov.uk Tel: 01263 516047

1. Aims of the Committee

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

Mission Statement:

“The Overview and Scrutiny Committee is the Council's watchdog, ensuring that the Cabinet is held to account and is carrying out the Council's aims, as well as getting the best value for money as a result of its decisions.”

2. Work Programme Guidance

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

T - Timely

Work plans should take account of work in other areas, and avoid duplication. Members should consider if now is the best time to consider the issue, and whether there are any legislative or policy changes afoot.

O - Organisational Priority

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

P - Public Interest

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

I - Influence

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

C - Cost

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

3. Potential Items for Discussion:

At present, the Committee has space for items from December 2020 to April 2021, though if any outstanding items remain at the end of the municipal year, these can be carried forward onto the 2021/22 Work Programme. In addition to statutory reports and already planned items, the following have been suggested by Committee Members as potential items for discussion:

- Affordable Housing Strategy – Can the Committee review Cabinet's strategy and its potential impact on the District's housing stock, business development, and planning.
- Planning Function (development control) Performance Review – Can the Committee work alongside GRAC to undertake a review of the service over the past five years against a national performance framework. Potential scope for review to be completed by a Working Group.

- Beach Huts & Chalets Monitoring – Can the Committee look at a pre-emptive maintenance schedule to avoid more costly/reactionary repairs.

Recurring/Expected Items for Discussion

- Climate Change Strategy/Declaration of Climate Emergency – What has been achieved since the declaration of a Climate Emergency, what else can be done.
- MTI Monitoring/Process Review (completion of MTI projects delayed due to Covid-19)
- Crime and Disorder Briefing (Statutory requirement) – Opportunity for Covid related briefing.
- Enforcement Board Quarterly Updates – Need to be resumed pending officer support
- Economic Development Strategy – Are alternatives to Tourism being considered/supported
- North Walsham Heritage Action Zone Project Monitoring
- Monitor resource implications for Homelessness Strategy – What is the combined financial and resource impact of the strategy
- Website design/functionality – Will the website be improved to help facilitate a digital by design approach.
- Ambulance Response Times/First Responders Briefing – Awaiting outcome of NHOSC meeting, expected at next meeting

This page is intentionally left blank

North Norfolk District Council
Cabinet Work Programme
For the Period 01 November to 31 December 2020

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
November 2020					
Cabinet	02 Nov 2020	Council Tax Discount Determination 2020/21	Eric Seward <i>Lucy Hume</i> Chief Technical Accountant	<i>Financial Sustainability</i>	
Scrutiny	11 Nov 2020				
Cabinet	05 Oct 2020	Housing Stock – consent for transfer to Flagship Housing Group	Andrew Brown <i>Sarah Bowden</i> Local Government Lawyer, Eastlaw	<i>Local Homes for Local People</i>	
Cabinet	02 Nov 2020	Budget Monitoring P6	Eric Seward <i>Duncan Ellis</i> Head of Finance	<i>Financial Sustainability</i>	
Scrutiny	11 Nov 2020				
Cabinet	02 Nov 2020	Property Transactions	Greg Hayman Andrew Brown Nicky Debbage Renata Garfoot	<i>Financial Sustainability</i> <i>Local Homes for Local Need</i>	
Cabinet	02 Nov 2020	Decisions taken under delegated authority	All Emma Denny <i>Democratic Services Manager</i>		



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

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

North Norfolk District Council
Cabinet Work Programme
For the Period 01 November to 31 December 2020

December 2020					
Cabinet	07 Dec 2020	Treasury Management Half Yearly report	Eric Seward	Duncan Ellis Head of Finance & Assets 01263 516330	
Scrutiny	15 Dec 2020				
Cabinet	07 Dec 2020	Fees & Charges	Eric Seward	Duncan Ellis Head of Finance & Assets 01263 516330	
Council	15 Dec 2020				
Cabinet	07 Dec 2020	Medium Term Financial Strategy	Eric Seward Duncan Ellis Head of Finance	<i>Financial Sustainability</i>	
Scrutiny	15 Dec 2020				
Council	16 Dec 2020				
Cabinet	07 Dec 2020	Property Transactions	Greg Hayman Andrew Brown Nicky Debbage Renata Garfoot	<i>Financial Sustainability</i> <i>Local Homes for Local Need</i>	
Cabinet	07 Dec 2020	Decisions taken under delegated authority	All Emma Denny Democratic Services Manager		



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

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

Overview & Scrutiny September 2020 Outcomes & Action List

ACTION BY PROGRESS/COMPLETION

<p><u>ITEM 10: 2019/20 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT)</u></p> <p>RESOLVED</p> <p>To note and recommend the following to Full Council:</p> <ol style="list-style-type: none"> 1. The provisional outturn position for the General Fund revenue account for 2019/20; 2. The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2020/21 budget; 3. Allocate the surplus of £97,114 to the General Reserve; 4. The financing of the 2019/20 capital programme as detailed within the report and at Appendix D; 5. The balance on the General Reserve of £2.404 million (after allocation of the underspend per recommendation 3); 6. The updated capital programme for 2020/21 to 2023/24 and scheme financing as outlined within the report and detailed at Appendix E; 7. The outturn position in respect of the Prudential Indicators for 2019/20 as detailed in Appendix F and; 8. Agree the award of the new cleaning contract to Eco Cleen Services Ltd. 	Full Council	September Meeting
<p><u>ITEM 11: NORTH NORFOLK DISTRICT COUNCIL'S ACTIONS IN THE RECOVERY PHASE OF THE CORONAVIRUS PANDEMIC</u></p> <p>ACTIONS</p> <ol style="list-style-type: none"> 1. Chief Executive to confirm whether any cases of homelessness or lost tenancies arose from eviction or other removal actions. <p>RESOLVED</p> <ol style="list-style-type: none"> 1. 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. 	Chief Executive	September
<ol style="list-style-type: none"> 1. 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. 	O&S Committee	September

<p><u>ITEM 12: NORTH WALSHAM TOWN CENTRE PUBLIC REALM IMPROVEMENTS</u></p> <p>RESOLVED</p> <p>To note and agree to the following recommendations:</p> <ol style="list-style-type: none"> 1. Cabinet 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 placemaking elements of North Walsham High Street Heritage Action Zone. 2. 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. 	<p>Full Council</p> <p>Cabinet</p>	<p>September</p> <p>Complete</p>
<p><u>ITEM 13: OFFICER DELEGATED DECISIONS (JUNE TO JULY 2020)</u></p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. To receive and note the report and the register of officer decisions taken under delegated powers. 	<p>O&S Committee</p>	<p>Complete</p>
<p><u>ITEM 15: OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE</u></p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. To note the Work Programme 2. To request that a Waste Contract Monitoring Report is added to the Work Programme for the November meeting. 	<p>O&S Committee</p> <p>Scrutiny Officer</p>	<p>Complete</p> <p>November</p>
<p><u>ITEM 17: SHERINGHAM LEISURE CENTRE OPTIONS</u></p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. To note the content of the report and Cabinet's decisions in relation to the report's findings. 	<p>O&S Committee</p>	<p>Complete</p>

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2020/21

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
May 2020				
Cabinet Scrutiny	NNDC Covid-19 Response	Sarah Butikofer Steve Blatch	To review the NNDC response to the Covid-19 pandemic	
Cabinet Scrutiny	Covid-19 2020/21 Budget Impact Report	Eric Seward Duncan Ellis	To review the impact of the Covid-19 pandemic on the Council's 2020/21 budget	
Scrutiny	Review of delegated decisions		To review any delegated decisions that have been made as a result the Covid-19 Pandemic	
July				
Cabinet Scrutiny	NNDC Transition from Response to Recovery Coronavirus Pandemic	Steve Blatch Sarah Bütikofer	To brief Members on NNDC's transition from the response to the recovery stage of the Covid-19 Pandemic	
Cabinet Scrutiny	Review of Delegated Decisions	Emma Denny	To allow Members an opportunity to review decisions taken under delegated authority	
Scrutiny	Sheringham Leisure Centre Project Update	Rob Young Virginia Gay	To update Members on the status of the Sheringham Leisure Centre Project	Quarterly
Scrutiny	Market Town Initiative - Interim Update	Matt Stembrowicz Richard Kershaw	To update Members on the current status of MTI projects in relation to the impact of Covid-19	Requested by Chairman
August				
Cabinet Scrutiny Council	Debt Management Annual Report	Eric Seward Sean Knight	To review the Report and make any necessary recommendations to Council	Annual
Cabinet Scrutiny Council	Treasury Management Annual Report	Eric Seward Duncan Ellis	To make recommendations to Council	Annual
Cabinet Scrutiny Council	Financial Impact Covid-19	Duncan Ellis Eric Seward	To review any budget revision suggestions in relation to the financial impact of Covid-19	
Cabinet Scrutiny	Review of Delegated Decisions	Emma Denny	To allow Members an opportunity to review decisions taken under delegated authority	

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2020/21

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
September				
Cabinet Scrutiny Council	Out-turn report/Budget Monitoring P4	Eric Seward Duncan Ellis	To make any recommendations to Council	Annual
Cabinet Scrutiny	NNDC Actions in the Recovery Phase of the Coronavirus Pandemic	Steve Blatch Sarah Butikofer	To review the Councils actions in relation to the recovery from Covid-19	
Cabinet Scrutiny	Delegated Decisions	Emma Denny Sarah Butikofer	To review Officer delegated decisions	Monthly
Cabinet Scrutiny Council	North Walsham Town Centre Public Realm Improvements	Rob Young Richard Kershaw	To inform the Committee of a substantial draw down of funds for a significant project	
Cabinet Scrutiny	Sheringham Leisure Centre Options	Rob Young Virginia Gay	To review options for the existing Splash facility	Requested by Committee
October				
Cabinet Scrutiny	Delivery Plan Re-prioritisation	Steve Blatch Sarah Butikofer	To review and comment on the re-prioritised Delivery Plan	
Cabinet Scrutiny	Performance Management	Helen Thomas Sarah Butikofer	To review Council performance	Quarterly TBC
Scrutiny	Work Programme Setting	Matt Stembrowicz Nigel Dixon	To agree items for the Work Programme for the remainder of the municipal year	Annual
November				
Cabinet Scrutiny	Budget Monitoring P6	Eric Seward Duncan Ellis	To review the budget monitoring position	Periodical
Scrutiny	Waste Contract Monitoring	Nigel Lloyd Steve Hems	To review the performance of the new waste contractor	Six Monthly
Cabinet Scrutiny	Delivery Plan: Income Generation & Savings Pre-Scrutiny	Sarah Butikofer Duncan Ellis	To pre-scrutinise the administration's income generation/cost saving proposals	Requested by Committee
Cabinet Scrutiny Council	Council Tax Discount Determinations	Lucy Hume/Eric Seward	To determine the Council Tax discounts for 2020/21	Annual

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2020/21

Meeting	Topic	Lead Officer / Member	Objectives & Desired Outcomes	Time cycle
December				
Cabinet Scrutiny Council	Treasury Management Half-Yearly Report	Eric Seward Lucy Hume	To consider the treasury management activities	Six Monthly
Scrutiny	Crime & Disorder Briefing TBC	Nigel Dixon Matt Stembrowicz	PCC and district Superintendent to provide a briefing on TBC	Annual
Cabinet Scrutiny Council	Medium Term Financial Strategy	Eric Seward Duncan Ellis	To review the Medium Term Financial Strategy	Annual – before 2021/22 Budget
January 2021				
Cabinet Scrutiny Council	2021/22 Base Budget and Projections for 2022/23 to 2023/24	Eric Seward Duncan Ellis	To review the proposed budget and projections	Annual
Scrutiny Cabinet	Equality & Diversity Policy	Steve Blatch Sarah Butikofer	To review the draft Equality & Diversity Policy prior to approval	Review requested by Council
February				
Cabinet Scrutiny Council	Treasury Strategy 2020/21	Eric Seward Lucy Hume	To review the treasury management activities and strategy for the investment of surplus funds	Annual
Cabinet Scrutiny Council	Capital Strategy	Eric Seward Lucy Hume	To review the deployment of capital resources to meet Council objectives & framework for management of the capital programme	Annual
Cabinet Scrutiny Council	Investment Strategy	Eric Seward Lucy Hume	To review the Council's Investment Strategy for the year 2020-21	Annual
March				
Cabinet Scrutiny	Budget Monitoring P10	Eric Seward Duncan Ellis	To review the budget monitoring position	
April				
Cabinet Scrutiny	Enforcement Board Update	Nigel Lloyd	To receive an update Enforcement Board cases – inc how to raise concerns, resourcing	Six-monthly

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2020/21

			of team and overview of properties	

Meeting	Topic	Lead Officer / Member	Objectives & Desired Outcomes	Time cycle
Outstanding/To be Confirmed				
Cabinet Scrutiny Council	Affordable Housing Strategy TBC		Pre-Scrutiny of the affordable housing strategy	
Scrutiny	Monitor resource implications for Homelessness Strategy			Requested by Committee
Scrutiny	Website design/functionality		To review the functionality of the Council's website	Requested by the Committee
Cabinet Scrutiny Council	Annual Action Plan TBC	Sarah Bütikofer Helen Thomas		Annual
Scrutiny Council	Overview & Scrutiny Committee Annual Report 2018/19	Matt Stembrowicz	Committee to approve and recommend to Council	Annual
Scrutiny	Market Towns Initiative Monitoring/Process Review	Matt Stembrowicz Richard Kershaw	To monitor the implementation of successful MTI applicants and review the funding process	Requested by the Committee
Scrutiny	Beach Huts & Chalets Monitoring	Maxine Collis Greg Hayman	To monitor performance of Beach Huts & Chalets	Requested by the Committee
Scrutiny	Ambulance Response Times/First Responders Briefing			Requested by the Committee
Scrutiny	Splash Update – December TBC	Rob Young Virginia Gay	To receive an update on the progress of the Sheringham Leisure Centre Project.	Quarterly