

# Cabinet



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Friday, 27 November 2020

A meeting of the **Cabinet** of North Norfolk District Council will be held remotely via Zoom on **Monday, 7 December 2020 at 10.00 am.**

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

## **PUBLIC ATTENDANCE AND PUBLIC SPEAKING – COVID-19**

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

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

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

**Emma Denny**  
**Democratic Services Manager**

**To:** Mrs S Bütikofer, Mrs A Fitch-Tillett, Ms V Gay, Mr G Hayman, Mr R Kershaw, Mr N Lloyd, Mr E Seward, Miss L Shires and Mr J Toye

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  
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## A G E N D A

**1. TO RECEIVE APOLOGIES FOR ABSENCE**

**2. MINUTES**

1 - 8

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 02 November 2020

**3. PUBLIC QUESTIONS AND STATEMENTS**

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

**4. ITEMS OF URGENT BUSINESS**

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

**5. DECLARATIONS OF INTEREST**

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

**6. MEMBERS' QUESTIONS**

To receive oral questions from Members, if any

**7. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE**

To consider any recommendations made to Cabinet by the Overview & Scrutiny Committee, in accordance within the Overview and Scrutiny Procedure Rules

**8. RECOMMENDATIONS FROM CABINET WORKING PARTIES**

PLANNING POLICY & BUILT HERITAGE WORKING PARTY – 9 NOVEMBER 2020 RECOMMENDATIONS TO CABINET

**ITEM 7: Local Plan Draft Policies ECN4: Retail and Town Centre Development, ECN5: Signage and Shopfronts**

**RECOMMENDED**

That Cabinet endorses the revised Policies ECN4: Retail and Town Centre Development and ECN5: Signage and Shopfronts, and delegates responsibility for drafting such an approach, including that of finalising the associated policies and policies mapping, to the Planning Policy Manager.

**ITEM 8: Local Plan Draft Policies ECN1: Employment Land; ECN2: Employment Areas, Enterprise Zones & Former Airbases Policy;**

**and ECN 3: Employment Development Outside of Employment Areas**

RECOMMENDED

That Cabinet endorses the revised Policies ECN1: Employment Land, ECN2: Employment Areas, Enterprise Zones & Former Airbases, and ECN 3: Employment Development Outside of Employment Areas, and delegates responsibility for drafting such an approach, including that of finalising the associated policies and policies mapping, to the Planning Policy Manager.

**ITEM 9: Local Plan Draft Policies ECN6: New Build Tourist Accommodation, Static Holiday Caravans & Holiday Lodges & Extensions to Existing sites; ECN7: Use of Land for Touring Caravan & Camping Sites; ECN 8: New-Build & Extensions to Tourist Attractions; and ECN 9: Retaining an Adequate Supply & Mix of Tourist Accommodation**

RECOMMENDED

That Cabinet endorses the revised Policies ECN6: New Build Tourist Accommodation, Static Holiday Caravans & Holiday Lodges & Extensions to Existing sites, ECN7: Use of Land for Touring Caravan & Camping Sites, ECN 8: New-Build & Extensions to Tourist Attractions and ECN 9: Retaining an Adequate Supply & Mix of Tourist Accommodation, and delegates responsibility for drafting such an approach, including that of finalising the associated policies and policies mapping, to the Planning Policy Manager.

**ITEM 10: LUDHAM AND STALHAM STAITHE CONSERVATION AREA APPRAISALS AND MANAGEMENT PLANS 2020**

RECOMMENDED

That Cabinet adopts the Ludham and Stalham Staithe Conservation Area Appraisals and Management Plans 2020.

**9. NORTH NORFOLK DISTRICT COUNCIL'S ACTIONS IN THE CURRENT PHASE OF THE CORONAVIRUS PANDEMIC**

9 - 18

Summary:

This report details the actions taken by North Norfolk District Council in the current phase of the Coronavirus Pandemic at a strategic, local and organisational level over the period September - November 2020.

This includes:-

- monitoring and responding to local cases of COVID in the

District, whilst continuing to support large numbers of visitors to the District during September and October, whilst local rates of infection / transmission remained low through maintaining our “You are Welcome” reassurance programme.

- maintaining social distancing measures and hand washing facilities so as to create and maintain safe, attractive town centre and seafront environments and working with our cleansing contract partner, SERCO, to maintain high frequency of toilet cleansing, beach and foreshore cleansing
- regular “fogging” of “high-touch” surfaces within the District Council’s public conveniences, playgrounds, car park machines, foreshore shelters and on Cromer Pier to reduce the potential transmission of Coronavirus
- high frequency cleaning and regular fogging of the Council’s offices at Cromer and Fakenham to operate a “safe” working environment for District Council and DWP staff
- Securing £330,000 through the Norfolk Tourism Sector Support Programme to support increased cleansing of key tourist areas in the District; development, promotion and appraisal of applications for a North Norfolk tourism adaptation grant scheme to promote investment which diversifies / extend the visitor season and promotion of the District to key markets throughout 2021.
- Following the Prime Minister’s announcement on 31<sup>st</sup> October that there would be an all-England lockdown for the period 5<sup>th</sup> November – 2<sup>nd</sup> December to suppress rapidly rising rates of infection, the Council has stepped up its community

support arrangements for vulnerable people and put in place arrangements to administer a further £5.2 million of Local Restriction Support Grants to local businesses which have had to cease trading during the lockdown

- continued to work with a range of partners to provide housing advice and support to people facing housing difficulties and is currently accommodating 48 households in temporary accommodation pending securing permanent accommodation
- administering Test and Trace payments on behalf of the Government for people on low incomes who are required to self-isolate because of a positive COVID test or through close contact with a person with a positive test result
- continued to support twice weekly mobile testing facilities on Council car parks in Cromer and Fakenham
- continued to participate in regular meetings of the Norfolk Health Protection Board and Norfolk Health Engagement Board arrangements which are monitoring, reviewing and responding to local outbreaks of Coronavirus in the county and by working with partners in Winter Preparedness arrangements – including discussions around mass testing and vaccination programmes in the months ahead.

Options considered:

The report details the Council's actions in the current phase of the Coronavirus pandemic during the period September – December 2020. Actions taken are outlined in the report.

Conclusions:

The report details the actions taken by the District Council during the period September - December in the

current phase of the Coronavirus Pandemic, including supporting our local communities and businesses during the second all-England lockdown and working with partners to prepare plans for mass testing and vaccination programmes in early 2021.

**Recommendations:** **Cabinet is asked to note and comment upon the Council's actions during the period September - December in supporting communities and businesses across North Norfolk during the current phase of the Coronavirus Pandemic, the second period of national lockdown; and in preparing for mass vaccination programmes in the first quarter of 2021.**

Reasons for Recommendations: To inform corporate learning from experience gained through the earlier phases of the pandemic, and preparedness to respond to local incidences of COVID in the next few months, as well as preparations to support the local delivery of mass vaccination programmes during the first quarter of 2021.

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](mailto:steve.blatch@north-norfolk.gov.uk)  
[Tel:- 01263 516232](tel:01263516232)

## 10. MANAGING PERFORMANCE QUARTER 2 2020/2021

19 - 74

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 and proposes any further action needed that requires Cabinet approval.

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 continued to have a significant impact on the achievement of the objectives in the Corporate Plan Delivery Plan 2019-2023 and some impact on service operational performance over the period of the Quarter 2 report from July to September 2020. Whilst low rates of infection were seen in the district over the peak summer months, the large number of staycation visitors and tourists, saw significant pressure on our resort and cleansing services, but other service areas of the Council sought to operate as near to business as usual, allowing some recovery against performance targets and objectives, as shown in this report.

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: Cllr Sarah Butikofer, Leader Contact Officer, telephone number and email: Steve Blatch, Chief Executive Email:- <a href="mailto:steve.blatch@north-norfolk.gov.uk">steve.blatch@north-norfolk.gov.uk</a> Tel:- 01263 516232
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## 11. FEES AND CHARGES 2021/22

75 - 108

Summary: This report recommends the fees and charges for 2021/22 that will come into effect from April 2021.

Options considered: Alternatives for the individual service fees and charges now being proposed will have been considered as part of the process in arriving at the fees presented within the report.

Conclusions: The fees and charges as recommended will be used to inform the income budgets for the 2021/22 budget. Approval for the fees ahead of presenting the detailed budgets allows for implementation of changes where applicable and also informs the 2021/22

budgets.

Recommendations: **That Cabinet agree and recommend to Full Council:**  
**a) The fees and charges from 1 April 2021 as included in Appendix A.**  
**b) That Delegated Authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Heads of Service, to agree those fees and charges not included within Appendix A as required as outlined within the report**

Reasons for Recommendations: To approve the fees and charges as set out in the report that will be used to inform the 2021/22 budget process.

Cabinet Member(s): Eric Seward	Ward(s) affected: All
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Contact Officer, telephone number and email:  
Lucy Hume, 01263 516246, lucy.hume@north-norfolk.gov.uk

## 12. RENEWAL OF PRINT ROOM PRINTERS AND SOFTWARE

109 - 116

Summary: In April 2016 the council procured printers and associated software through the Crown Commercial Services Framework 3781 Lot 2. Xerox was awarded the contract and it was agreed by Cabinet that a 5-year contract would be signed and the current contract ends May 2021.

This report is seeking approval of a new lease and maintenance contract with Xerox by direct appointment through the Crown Commercial Services Framework 3781 Lot 2 for the period to December 2024.

Options considered: The alternative options available to the council is to extend the current contract, for 2 years, at existing costs or enter into 5-year contract following a full procurement process.

Conclusions: The proposed new lease through the Crown Commercial Services Framework is the best value for money option to provide the hardware and software to



provide the reprographic services required by the council.

**Recommendations:** **It is recommended that Cabinet approve:**

**The agreement of a new lease and maintenance contract through the Crown Commercial Services Framework 3781 Lot 2 with Xerox for the period to December 2024 as set out in the report.**

Reasons for Recommendations: To provide value for money provision of in-house reprographic services across the council.

Cabinet Member(s) Cllr Lucy Shires	Ward(s) affected All
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Contact Officer, telephone number and email:  
Sean Kelly, Head of Business Transformation & IT  
Email:- [sean.kelly@north-norfolk.gov.uk](mailto:sean.kelly@north-norfolk.gov.uk)  
Tel:- 01263 516276

**13. PURCHASE OF FOUR UNITS OF TEMPORARY/MOVE-ON ACCOMMODATION FOR ROUGH SLEEPERS - PURCHASE RECOMMENDATIONS** 117 - 122

Summary: NNDC was successful in a bid to the Ministry of Housing, Communities and Local Government (MHCLG) for £140k grant funding to be used with £360k of NNDC capital to purchase four units of accommodation for use as temporary or move-on accommodation for rough sleepers. The terms of the MHCLG grant are that purchases must be made before April 2021. This report now recommends the purchase of these units, using delegated authority where necessary to ensure purchases can be made within the timescales of the grant.

Options considered: Do not purchase the units but instead invest the budget. This would not bring about the desired outcome, nor would it be financially advantageous to the Council.

Conclusions: The MHCLG funding provides a viable option for the Council to purchase further units of accommodation to help provide quality temporary and move-on accommodation for single rough sleepers

/ homeless households. A first suitable property has now been identified and purchase of this property, together with three similar properties, would provide quality, flexible temporary accommodation. There is budget provision available to purchase four homes.

Recommendations: That Cabinet agrees to the purchase of the specific property identified in this report and gives delegated authority to a Chief Officer, in consultation with the Portfolio Holder for Housing & Benefits, for the purchase of the remaining three properties within the overall budget of £500k (with all purchases subject to an independent valuation and survey).

Reasons for Recommendations: To provide authority for expenditure over £100,000.

#### **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)*

Budget report to Full Council - 22 February 2017
Purchase of two properties for use as Temporary Accommodation for homeless households – Cabinet 2 March 2020
Purchase of further property for use as Temporary Accommodation for homeless households - Cabinet 18 May 2020 and Cabinet 7 July 2020

Cabinet Member(s)	Ward(s) affected
Councillor Greg Hayman	North Walsham Market Cross

Contact Officer, telephone number and email:  
Contact Officer: Nicky Debbage, Housing Strategy & Delivery Manager,  
Tel: 01263 516027, email [nicky.debbage@north-norfolk.gov.uk](mailto:nicky.debbage@north-norfolk.gov.uk)

#### **14. EXCLUSION OF PRESS AND PUBLIC**

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

#### **15. PRIVATE BUSINESS**

## CABINET

Minutes of the meeting of the Cabinet held on Monday, 02 November 2020 remotely via Zoom at 10.00 am

### Committee

#### Members Present:

Mrs S Bütikofer (Chair)	Ms V Gay
Mrs A Fitch-Tillett	Mr R Kershaw
Mr G Hayman	Miss L Shires
Mr N Lloyd	Mr J Toye
Mr E Seward	

#### Members also attending:

Cllr C Cushing  
Cllr N Dixon  
Cllr J Rest

#### Officers in Attendance:

Chief Executive, Democratic Services Manager, Head of Legal & Monitoring Officer, Head of Environmental Health, Chief Technical Accountant

## 47 MINUTES

The minutes of the meeting held on 5<sup>th</sup> October 2020 were approved as a correct record and signed by the Chairman.

## 48 PUBLIC QUESTIONS AND STATEMENTS

None received.

## 49 ITEMS OF URGENT BUSINESS

The Chairman said that there were two urgent items.

1. Statement from the Leader on the proposed national lockdown and the District Council's response:

The Leader began by saying that herself and the Chief Executive had attended a briefing from the Secretary of State, Robert Jenrick, which outlined the key messages from the Government.

She then outlined what the national lockdown proposals would mean for North Norfolk and the District Council:

As one of the local authority areas with the lowest rates of infection in the country, it was recognised that the decision by the Government to move forward with a national lockdown would be met with disappointment by many local people and businesses

after working so hard to keep rates of infection in the District low throughout the summer.

However, as many people in North Norfolk are in older age groups, and therefore the most vulnerable age group to the COVID infection, a further lockdown together with the low underlying rates in North Norfolk would give many people in North Norfolk comfort through further minimising the level of risk they might otherwise face in contracting the virus.

It was recognised that this announcement would create uncertainty for local people and particularly local businesses and the Council was therefore having a meeting of its internal GOLD civil contingency group to discuss arrangements that afternoon, and to develop the Council's formal response to the lockdown announcement. Initial thoughts were that the Council would continue to be able to provide the Council's core services without significant interruption as the majority of staff were already working from home.

The Community Support arrangements would be reinstated with wider promotion again of 01263 516000 and [nndccovid19@north-norfolk.gov.uk](mailto:nndccovid19@north-norfolk.gov.uk), so that residents unable to access shopping online or through family and friends or collect prescriptions could be supported to Stay at Home in accordance with the Government guidance. In addition, the Council would also strengthen its Business Advice and Support service so that businesses which were required to close were supported quickly to access Government funding and other support through any discretionary support programme the Council was able to establish.

The opening of Council facilities would be reviewed. It was likely that playgrounds and car parks would be kept open so that local people could access the outdoors during the lockdown for their mental health wellbeing. Consideration would be given whether, due to lower use, some public conveniences could be closed where we have a number of facilities in one town so as to save money on cleaning, utilities etc – if such a decision was made, the nearest alternative facilities for people to use would be advertised.

The Leader concluded by saying that the Council would continue to work with partners across Norfolk in responding to the COVID situation in Norfolk – whilst our rates of infection remain some of the lowest in the country, colleagues in other Norfolk Districts had seen some localised spikes in infections, particularly associated with meat processing plants – Banham Poultry, Bernard Matthews and Cranswick Country Foods and through mutual aid arrangements some NNDC staff had volunteered to support Great Yarmouth and Breckland Councils to manage the local outbreaks in their areas. Council leaders had written expressing their thanks to us all recognising that across Norfolk we are all in this together.

## 2. Victory Housing Trust & Flagship Group Limited Merger

The Chairman said that this item was urgent due to the delay that would be caused by waiting until the December meeting of Cabinet.

### **RESOLVED**

That Cabinet give consent to Victory as outlined in the main body of the report and that the Head of Legal be authorised to communicate that decision to Victory and

make any consequential legal arrangements

Reason for the decision:

To provide consent ahead of the merger between Victory and Flagship Housing Associations, as required by the Transfer agreement.

## **50 DECLARATIONS OF INTEREST**

None.

## **51 MEMBERS' QUESTIONS**

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

Cllr Cushing said he believed that there was widespread discontent across the Council. He referred to the recent resignation of a Member from one of the political groups and commented on the rising costs of the management restructure and an investigation into alleged financial misconduct. He asked if any additional protections had since been put in place to protect the Council from future financial malpractice. The Leader replied that she could not comment on anything related to the police investigation at this time and doing so could prejudice the outcome.

Cllr Cushing asked when the police investigation would conclude. The Chief Executive said that Cllr Cushing had been briefed on this matter and would be updated on any progress. He said it was not helpful to comment at this time. He added that once there was an outcome from the investigation, a report would be brought before the appropriate committee.

## **52 RECOMMENDATIONS FROM CABINET WORKING PARTIES**

The Chairman invited the Portfolio Holder for Planning, Cllr J Toye, to introduce this item. Cllr Toye said that the Planning Policy & Built Heritage Working Party had met on the 12<sup>th</sup> October and made two recommendations (as outlined in the agenda). Cllr A Fitch-Tillett, Portfolio Holder for Coast, said that she was fully supportive of the revised coastal policies.

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

### **RESOLVED**

To approve the following recommendations from the Planning Policy & Built Heritage Working Party meeting of 12<sup>th</sup> October 2020:

LOCAL PLAN DRAFT POLICIES SD11: COASTAL EROSION, SD12: COASTAL ADAPTATION AND ENV3: HERITAGE & UNDEVELOPED COAST

That the revised Policies SD11, SD12 and ENV3 be endorsed and responsibility for drafting such an approach, including that of finalising the associated policies, be delegated to the Planning Policy Manager and Coastal Manager.

THE GLAVEN VALLEY CONSERVATION AREA APPRAISALS & MANAGEMENT PLANS 2020

1. That the draft Conservation Area Appraisals for Baconsthorpe, Glandford, Hempstead, Holt and Letheringsett be approved for public consultation.
2. That following consultation, the amended appraisals be brought back to Working Party for consideration and subsequent adoption by Cabinet.

### 53 OVERVIEW & SCRUTINY MATTERS

Cllr N Dixon, Chairman of the Overview & Scrutiny Committee, said that there was one recommendation for Cabinet regarding the resumption of the Environment Forum sessions. He said that there was a strong feeling that this was an important strand of contact for the public with the Council and it was felt that it should continue.

He added that there was an outstanding request for a pre-scrutiny workshop on the Council's medium term financial strategy and a review of income streams. He said that it had been difficult to schedule this session and he requested Cabinet's support in expediting this issue.

He went on to say that there was a similar situation regarding the Digital by Design briefing and again, requested that this was moved forwards.

The Leader agreed and said she supported his request.

### 54 BUDGET MONITORING 2020/21 PERIOD 6

Cllr E Seward, Portfolio Holder for Finance, introduced this item. He explained that at the time the report compared the actual expenditure and income position at the end of September 2020 to the updated budget for 2020/21. There had been two previous COVID 19 financial updates in May and August and at that time the projected deficit was forecast to have reduced to £0.4m.

The report also provided an update on the impact of the pandemic on the Council's financial position and the likely impact on the outturn budget. He said that following a further tranche of funding from the Government, a balanced budget was currently forecast. However, it wasn't yet clear what impact the second lockdown period would have on the Council's finances.

Cllr A Fitch-Tillett referred to the second recommendation and said that the Council's adaptation fund was there for the purpose of careful financial management within the Coastal Partnership East organisation. She urged Members to support the proposal.

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

#### **RESOLVED:**

- 1) To recommend to Full Council the release of £247,083 capital receipts to increase the coastal adaption fund; reinvesting proceeds previously received from the sale of land.**

Reason for the decision:

To update Members on the current budget monitoring position for the Council.

## 55 TREASURY HALF YEAR UPDATE 2020/21

The Portfolio Holder for Finance, Cllr Seward, introduced the report. He explained that the report set out the treasury management activities actually undertaken during the first half of the 2020/21 financial year compared with the Treasury Management Strategy for the year.

Cllr Lloyd commented that it was unfortunate that there had been such low interest rates this year but it not surprising given the circumstances.

It was proposed by Cllr Seward, seconded by Cllr N Lloyd

### **RESOLVED:**

1. That the Council be asked to RESOLVE that The Treasury Management Half Yearly Report 2020/21 is approved.
2. That the Council be asked to APPROVE changes to the Counterparty Limits

## 56 DETERMINATION OF COUNCIL TAX DISCOUNTS 2021/22

The Portfolio Holder for Finance, Cllr Seward, introduced the report. He explained that the legislation provided local authorities with the power to make changes to the level of council tax discount in relation to classes of property. He said the only proposed changes related to empty properties. It was proposed to impose a 300% charge on properties that had been empty for 10 years or more.

It was proposed by Cllr E Seward, seconded by Cllr G Hayman and

### **RESOLVED to recommend to Council:**

Recommendations: Members recommend that Full Council shall resolve that under section 11A of the Local Government Finance Act 1992, and in accordance with the provisions of the Local Government Finance Act 2012 and other enabling powers one of the following applies:

#### *Recommendation 1*

- (a) The discounts for the year 2021/22 and beyond are set at the levels indicated in the table at paragraph 2.1.
- (b) The premium for long term empty properties (those that have been empty for a consecutive period longer than 24 months) is continued at 100% of the Council Tax charge for that dwelling
- (c) The premium for long term empty properties (those that have been empty for a consecutive period longer than 60 months) is continued at 200% of the Council Tax charge for that

- dwelling
- (d) The premium for long term empty properties (those that have been empty for a consecutive period longer than 120 months) is set at 300% of the Council Tax charge for that dwelling
  - (e) To continue to award a local discount of 100% for eligible cases of care leavers under section 13A of the Local Government Finance Act 1992 (as amended).
  - (f) That an exception to the levy charges may be made by the Section 151 Officer in conjunction with the Portfolio holder for Finance, on advice of the Revenues Manager in the circumstances laid out in section 3.6 of this report.

*Recommendation 2*

- (a) those dwellings that are specifically identified under regulation 6 of the Council Tax (Prescribed Classes of Dwellings)(England) Regulations 2003 will retain the 50% discount and;
- (b) those dwellings described or geographically defined at Appendix A which in the reasonable opinion of the Head of Finance and Asset Management are judged not to be structurally capable of occupation all year round and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947, will be entitled to a 35% discount.

In accordance with the relevant legislation these determinations shall be published in at least one newspaper circulating in North Norfolk before the end of the period of 21 days beginning with the date of the determinations.

Reasons for  
Recommendations:

To set appropriate council tax discounts which will apply in 2021/22 in accordance with the legal requirements and to raise additional council tax revenue.



## **EXCLUSION OF PRESS AND PUBLIC**

The Leader proposed that meeting went into private session to consider the final item of business.

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

### **RESOLVED**

To pass the following resolution:

“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 2 and 3 of Part I of Schedule 12A (as amended) to the Act.”

## **57 PRIVATE BUSINESS**

### **LEASE OF COMMERCIAL PREMISES**

#### **RESOLVED**

To approve the lease terms as detailed in the exempt Appendix to the report.

Reason for the decision:

It was above the key decision threshold.

The meeting ended at 10.32 am.

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Chairman

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## **North Norfolk District Council's actions in the current phase of the Coronavirus Pandemic**

Summary: This report details the actions taken by North Norfolk District Council in the current phase of the Coronavirus Pandemic at a strategic, local and organisational level over the period September - November 2020.

This includes:-

- monitoring and responding to local cases of COVID in the District, whilst continuing to support large numbers of visitors to the District during September and October, whilst local rates of infection / transmission remained low through maintaining our "You are Welcome" reassurance programme.
- maintaining social distancing measures and hand washing facilities so as to create and maintain safe, attractive town centre and seafront environments and working with our cleansing contract partner, SERCO, to maintain high frequency of toilet cleansing, beach and foreshore cleansing
- regular "fogging" of "high-touch" surfaces within the District Council's public conveniences, playgrounds, car park machines, foreshore shelters and on Cromer Pier to reduce the potential transmission of Coronavirus
- high frequency cleaning and regular fogging of the Council's offices at Cromer and Fakenham to operate a "safe" working environment for District Council and DWP staff
- Securing £330,000 through the Norfolk Tourism Sector Support Programme to support increased cleansing of key tourist areas in the District; development, promotion and appraisal of applications for a North Norfolk tourism adaptation grant scheme to promote investment which diversifies / extend the visitor season and promotion of the District to key markets throughout 2021.
- Following the Prime Minister's announcement on 31<sup>st</sup> October that there would be an all-England lockdown for the period 5<sup>th</sup> November – 2<sup>nd</sup> December to suppress rapidly rising rates of infection, the Council has stepped up its community support arrangements for vulnerable people and put in place arrangements to administer a further £5.2 million of Local Restriction Support Grants to local businesses which have had to cease trading during the

lockdown

- continued to work with a range of partners to provide housing advice and support to people facing housing difficulties and is currently accommodating 48 households in temporary accommodation pending securing permanent accommodation
- administering Test and Trace payments on behalf of the Government for people on low incomes who are required to self-isolate because of a positive COVID test or through close contact with a person with a positive test result
- continued to support twice weekly mobile testing facilities on Council car parks in Cromer and Fakenham
- continued to participate in regular meetings of the Norfolk Health Protection Board and Norfolk Health Engagement Board arrangements which are monitoring, reviewing and responding to local outbreaks of Coronavirus in the county and by working with partners in Winter Preparedness arrangements – including discussions around mass testing and vaccination programmes in the months ahead.

Options considered:

The report details the Council's actions in the current phase of the Coronavirus pandemic during the period September – December 2020. Actions taken are outlined in the report.

Conclusions:

The report details the actions taken by the District Council during the period September - December in the current phase of the Coronavirus Pandemic, including supporting our local communities and businesses during the second all-England lockdown and working with partners to prepare plans for mass testing and vaccination programmes in early 2021.

Recommendations:

**Cabinet is asked to note and comment upon the Council's actions during the period September - December in supporting communities and businesses across North Norfolk during the current phase of the Coronavirus Pandemic, the second period of national lockdown; and in preparing for mass vaccination programmes in the first quarter of 2021.**

Reasons for  
Recommendations:

To inform corporate learning from experience gained through the earlier phases of the pandemic, and preparedness to respond to local incidences of COVID in the next few months, as well as preparations to support the local delivery of mass vaccination programmes during the first quarter of 2021.

Cabinet Member(s)	Ward(s) affected
Cllr Sarah Butikofer, Leader of the Council	All
Contact Officer, telephone number and email:	
Steve Blatch, Chief Executive Email:- <a href="mailto:steve.blatch@north-norfolk.gov.uk">steve.blatch@north-norfolk.gov.uk</a> Tel:- 01263 516232	

## 1. Introduction

- 1.1 The global Coronavirus pandemic event has now seen over 54 million infections and over 1.3 million deaths worldwide (World Health Organisation, 16<sup>th</sup> November 2020). In the UK there have been over 1.5 million confirmed COVID-19 infections and over 56,500 deaths (deaths within 28 days of positive test result; method of calculation revised by Public Health England on 28<sup>th</sup> July 2020) (UK Government COVID data – 25<sup>th</sup> November 2020).
- 1.2 Thankfully the numbers of infections and deaths in North Norfolk has been, and remains, low – with a cumulative total of 587 confirmed infections in North Norfolk at 20<sup>th</sup> November giving a rate of 559.9 per 100,000 compared to an England average of 2381.8 per 100,000; meaning that we have the second lowest cumulative rate per 100,000 population of all local authority areas in England.
- 1.3 The number of cases in the last 7 days in North Norfolk to 20<sup>th</sup> November was 71 cases - or a rate of 67.7 per 100,000 compared to an England average of 218.4 per 100,000; meaning that under this measure on 20<sup>th</sup> November we had the seventh the lowest rate per 100,000 population of any local authority area in England.
- 1.4 The total number of COVID deaths (within 28 days of a positive test) in North Norfolk at 20<sup>th</sup> November since the pandemic started in March of this year is 51 deaths, giving a rate of 48.6 per 100,000 - compared to an England average of 88 deaths per 100,000. On this indicator North Norfolk doesn't fare as well as a number of other authorities being the 45<sup>th</sup> lowest local authority area in England – possibly due to our older demographic.
- 1.5 Across all of these indicators North Norfolk has been incredibly fortunate and has consistently been in the lowest 10% of all local authority areas in England for cases and the lowest 25% of deaths – however we are far from complacent and are reviewing our situation

daily, particularly as the number of cases in the UK, Norfolk and North Norfolk have been rising in recent weeks – with North Norfolk seeing an average of approximately 3 cases a day during much of October but this figure having risen towards an average of between 8 and 10 cases per day in the past couple of weeks.

## **2. North Norfolk District Council's support for recovery**

2.1 Adopting the same principle as the reports to Cabinet on 18<sup>th</sup> May, 6<sup>th</sup> July, and 5<sup>th</sup> September, the following comments detail the actions taken by the District Council in response to the Coronavirus situation for the period September through until the end of November 2020:-

### **2.2 Maintenance of the “You are Welcome” reassurance programme**

2.2.1 Through this programme the District Council continued to support large numbers of visitors to the District during September and October, through maintaining social distancing measures and hand washing facilities so as to create and maintain safe, attractive town centre and seafront environments. This was achieved by us working with our cleansing contract partner, SERCO, to maintain high frequency of toilet cleansing, beach and foreshore cleansing. The Council, through a contracting partner, has also maintained a programme of regular “fogging” of “high-touch” surfaces within the District Council's public conveniences, playgrounds, car park machines, foreshore shelters and on Cromer Pier to reduce the potential transmission of Coronavirus.

### **2.3 Council offices**

2.3.1 The Council has maintained a programme of high frequency cleaning and regular fogging of the Council's offices at Cromer and Fakenham to operate a “safe” working environment for District Council and DWP staff.

2.3.2 This has allowed a limited number of public facing services through pre-booked appointments to be re-established under COVID-secure arrangements in support of the majority of services continuing to be provided online, with the majority of the Council's staff continuing to work from home.

2.3.3 Given the prolonged period over which reduced staff numbers have been working from the Council's offices and that these arrangements are anticipated to operate well in to next year, the Council took the difficult decision in October to terminate the contract with its catering contractor whose staff had been furloughed for the period March – October, from early November.

### **2.4 Norfolk Tourism Sector Support Grant Scheme**

2.4.1 Under the Norfolk Tourism Sector Support Grant Programme operated through the Norfolk Strategic Fund, North Norfolk District Council secured £330,000 to deliver against three key objectives:-

- support meet the costs of increased cleansing of key tourist areas in the District;

- the development, promotion and appraisal of applications for a North Norfolk tourism adaptation grant scheme to promote investment which diversifies / extend the visitor season, and
- promotion of the District to key markets throughout 2021.

2.4.2 The tourism business seasonal extension / adaptation scheme was promoted in September. After 79 expressions of interest were considered 38 full applications were received for the £175,000 grant fund and an awards panel met on 20<sup>th</sup> November and approved 29 applications for grant funding totalling £138,000.

## **2.5 England National Lockdown**

2.5.1 Following the Prime Minister's announcement on 31<sup>st</sup> October that there would be an all-England lockdown for the period 5<sup>th</sup> November – 2<sup>nd</sup> December to suppress rapidly rising rates of infection, the Council has stepped up its community support arrangements for vulnerable people and put in place arrangements to administer a further £5.2 million of Local Restriction Support Grants to local businesses which have had to cease trading during the lockdown.

2.5.2 Whilst the Council has continued to promote and operate its 01263 516000 and [NNDCCOVID19@north-norfolk.gov.uk](mailto:NNDCCOVID19@north-norfolk.gov.uk) helpline the numbers of people or households seeking support with shopping and prescription collection due to self-isolation during the second lockdown has been low compared to the numbers seeking assistance during the first lockdown, as many people have been able to make such arrangements through family and friends, neighbours or local community organisations. The Council stands ready however to support people in need of assistance at this time.

2.5.3 The Government has also asked District Councils to administer further business grants – the Local Restriction Support Grant scheme for businesses which have had to close during this second lockdown. North Norfolk District Council has received £5.267 million to distribute under this Fund and on 25<sup>th</sup> November had processed applications and made payments totalling £3.220 million (or 61% of the allocation) to 2328 businesses, with arrangements in place to pay further businesses in the coming days. Cabinet will be provided with a further verbal update of the total amount paid out at the Cabinet meeting on 7<sup>th</sup> December.

2.5.4 The Government has also paid a further £2.1 million to the Council to operate an Additional Restrictions Grant over the period to end March 2022. Given that many North Norfolk businesses which have had to close during the November lockdown are in the retail, personal services, hospitality and tourism sectors the Council has taken the view that it is not appropriate to consider how this Additional Restrictions Grant might operate in the period before Christmas when many businesses will be focussed on maximising Christmas trading opportunities. It is therefore proposed to consider how best use might be made of the Additional Restrictions Grant early in the New Year when the need for further restrictions through the tiered system are better understood dependent on levels of infection which exist locally at that time.

2.5.5 During the second lockdown, the District Council has not closed any public car parks, public toilets (except for three seasonal facilities which would not be open in November in a more normal year), playgrounds, woodland sites or

Cromer Pier. The North Norfolk Deep History Coast Visitor Centre has however been closed in accordance with Government guidance during the lockdown.

- 2.5.6 The Council's leisure facilities, operated by our partner, Everyone Active, have also had to close during the November lockdown.

## 2.6 Housing and homelessness support

2.6.1 During the peak of the COVID lockdown the authority provided accommodation for 24 street homeless/rough sleepers under the national "Everyone in" initiative. The authority continues to provide the same level of support to those that are street homeless/rough sleeping and the focus has moved to 'Protect' with the authority currently having five entrenched rough sleepers who continue to refuse support and accommodation, and six cases are currently being accommodated where the Housing Team continue to work with these individuals to secure alternative accommodation. The Council continues to receive notifications of Rough Sleepers across the district, however due to the transient nature of people in this group it is often difficult to verify their status, and currently we have three individuals who we are unable to verify. Since the launch of the 'Everyone In' initiative in March of this year the District Council has supported 14 Rough Sleepers into supported housing/social tenancies/private rented accommodation, with the remaining 10 cases were supported to return home or having left the District.

2.6.2 Since the first national lockdown was lifted in June, the demand for Housing Advice services has increased and we have found that more single people have approached the service due to relationship breakdowns and families no longer able to continue with arrangements. The types of cases approaching the Council continue to be complex in terms of their need for support.

2.6.3. Numbers of people approaching / being supported by the Housing Options service at present are shown in the table below:-

	2019/ 2020	1 Apr 2019 - 25 Aug 2019	26 Aug 2019- 26 Nov 2020	01 Apr 2020 - 25 Aug 2020	26 Aug 2020 - 26 Aug 2020
<b>Prevention Opened</b>	148	81	29	27	16
<b>Relief Opened</b>	127	52	34	62	43
<b>Prevention Outcomes</b>	141	75	22	17	2
<b>Relief Outcomes</b>	92	33	25	32	5
<b>Final Duties</b>	72	22	23	32	2
<b>Final Duties Outcomes</b>	56	18	23	41	2
<b>Approaches to the Service</b>	895	392	268	247	205



- 2.6.4 The data in the table shows that the number of Prevention cases have fallen compared to this time last year and it is believed that this is due to landlords not issuing notice due to a ban on evictions until 31 Mar 2021. The Housing Team is concerned that numbers of people given notice from their current accommodation might increase from 1 April 2021 when landlords will be able to issue two months' notice and not the six months that is required at the moment.
- 2.6.5 Over the same period our number of Relief cases have increased compared to last year and Outcomes have reduced. Early in the pandemic the Council made an arrangement with the Your Choice Your Home partners to temporarily suspend bidding and instead move to a direct let arrangement whereby registered provider partners would allow direct lets to clients that were homeless and in temporary accommodation, at risk of going into temporary accommodation, who were street homeless or experiencing Domestic Abuse and Supported Housing Clients. In September 2020 partners agreed to a partial reopening of the Your Choice Your Home bidding process with the Council agreeing to one in three lets being a direct let to people in emergency need as described above.
- 2.6.6 Currently the Council has 48 households (including 6 street homeless / rough sleepers) in temporary accommodation. This figure is broken down between 29 singles & childless couples & 19 families. The costs of accommodating these households in temporary accommodation to date this financial year has been £447,750 with a projected cost of £750,120 to the end of the financial year. These costs and demands on the service will be kept under constant review.
- 2.6.7 The Council has also been successful in submitting a bid to MHCLG for grant funding to purchase four single person units of accommodation in the District to provide emergency long-term supported move-on accommodation for rough sleepers on an ongoing basis. The Council secured £140,000 of grant through this programme and is now in the process of purchasing the 4 units of accommodation – further details of which are provided in a separate report on this agenda.
- 2.6.8 The authority is now moving into the winter months and will be working with its roughsleepers to protect them over the winter period. An application has been submitted for the cold weather payment, the maximum the authority can apply for is £6,400.00 and this will be used to assist with 'additional winter pressures', separate from the SWEP (Severe Weather Emergency Protocol) arrangements.

## **2.7 Test and Trace Support Payments**

- 2.7.1 In September, the Government announced that it would provide support payments, through local authorities, for people on low incomes who were required to self-isolate because of having a positive COVID test result themselves or being advised to self-isolate through a close contact as notified through the NHS Test and Trace system.
- 2.7.2 North Norfolk District Council received £43,500 for standard Test and Trace self-isolation payments and a further £26,337 for discretionary applications, as well as £26,472 for administration costs. These sums were to cover the

period 12<sup>th</sup> October 2020 to 31<sup>st</sup> January 2021; with any unspent monies having to be returned to the Department of Health and Social Care.

- 2.7.3 These payments in North Norfolk are being administered by our Benefits Team. At 26<sup>th</sup> November we had received 22 applications for the standard £500 payment of which 9 applications had been approved with 1 application pending. For the Discretionary Payment we had 25 applications - with 8 applications approved, 10 rejected and 8 pending. Applications are appraised in accordance with Government criteria and guidance and payments can only be made where an applicant can demonstrate that they have seen a reduction in income through having to self-isolate and therefore being unable to work.

## **2.8 Mobile testing facilities – North Norfolk**

- 2.8.1 Local COVID testing facilities have continued to be provided twice weekly in the district at The Meadow Car Park, Cromer and the Highfield Road Car Park in Fakenham during the September – November period, supported by District Council staff setting up the car parks for this purpose on a twice weekly basis, reducing the need for local residents to travel long distances to access testing facilities.

## **2.9 Strategic Partnership working**

- 2.9.1 Throughout the period September – November, the District Council through the Chief Executive, Leader of the Council, Head of Environmental Services, Resilience Manager and Communications and PR Manager have continued to attend Countywide partnership meetings in support of managing the local response to COVID. This has included attending meetings of the Strategic Co-ordinating Group (SCG); Tactical Co-ordinating Group (re-established in October as the level of infections in the County began to rise) and new arrangements through the Health Protection and Engagement Boards and Norfolk Public Sector Leaders Board. Internally the Council has continued to operate its own civil contingency arrangements including increasing the frequency of our internal GOLD planning meetings following the Prime Minister's announcement of the national lockdown in early November to twice a week.
- 2.9.2 As we seek to protect communities across Norfolk and North Norfolk, proposals have been developed for District Councils to employ small teams of Coronavirus Support Officers and Test and Trace Contact Officers, funded through monies provided by the Government to try and minimise rates of infection and transmission and the District Council is looking to recruit into these positions in the coming days and Cabinet will be updated further on these appointments at the Cabinet meeting.
- 2.9.3 Alongside the continued Response and Recovery works detailed above, the Council is also engaged in discussions around the planning for the potential of mass testing and vaccination programmes to be delivered in the District.

## **3.0 Alignment with Corporate Plan objectives**

- 3.1 As outlined in previous reports to Cabinet, the Coronavirus Pandemic is an unprecedented event of global scale, which has continued to require a significant and co-ordinated response by North Norfolk District Council – most

recently due to rising cases nationally as we experience a second wave of infections and the second national lockdown.

- 3.2 It is believed that the Council has continued to respond well to the challenges presented by COVID, whilst continuing mainstream service provision and progressing actions outlined in the Corporate Plan.

#### **4. Medium Term Financial Strategy**

- 4.1 The Council's Finance Team continue to monitor the impact of COVID-19 on the Council's expenditure, income and overall financial position and will continue to report our position through reports over the remainder of the civic year and in preparing a budget for 2021/22 for presentation to Council in February.

#### **5. Financial and Resource Implications**

- 5.1 See comments made at Section 4 above.

#### **6. Legal Implications**

- 6.1 Any decisions taken under emergency provisions through delegated powers / authority will be reported separately to Cabinet or Full Council as appropriate.

#### **7. Risks**

- 7.1 This report details the Council's ongoing response to the global Coronavirus pandemic, particularly the actions it has taken during the period September – November in response to the second wave of infection nationally and locally and the second national lockdown in England during November.
- 7.2 Decisions taken have continued to have been informed with reference to Government advice and guidance and decisions taken through the Norfolk Local Resilience Forum arrangements in the interests of the North Norfolk community, visitors and businesses. The Council's GOLD and SILVER civil contingency arrangements have continued to operate within the context of more strategic arrangements through the Norfolk Resilience Forum and emerging Norfolk Health Protection Board structures with the overriding objectives of protecting the public health and lives of North Norfolk residents and visitors whilst seeking to balance the needs of local businesses, employment and the local economy. Future planning is also being undertaken by the Council in support of health partners to plan for local delivery of any mass testing or vaccination programmes in the first six months of 2021 anticipated increase in levels of Coronavirus infections, alongside normal winter pressures.

#### **8. Sustainability**

8.1 None as a direct result of this report.

**9. Equality and Diversity**

9.1 None as a direct result of this report – however many of the actions taken by the Council over the past nine months and in future planning, have sought / seek to protect and support some of the most vulnerable people in our communities by virtue of their age, frailty, underlying health conditions or housing situation.

9.2 More recently the Council and partners have given thought to balancing the needs for support to local businesses and local residents in employment as the full economic impact of the pandemic is realised at a national and local level with rises in levels of unemployment, business closures, financial hardship, economic inclusion, mental health and wellbeing increasing and creating new and different demands on both the Council and other support services.

**10. Section 17 Crime and Disorder considerations**

10.1 None as a direct result of this report.

**11. Recommendation:-**

**Cabinet is asked to note and comment upon the Council's actions during the period September – November 2020 in responding to the ongoing Coronavirus Pandemic – including the second national lockdown and in preparing to support the delivery of mass testing and vaccination programmes in the District in the months ahead.**

## Managing Performance Quarter 2 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 and proposes any further action needed that requires Cabinet approval.

**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 continued to have a significant impact on the achievement of the objectives in the Corporate Plan Delivery Plan 2019-2023 and some impact on service operational performance over the period of the Quarter 2 report from July to September 2020. Whilst low rates of infection were seen in the district over the peak summer months, the large number of staycation visitors and tourists, saw significant pressure on our resort and cleansing services, but other service areas of the Council sought to operate as near to business as usual, allowing some recovery against performance targets and objectives, as shown in this report.

**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.

### 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)*

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Cabinet Member(s) Cllr Sarah Bütikofer	Ward(s) affected All
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## **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 This report covers the second quarter of the 2020/21 reporting year – ie the period covering July, August and September 2020.

2.2 During this period, following the lifting of the national restrictions on the tourism and hospitality sector, much of the Council's focus was in supporting the safe re-opening of the District's town centres and high streets, beaches, promenades and Broads areas for local residents, day trippers and the many thousands of people who took staycation holidays as the global Coronavirus pandemic significantly impacted on foreign travel. Much of the Council's outward-facing public services provision ie of public car parks, toilets, beach safety and management, cleansing was therefore focussed on managing very large numbers of visitors to the District – in coastal areas particularly we saw visitor numbers significantly above what we would "host" in a more "normal" year. The Council therefore maintained social distancing measures, provided hand sanitising stations and introduced high frequency cleaning and "fogging" of high frequency touch surfaces so as to maintain a COVID-safe visitor environment and it is believed that the Council's efforts in this regard were widely recognised as incidents of infection in the District remained amongst the lowest in the country throughout the summer months, despite large numbers of visitors coming to North Norfolk.

2.3 Over the same period, as national restrictions were eased, the Council was able to step down its Community Support arrangements which had supported people who were shielding and self-isolating access shopping, prescriptions and other non-emergency support allowing redeployed staff to "return" to their "day jobs".

2.4 Whilst the majority of staff have continued to work from home throughout this period, many of the Council's services have operated at pre-COVID levels – with the majority of customer service enquiries being fulfilled online and over the phone. Further, through the Democratic Services Team, the Council reinstated its formal programme of meetings using Video Conferencing systems, such that as far as possible since early July the Council has sought to operate a "Business as Usual" model whilst continuing to respond to and lead local recovery from the Coronavirus situation.

2.5 During August and September, the Council's Cabinet revisited the Council's Corporate Plan and agreed a priority list of objectives and actions which recognised the impact which COVID had placed on the organisation in the period since March 2020 and was anticipated to have into the future – particularly the Council's capacity to deliver against an ambitious programme of actions as outlined in the Delivery Plan approved in February of this year. These revised priorities were formally outlined at the Cabinet meeting of the 5<sup>th</sup> October 2020 and will now form the basis of the performance management and reporting framework moving forward – certainly over the next six to twelve months.

2.6 Wider monitoring and reporting of both service and organisational performance outcomes has been re-started and form the basis of information presented in this report for the period 1<sup>st</sup> July to 30<sup>th</sup> September 2020.

### **3. Conclusion**

Covid-19 has continued to have a significant impact on the achievement of the objectives in the Corporate Plan Delivery Plan 2019-2023 and some impact on service operational performance over the period of the Quarter 2 report from July to September 2020. Whilst low rates of infection were seen in the district over the peak summer months, the large number of staycation visitors and tourists, saw significant pressure on our resort and cleansing services, but other service areas of the Council sought to operate as near to business as usual, allowing some recovery against performance targets and objectives, as shown in this report.

### **4. Implications and Risks**

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 delivery of high quality services. The recommendations of this report outline the action being taken to reduce or remove the risk of not delivering the Corporate Plan.

### **5. Financial Implications and Risks**

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

### **6. Sustainability**

There are no negative sustainability implications of this report.

### **7. Equality and Diversity**

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

### **8. Section 17 Crime and Disorder considerations**

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

# Managing Performance

This report covers the second quarter of the 2020/21 reporting year – i.e. the period covering July, August and September 2020.

During this period, following the lifting of the national restrictions on the tourism and hospitality sector, much of the Council's focus was in supporting the safe re-opening of the District's town centres and high streets, beaches, promenades and Broads areas for local residents, day trippers and the many thousands of people who took staycation holidays as the global Coronavirus pandemic significantly impacted on foreign travel. Much of the Council's outward-facing public services provision i.e. of public car parks, toilets, beach safety and management, cleansing was therefore focussed on managing very large numbers of visitors to the District – in coastal areas particularly we saw visitor numbers significantly above what we would "host" in a more "normal" year. The Council therefore maintained social distancing measures, provided hand sanitising stations and introduced high frequency cleaning and "fogging" of high frequency touch surfaces so as to maintain a COVID-safe visitor environment and it is believed that the Council's efforts in this regard were widely recognised as incidents of infection in the District remained amongst the lowest in the country throughout the summer months, despite large numbers of visitors coming to North Norfolk.

Over the same period, as national restrictions were eased, the Council was able to step down its Community Support arrangements which had supported people who were shielding and self-isolating access shopping, prescriptions and other non-emergency support allowing redeployed staff to "return" to their "day jobs".






Whilst the majority of staff have continued to work from home throughout this period, many of the Council's services have operated at pre-COVID levels – with the majority of customer service enquiries being fulfilled online and over the phone. Further, through the Democratic Services Team, the Council reinstated its formal programme of meetings using Video Conferencing systems, such that as far as possible since early July the Council has sought to operate a "Business as Usual" model whilst continuing to respond to and lead local recovery from the Coronavirus situation.

During August and September, the Council's Cabinet revisited the Council's Corporate Plan and agreed a priority list of objectives and actions which recognised the impact which COVID had placed on the organisation in the period since March 2020 and was anticipated to have into the future – particularly the Council's capacity to deliver against an ambitious programme of actions as outlined in the Delivery Plan approved in February of this year. These revised priorities were formally outlined at the Cabinet meeting of 5 October 2020 and will now form the basis of the performance management and reporting framework moving forward – certainly over the next six to twelve months.

Wider monitoring and reporting of both service and organisational performance outcomes has been re-started and form the basis of information presented in this report for the period 1 July to 30 September 2020. Steve Blatch 30 September 2020



## Actions Key

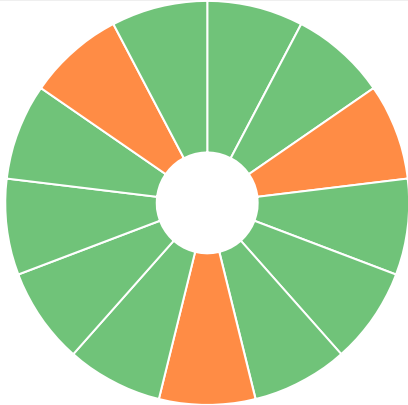
	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action has been completed as planned
<b>n/r</b>	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
<b>not set</b>	The action is an ongoing activity throughout the life of the Corporate Plan so does not have a set Due Date
<b>?</b>	Missing information

# Delivery Plan 2019-2023



## Overview

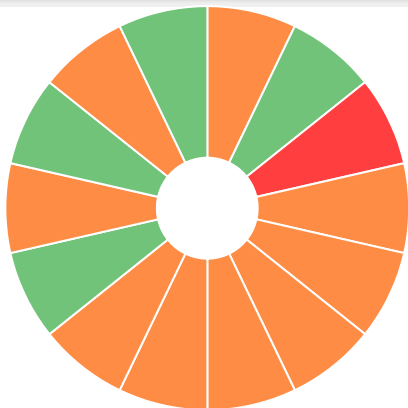
Local Homes for Local Need



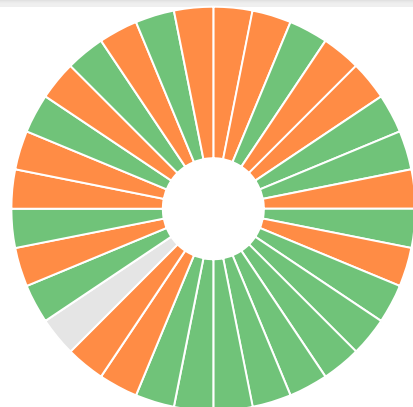
Boosting Business Sustainability and Growth



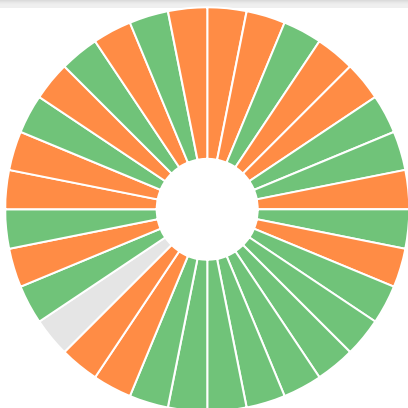
Customer Focus



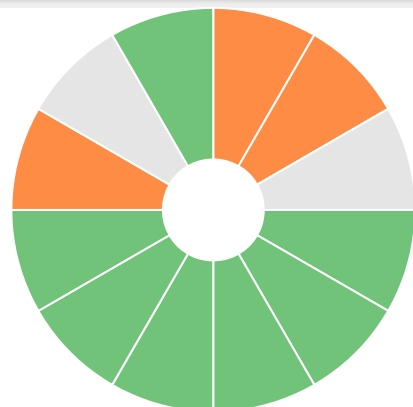
Climate, Coast and the Environment



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








30/09/2020

<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	The Working Party continues to make good progress on considering the responses made during the Regulation 18 period of public consultation and is preparing final policies for consideration by Cabinet ahead of a second period of public consultation in the Spring of 2021. The housing target for the Plan is due to be considered at the December 2020 Working Party.
	Owner	Mark Ashwell
	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	●
	Comments	The Housing Strategy background paper is complete. This provides a summary of housing issues in District now. The next step is a series of themed workshops to identify actions the Council could take to address the main housing issues.
	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 Temporary Accommodation	Performance	★
	Comments	The Council now owns seven properties for use as temporary accommodation. One of these in Wicken Green requires work before it can be used. The Council is likely to receive grant of £140,000 from the governments next steps accommodation programme (NSAP) to help fund the purchase of a further four properties for temporary accommodation for single rough sleepers/homeless people. We are required to deliver these new homes by 31 March 2021.
	Owner	Graham Connolly
	Stage	In Progress
	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	●
	Comments	We receive regular reports from Victory Housing Trust of planned property disposals. We plan to use the viability model developed by Savills for a possible Housing Company to test the viability of the purchase of some Victory disposals. Victory Housing Trust/Flagship are sending information including valuation reports on properties they have identified for disposal. Two disposals reported this week (w/c 16 November), Scuthorpe - 3-bed Terrace £170,000 and Worstead - 2-bed Semi bungalow £160,000.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	★
	Comments	The Growth Sites Delivery Strategy has been delayed during the pandemic. However, the Part 1 Report, which is evidenced focused and in part supports the emerging Local Plan development, is at first draft stage, with minor revisions to be made before progressing to Part 2 which focuses on development plans for identified sites.
	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	
	Comments	Throughout the pandemic the full resource of the Economic Growth Team has been dedicated to helping businesses to simply 'survive' (as opposed to 'thrive'). Whilst the economic climate, post-pandemic is unclear, it is the intention that we will seek to develop a higher level of digital resources to support businesses, particularly as this is now likely to be better embraced going forward. Via the Business Engagement Strategy (see 2.4.2) we will create a 'Virtual Business Hub' so that businesses of all sizes and at all stages can access support and information from ourselves and our partners.
	Owner	Stuart Quick
	Stage	Deferred
	Start Date	04/02/2020
	Due Date	30/04/2021
	<input checked="" type="checkbox"/> 2.5.2 PostCovid-19 support for Tourism	Performance
Comments		<p>The Council has maintained a strong and close working relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>Visit East of England has advised they are pausing the Unexplored England campaign - other than promotion in Norfolk, Suffolk, east Cambs and north Essex. With new and emerging tiered lockdowns, there is a concern that marketing should have a firm but polite emphasis on not encouraging people to travel from Tier 3 areas. Visit North Norfolk have been instructed to act accordingly and adapt the present campaign and general messages to ensure Covid safety.</p> <p>Nearly 80 Expressions of Interest have been received for the North Norfolk Tourism Sector Support Grant (deadline 19 October). This £175k scheme will support businesses and consortium groups who have projects and initiatives to support the visitor economy or to help with winter adaptations that will improve trade during the colder months. These have now been reviewed and qualifying applications have been requested to submit a more detail Full Application.</p>
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
	Comments	A completion report is being prepared and will be presented to Overview and Scrutiny Committee at their meeting in February 2021.
	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	<b>Page 27</b> 
	Comments	

	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	A review has been carried out of other authorities to search for best practice and a draft initial project proposal is being prepared and will be consulted on with relevant stakeholders
	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	
	Comments	Following the management restructure, and the impact of supporting the Council's Covid 19 response, the outcomes of this action are being reviewed and will be included in the upcoming Report to Overview & Scrutiny Committee.
	Owner	<del>Sean Kelly</del>
	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"/> 3.4.1 Develop an Engagement Strategy	Performance	
	Comments	Not moved forward since March due to Covid19. Now looking at online workshop to progress developing the Strategy. Staff Focus Group have undertaken some work identifying a Community Engagement Vision.
	Owner	<del>Maxine Collis</del>
	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	
	Comments	Presented outline Communications/Engagement strategy to Leader of Council and CEO, pending further presentation to Cabinet and Full Council.
	Owner	Joe Ferrari
	Stage	In Progress
	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	
	Comments	Appointment made of Environmental Policy Officer who will take up their appointment in December 2020 and will take forward this important piece of work for the Council.
	Owner	<del>Duncan Ellis</del>
	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	
	Comments	<p>The project group re-started planning during July and looked at how best to take the project forward post Covid. It was agreed to focus on the planting projects which had been identified or suggested in year one in the first instance before exploring further options. Resources to complete the project were bolstered by the agreed recruitment of two new Climate Change posts. Planting of 3000+ trees on NNDC land was identified and agreed for this winter, as well as a tree giveaway, and contact was made with groups and individuals who expressed an interest via the contact form in year 1. As the project began to gather pace again more possible projects started to appear and are being followed up.</p> <p>(New climate change project officer will commence with NNDC on 16/11/2020 and work solely on the tree planting project until Christmas)</p>
	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
Comments		<p>Progress on the installation of ECVPs has been hampered by many technical difficulties. The installations in Holt and Sheringham are complete; those at Fakenham and Cromer are in the pipeline (awaiting resolution of technical matters); Wells is awaiting commissioning; and the North Walsham installations is awaiting the resolution of access to a suitable power connection before it can commence.</p> <p>Options for installing ECVPs at the new Sheringham Leisure Centre are being evaluated.</p> <p>Usage of these installations will be monitored and demand will be evaluated by the new staff, once in post.</p>
Owner		Duncan Ellis
Stage		In Progress
Start Date		04/02/2020
Due Date		31/12/2020
<input checked="" type="checkbox"/> 5.1.3 Trial zero based budgeting (ZBB)		Performance
	Comments	
	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	
	Comments	<p>Discussions are ongoing with the North Norfolk Clinical Commissioning Group. The most recent meeting with them was on 12 November 2020. The next meeting is to take place on 4 January 2021. The project is on track. A capacity and needs analysis is to take place.</p>
	Owner	Steve Blatch
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
5.3.3 Take a strategic	Performance	

<p>&gt;  approach to commercial development opportunities</p>	<p>Comments</p> <p>Cabinet have approved the purchase of 3 new build industrial units at Hornbeam Road, North Walsham. These are due to be completed during December 2020. A potential pre let tenant has been found for 1 unit and a report for the November Cabinet has been written outlining the proposal.</p> <p>A valuation has been received regarding redundant vacant land at Holt for use as a car park and possible starter units. A report has been drafted for SLT . It is envisaged that the car park will be operated as a pay and display/season ticket and is anticipated to generate an income inline with other council car parks.</p> <p>Station car park, Hornbeam Road, North Walsham is nearing legal completion. Additional car park at Midland Road, North Walsham is being purchased from NCC. Searches have been done, contamination advice sought, draft transfer reviewed.</p> <p>Enabling land at Sheringham, Pre-App discussions and further discussion held between the purchaser and LPA. Contact also made with a supermarket who was advertising for potential sites in the town. This site was not suitable for their needs.</p> <p>Report prepared considering the future opportunities of the Melbourne Slope toilets which are redundant to be considered by SLT. 3 potential parties are interested leasing the building. Financial investment would be required.</p> <p>Concession report has been presented to SLT to highlight giving officer recommendations from next season and onwards.</p> <p>A report outline some options for the future of a residential property at Bridewell Street, Walsingham has been shared with SLT.. This considers a development opportunity and revenue income from retaining the asset.</p> <p>Discussion held regarding the use of former tennis courts at North Lodge Park have been held which could see income generation opportunity for a regular food concession and craft event. Awaiting further information.</p> <p>Asset Management Plan has been reviewed and initial feedback gained.</p>	<p>Renata Garfoot</p> <p>In Progress</p> <p>04/02/2020</p> <p>31/12/2020</p>
<p><input checked="" type="checkbox"/> 6.1.1 Undertake a Quality of Life Survey</p>	<p>Performance</p> <p></p> <p>Comments</p> <p>Discussions are taking place regarding the development and timing of this action.</p>	<p>Phillip Rowson</p> <p>Not Started</p> <p>04/02/2020</p> <p>27/08/2021</p>
<p><input checked="" type="checkbox"/> 6.2.1 Develop a Quality of Life Strategy</p>	<p>Performance</p> <p></p> <p>Comments</p> <p>Discussions are taking place regarding the development and timing of this action.</p>	<p>Phillip Rowson</p> <p>In Progress</p>



	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	★
	Comments	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> <li>• The Cedars – a conditional survey is currently being finalised. A scoping report is also to be shortly commissioned, which will explore a range of uses for the site/buildings.</li> <li>• Risk Workshop – A Risk Register was prepared as part of the funding. This will be reviewed on a regular basis. To kickstart this process a workshop was held on 12/10/2020</li> <li>• An Invitation to Tender is presently being drafted to commission an organisation to design, develop and manage the construction phase of the market place and lokes.</li> <li>• Quotes are being obtained for digital foot-count solutions to support the monitoring of the programme</li> </ul>
	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	★
	Comments	Some delays due to poor weather, however the project is still aiming to complete on 12 August 2021
	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	★
	Comments	<p>The three Green Flags have been awarded again for 2020, at Holt Country Park, Pretty Corner Woods and Sadler's Wood</p> <p>The Council was awarded the six Blue Flags for 2020. We believe that the water quality this year has remained excellent. Once confirmation of this has been received, applications will be invited for the 2021 season.</p>
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	31/12/2020

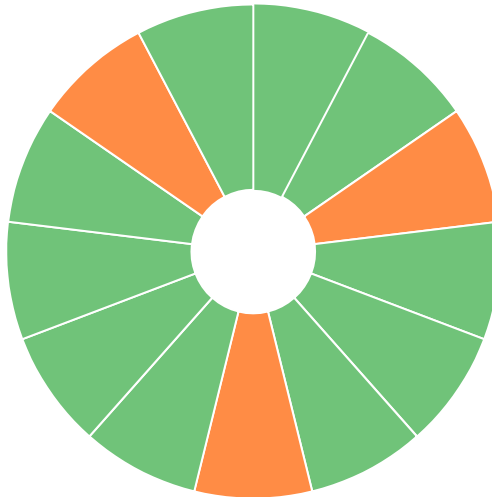
## Local Homes for Local Need

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 Greg Hayman**

**Senior Responsible Officer: Duncan Ellis**

 **Latest Update**



30/09/2020

<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	The Working Party continues to make good progress on considering the responses made during the Regulation 18 period of public consultation and is preparing final policies for consideration by Cabinet ahead of a second period of public consultation in the Spring of 2021. The housing target for the Plan is due to be considered at the December 2020 Working Party.
	Owner	Mark Ashwell
	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 Housing Strategy	Performance	●
	Comments	The Housing Strategy background paper is complete. This provides a summary of housing issues in District now. The next step is a series of themed workshops to identify actions the Council could take to address the main housing issues.
	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 Council was successful in receiving government funding for research into house conditions in the district. The research was undertaken by the Building Research Establishment and the report will allow us to identify key issues for future intervention in the private housing sector.</p> <p>The Norfolk Warm Homes Partnership has been successful in getting £1.24 million Green Homes Grant. North Norfolk residents on low incomes are eligible to apply for grant funding. The funding includes money to improve thermal efficiency of Park Homes. We have identified the Park Homes site in Parklands in Pudding Norton for a special promotion to encourage residents to apply for grants.</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		21/10/20 The Building Research Establishment has provided a draft report and a Housing Stock Condition Database providing information on stock condition across the district. This will inform the development of the new Housing Strategy. The Environmental Protection team is using EPC data and HMO data from the database to target privately rented properties with EPCs of F or below and un-licensed HMOs.
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	<p>The Building Research Establishment stock condition report has highlighted issues and concentrations of fuel poverty. The development of the Council's housing strategy will help identify options and priorities for tackling this.</p> <p>The data is being used by the Environmental Protection team to target private sector landlords who let properties with EPCs of F or lower and also landlords who let homes in multiple occupation without a licence.</p>
	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	<p>Financial modelling was previously undertaken in order to inform the business case and evaluate viability of the establishment of council housing company - based on a mix of temporary accommodation and market rented homes. This is due to be updated to reflect changes, such as the recent addition of more temporary accommodation units and the outcome of a bid for government funding to help provide more of these units.</p>
	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
	Due Date	30/06/2020
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	★
	Comments	<p>The Council now owns seven properties for use as temporary accommodation. One of these in Wicken Green requires work before it can be used. The Council is likely to receive grant of £140,000 from the governments next steps accommodation programme (NSAP) to help fund the purchase of a further four properties for temporary accommodation for single rough sleepers/homeless people. We are required to deliver these new homes by 31 March 2021.</p>
	Owner	Graham Connolly
	Stage	In Progress
	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	<p>A briefing paper looking at the use of Section 106 commuted sums monies to support the development of further affordable homes is being prepared, in addition to the use of Community Housing Fund monies.</p>
	Owner	Nicky Debbage
	Stage	In Progress

30/09/2020

	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	
	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		We receive regular reports from Victory Housing Trust of planned property disposals. We plan to use the viability model developed by Savills for a possible Housing Company to test the viability of the purchase of some Victory disposals. Victory Housing Trust/Flagship are sending information including valuation reports on properties they have identified for disposal. Two disposals reported this week (w/c 16 November), Scuthorpe - 3-bed Terrace £170,000 and Worstead -2-bed Semi bungalow £160,000.
Owner		Graham Connolly
Stage		In Progress
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 affordable 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




30/09/2020

<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	Performance	★
	Comments	The Planning Policy and Built Heritage Working Party considered draft policies relating to employment land provision, tourism and retail developments at the Nov 2020 meeting and recommended a revised set of policies to Cabinet.
	Owner	Mark Ashwell
	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	The Growth Sites Delivery Strategy has been delayed during the pandemic. However, the Part 1 Report, which is evidenced focused and in part supports the emerging Local Plan development, is at first draft stage, with minor revisions to be made before progressing to Part 2 which focuses on development plans for identified sites.
	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.  A Business Engagement Strategy is shortly to be developed in this quarter which will identify a range of tools for the Council to engage with businesses, including digital communications, providing a 'one shop' approach to bringing together events, workshops, training support and grants.
	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	Throughout the pandemic the full resource of the Economic Growth Team has been dedicated to helping businesses to simply 'survive' (as opposed to 'thrive'). Whilst the economic climate, post-pandemic is unclear, it is the intention that we will seek to develop a higher level of digital resources to support businesses, particularly as this is now likely to be better embraced going forward. Via the Business Engagement Strategy (see 2.4.2) we will create a 'Virtual Business Hub' so that businesses of all sizes and at all stages can access support and information from ourselves and our partners.
	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		<p>The Council has maintained a strong and close working relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>Visit East of England has advised they are pausing the Unexplored England campaign - other than promotion in Norfolk, Suffolk, east Cambs and north Essex. With new and emerging tiered lockdowns, there is a concern that marketing should have a firm but polite emphasis on not encouraging people to travel from Tier 3 areas. Visit North Norfolk have been instructed to act accordingly and adapt the present campaign and general messages to ensure Covid safety.</p> <p>Nearly 80 Expressions of Interest have been received for the North Norfolk Tourism Sector Support Grant (deadline 19 October). This £175k scheme will support businesses and consortium groups who have projects and initiatives to support the visitor economy or to help with winter adaptations that will improve trade during the colder months. These have now been reviewed and qualifying applications have been requested to submit a more detail Full Application.</p>
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	<p>The 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 16-24yr olds into work. An application has been made to Government. In the meantime, the Council is actively encouraging expressions of interest from the business community for work placement opportunities.</p>
	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, which will inform this.</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> <p>The Council is currently engaged in the Recovery Workforce Workstream and Visitor Economy Skills Workstream to support the skills needs of businesses during the pandemic.</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	A completion report is being prepared and will be presented to Overview and Scrutiny Committee at their meeting in February 2021.
	Owner	Emma Duncan
	Stage	Completed
	Start Date	04/02/2020
	Due Date	01/01/2021

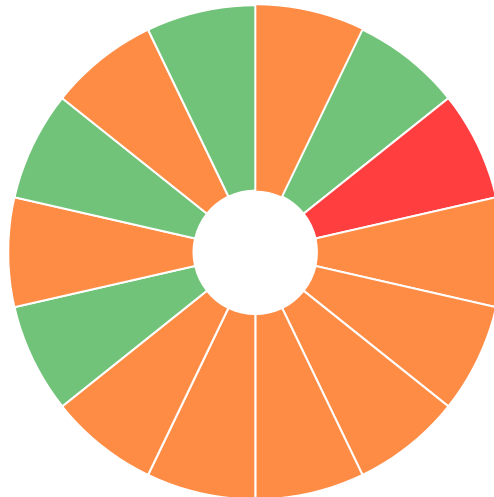
## Customer Focus

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



30/09/2020

<input checked="" type="checkbox"/> 3.1.1 Undertake a Customer Contact Survey	Performance	
	Comments	This is not a key priority currently. The action has been deferred due to Covid-19.
	Owner	David Williams
	Stage	Deferred
	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	
	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	A review has been carried out of other authorities to search for best practice and a draft initial project proposal is being prepared and will be consulted on with relevant stakeholders
	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	This action has not started and will require discussions with the HR Manager and the completion of an initial draft project proposal
	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	Following the management restructure, and the impact of supporting the Council's Covid 19 response, the outcomes of this action are being reviewed and will be included in the upcoming Report to Overview & Scrutiny Committee.
	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. The completion date for this action has been reset 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	Not moved forward since March due to Covid19. Now looking at online workshop to progress developing the Strategy. Staff Focus Group have undertaken some work identifying a Community Engagement Vision.
	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	The Forums will be moving to a 'virtual' format for the foreseeable future. It is intended that the first remote meeting will be held during November / December 2020. If the the format is successful then they will continue on a quarterly basis.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	01/09/2019
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions	Performance	
	Comments	
	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	The newly appointed Environmental Policy Officer will be taking over the support and administration of the these forums going forwards. It is likely that they will be in a 'virtual' format for the foreseeable future.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	01/10/2019
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance	
	Comments	The licence for the software from Delib to support this has been extended for 12 months.
	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	Presented outline Communications/Engagement strategy to Leader of Council and CEO, pending further presentation to Cabinet and Full Council.
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021

## Climate, Coast and the Environment

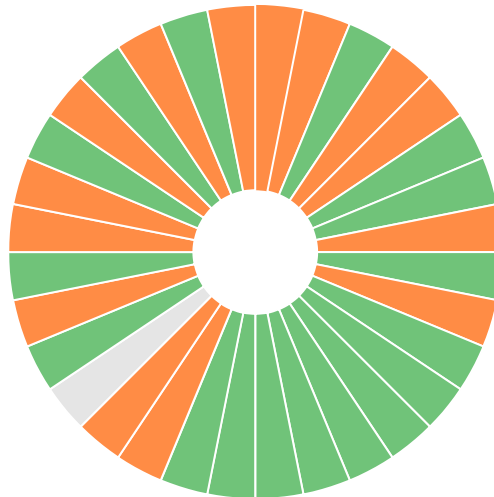
North Norfolk has an outstanding natural rural and coastal environment, which makes the District a fantastic place to live, work and visit – our natural environment underpins our appeal as a popular holiday destination. The district also has 80 Conservation Areas which recognise the strong character 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](#)







		30/09/2020
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	
	Comments	Environmental Policy Officer post holder will start in Nov/Dec 2020. This action will be taken forward once in post, following the production of an environmental charter.
	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. These officers start in Nov/Dec and will begin to develop the draft Charter. 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. On-going work to produce logo/identity for tree planting project via graphic designers. 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	Will start working with Environmental Policy Officer on this project once they are in situ with a view to supporting the Charter with appropriate communications.
	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	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	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	The draft Local Plan includes a suite of policies designed to contribute towards addressing the impacts of climate change including Coastal Management, flooding, building

		<p>construction, locational controls over development (reducing the need to travel), electric charging points, net biodiversity gain, and support for renewable energy projects.</p> <p>Consultation on a revised version of the Plan is expected in the Spring of 2021 ahead of formal examination over the Summer.</p>
	Owner	Mark Ashwell
	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	
	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	Appointment made of Environmental Policy Officer who will take up their appointment in December 2020 and will take forward this important piece of work for the Council.
	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 is in the process of being reviewed and changes will include an additional section on carbon impact evidence.
	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; the Environmental Policy Officer and Climate Change Project Officer post holders will commence this in the new year.
	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	Environmental Policy Officer and Environmental 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	Not Started
	Start Date	01/09/2020
	Due Date	31/12/2021
4.4.1 - Agree the vision and	Performance	







<input type="checkbox"/> business plan for Coastal Partnership East	Comments  Owner Stage Start Date Due Date	 The Business Plan structure is agreed with progression and development through the Coastal Partnership East management team and team meeting programme. The team is currently focusing on opportunities for funding to deliver key priority actions for communities, as such we will develop the Business plan by April 2021 as planned and will work with each LA in the meantime to ensure our work and activities feed into the Service and Corporate plans of each Council. Rob Goodliffe In Progress 04/02/2020 31/12/2021
<input checked="" type="checkbox"/> 4.4.2 - Establish evidence of coastal change impacts, interpret and communicate this to policymakers	Performance  Comments  Owner Stage Start Date Due Date	 Coastal Partnership East continue to fulfil a leading role through the chairmanship of the Anglian Coastal Monitoring Programme the development and delivery of coastal monitoring in the region. The team have played an active role as lead authority for Shoreline Management Plan 6 (Kelling Hard to Lowestoft Ness) in the national SMP Refresh process, the outputs and updated SMP guidance is awaited. The recently published Government Policy Statement on Flood and Environment Agency Flood and Coastal Erosion Risk Management Strategy has positive opportunities and is a shift in the right direction to reflect the needs of Coastal Risk Management Authorities (such as NNDC). We believe the ongoing work of CPE and the LGA Coastal Special Interests Group through submissions to consultations, one to one discussions and EFRA Evidence Reviews has positively influenced this outcome. Rob Goodliffe In Progress 04/02/2020 31/03/2021
<input checked="" type="checkbox"/> 4.4.3 - Local coastal communities - adaptive responses to coastal change and resilience	Performance  Comments  Owner Stage Start Date	 The Coastal Partnership East adaptation themed workstream is under development utilising the knowledge generated across the three CPE authorities and in conjunction with discussions with the national Coastal Network and Local Government Association Coastal Special Interest Group. Initial work is now forming the basis for the development of a CPE bid to the recently publicised Environment Agency lead Innovative Resilience Fund. If successful the fund may 'supercharge' the development of the Norfolk and Suffolk adaptation approach and provide opportunities for practical implementation. The Coastal Loss and Innovative Funding and Finance (CLIFF) project, funded through NNDC, Defra, LGA Coastal SIG and Lewes District Council is now entering the next phase. This project is lining with the insurance and finance sector to explore new and innovative financing and funding mechanisms to assist with funding adaptation. This work links well with the new Government Flood and Coast policy Statement and Environment Agency Strategy. Again this is likely to be integrated into a IRF bid. Rob Goodliffe In Progress 04/02/2020

	Due Date	31/03/2021
<input checked="" type="checkbox"/> 4.4.4 - Develop innovative coastal management approaches	Performance	★
	Comments	This action is integrally linked to other actions, please see actions: Local coastal communities - adaptive responses to coastal change and resilience and Establish evidence of coastal change impacts (e.g. from Shoreline Management Plans (SMPs), monitoring information and data gathering), interpret and communicate this to policy makers and stakeholders.
	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	<p>Coastal Maintenance work continues, delivering actions from programmed inspections, responses from public reports and ongoing issues identified during coastal visits. Works include:</p> <ul style="list-style-type: none"> <li>• Overstrand concrete blocks revetment improvements (using block recycled from the gas terminal)</li> <li>• Bacton and Ostend revetment repairs and shaping of beach cliffing</li> <li>• Safety works to timber groynes at Walcott and Bacton</li> <li>• Groyne markers repairs – Sheringham and West Runton</li> <li>• Renewal of beach access signage where necessary</li> <li>• H&amp;S and sand martin signage has been erected along Bacton, Walcott and Ostend.</li> <li>• Sheringham East removal of end debris</li> <li>• Purchase and delivery of f Sea Defence hardwood stock from suitable sustainable sources.</li> <li>• Filled uneven and cracked surfaces on Mundesley sea wall apron below Manor hotel</li> <li>• Repairs to Cromer groynes</li> <li>• Set up replacement stores unit at Weybourne following failure of old unit due to age.</li> <li>• Repairs at Vale Road beach access</li> <li>• Cromer sea wall and apron repairs (minor)</li> <li>• Cromer West Groyne 4 repairs</li> <li>• Various repairs at Cromer and Sheringham</li> </ul> <p>Larger scale maintenance schemes are in development for timber groynes at Sheringham and repairs across the Overstrand frontage.</p>
	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	The recently published Government Policy Statement on Flood and Environment Agency Flood and Coastal Erosion Risk Management Strategy has positive opportunities and is a shift in the right direction to reflect the needs of Coastal Risk Management Authorities (such as NNDC). We believe the ongoing work of CPE and the LGA Coastal Special Interests Group through submissions to consultations, one to one discussions and EFRA Evidence Reviews has positively influenced this outcome.

		respective finance teams and with the LGA Coastal Special Interest Group to develop evidence to submit as part of responses to the Comprehensive Spending Review. The response focused on the level of revenue Coastal Protection/Management funding received by Local Authorities and inequities with Flood Defence revenue funding (which is 100% funded nationally). Data from 22 Local Government Association Coastal SIG members has been collected to help support the Comprehensive Spending Review / RSG response from the LGA Coastal SIG and LA members. Not surprisingly the data collected highlighted the complexity and diversity of local authority funding and spending and that there is no national understanding of the level or trajectory of coastal erosion risk management funding or spending.
	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	<p>The project group re-started planning during July and looked at how best to take the project forward post Covid. It was agreed to focus on the planting projects which had been identified or suggested in year one in the first instance before exploring further options. Resources to complete the project were bolstered by the agreed recruitment of two new Climate Change posts. Planting of 3000+ trees on NNDC land was identified and agreed for this winter, as well as a tree giveaway, and contact was made with groups and individuals who expressed an interest via the contact form in year 1. As the project began to gather pace again more possible projects started to appear and are being followed up.</p> <p>(New climate change project officer will commence with NNDC on 16/11/2020 and work solely on the tree planting project until Christmas)</p>
	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 communities to identify the optimal approach and garner support	Performance	
	Comments	
	Owner	Colin Brown
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	30/11/2020
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	
	Comments	n/r
	Owner	Colin Brown
	Stage	Not Started

	Start Date	01/10/2020
	Due Date	28/02/2021
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	★
	Comments	Progress on the installation of ECVPs has been hampered by many technical difficulties. The installations in Holt and Sheringham are complete; those at Fakenham and Cromer are in the pipeline (awaiting resolution of technical matters); Wells is awaiting commissioning; and the North Walsham installations is awaiting the resolution of access to a suitable power connection before it can commence. Options for installing ECVPs at the new Sheringham Leisure Centre are being evaluated. Usage of these installations will be monitored and demand will be evaluated by the new staff, once in post.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	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		Once normal usage of the car parks returns and the installed ECVP are in use we will monitor the usage and evaluate the potential demand in order to inform actions on how best to promote them
Owner		Robert Young
Stage		Not Started
Start Date		04/02/2020
Due Date		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	Mark Ashwell
	Stage	In Progress
	Start Date	28/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.6.4 Review staff/member travel policies and future options that will reduce emissions	Performance	●
	Comments	This is ongoing, and under review.
	Owner	James Claxton
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	29/01/2021
<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	Performance	●
	Comments	This will form part of wider communications on environmental objectives, undertaken by the new environmental post holders
	Owner	Robert Young
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	07/09/2021
<input checked="" type="checkbox"/> 4.7.1 Implement the waste contract	Performance	✔
	Comments	n/r
	Owner	Steve Hems
	Stage	Completed
	Start Date	04/02/2020
	Due Date	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	<p>An initial residual waste composition analysis was undertaken in March 2020 and the results of this were made available in April 2020. 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.</p> <p>Other data we have for the year to date shows that we have a changing profile in terms of the waste that we collect. Total collection tonnages have remained broadly consistent, however, there has been a reduction in commercial waste and recycling but a similar increase in household waste and recycling tonnages. There has also been a significant increase in garden waste tonnage compared to previous years.</p> <p>Steve Hems          In Progress          04/02/2020          31/03/2021</p>
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance  Comments Owner Stage Start Date Due Date	<p>The outcomes of the residual waste analysis, undertaken in March 2020, will be used to inform the production of a plan for targeted campaigns. Unfortunately, due to the involvement of many of the team in the Council's Covid response, progress in this area has been limited to date, however, we hope to move this work forward in the second half of the year.</p> <p>Scott Martin          In Progress          01/04/2020          31/03/2021</p>
<input checked="" type="checkbox"/> 4.7.4 Establish data collection systems analyses	Performance  Comments Owner Stage Start Date Due Date	<p>An initial residual waste composition analysis was undertaken in March 2020 and the results of this were made available in April 2020. 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.</p> <p>Other data we have for the year to date shows that we have a changing profile in terms of the waste that we collect. Total collection tonnages have remained broadly consistent, however, there has been a reduction in commercial waste and recycling but a similar increase in household waste and recycling tonnages. There has also been a significant increase in garden waste tonnage compared to previous years.</p> <p>Scott Martin          In Progress          01/06/2020          31/12/2020</p>
<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance  Comments	<p>Following notification that the host of the North Walsham Community Fridge was unable to continue providing a venue, Officers assisted in the relocation of the Community Fridge to the North Walsham Community Shop, where it continues to be well used by the local community.</p>

30/09/2020


Good progress has been made in relation to a new Community Fridge in Stalham, where the Stalham Baptist Church has agreed to be host. The group has been successful in it's application for a fridge and an additional £2000 funding through Morrisons grant foundation.

Positive discussions have also takrn place with poitential hosts for Community Fridges in Sheringham and Hoveton.

Due to the ongoing work assoicated with the mobilisation of the new waste contract and redeployment of key offciers to support the Council's wider Covid response, the introduction of additional measures has not progressed.

Owner	Scott Martin
Stage	Not Started
Start Date	04/02/2020
Due Date	31/12/2021

4.7.6 Investigate and implement reduced carbon footprint options within the waste contract

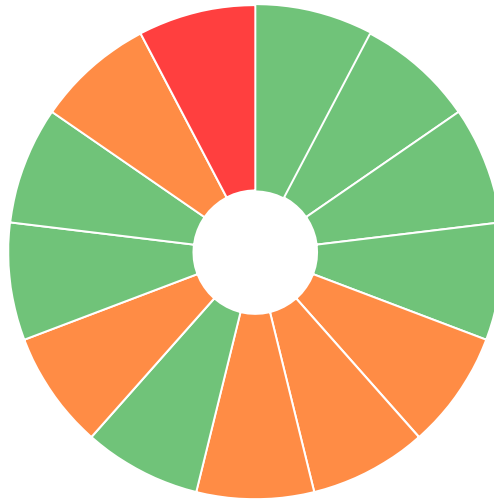
Performance	
Comments	<p>The procurement process includes a requirement for bidders to indicate how they would operate in a manner which reduced carbon emissions. The successful contractor included a carbon reduction plan which sought to reduce the carbon footprint by 38% from a baseline over the life of the contract.</p> <p>The availability of suitable electric/ electric hybrid vehicles for the ancillary vehicles is providing some challenge to find vehicles which meet the contract need in terms of range. The implementation of carbon efficient vehicles is therefore behind where we would wish it to be. Work continues with Serco to address this.</p>
Owner	Steve Hems
Stage	In Progress
Start Date	01/04/2020
Due Date	30/04/2022

# 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**  
**Senior Responsible Officer: Duncan Ellis**


## Latest Update



30/09/2020

<input checked="" type="checkbox"/> 5.1.1 Establish a baseline against which to review and control fees and charges	Performance	
	Comments	
	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	
	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	
	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 SecondHome Council Tax / Business Rate payments	Performance	
	Comments	
	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	
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 5.2.1 Develop a Financial Sustainability Strategy	Performance	
	Comments	Savings and Income generation workshop held with OMT, initial ideas are now being investigated by the Finance team.
	Owner	Lucy Hume
	Stage	In Progress
	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 opportunities to generate income from advertising and sponsorship	Performance	
	Comments	
	Owner	Duncan Ellis
	Stage	In Progress



	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.3.1 Develop a business case for a housing company	Performance	
	Comments	This action duplicates action 1.3.1.
	Owner	Graham Connolly
	Stage	Cancelled
	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
Comments		Discussions are ongoing with the North Norfolk Clinical Commissioning Group. The most recent meeting with them was on 12 November 2020. The next meeting is to take place on 4 January 2021. The project is on track. A capacity and needs analysis is to take place.
Owner		Steve Blatch
Stage		In Progress
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
	Comments	<p>Cabinet have approved the purchase of 3 new build industrial units at Hornbeam Road, North Walsham. These are due to be completed during December 2020. A potential pre let tenant has been found for 1 unit and a report for the November Cabinet has been written outlining the proposal.</p> <p>A valuation has been received regarding redundant vacant land at Holt for use as a car park and possible starter units. A report has been drafted for SLT . It is envisaged that the car park will be operated as a pay and display/season ticket and is anticipated to generate an income inline with other council car parks.</p> <p>Station car park, Hornbeam Road, North Walsham is nearing legal completion. Additional car park at Midland Road, North Walsham is being purchased from NCC. Searches have been done, contamination advice sought, draft transfer reviewed.</p> <p>Enabling land at Sheringham, Pre-App discussions and further discussion held between the purchaser and LPA. Contact also made with a supermarket who was advertising for potential sites in the town. This site was not suitable for their needs.</p> <p>Report prepared considering the future opportunities of the Melbourne Slope toilets which are redundant to be considered by SLT. 3 potential parties are interested leasing the building. Financial investment would be required.</p> <p>Concession report has been presented to SLT to highlight giving officer recommendations from next season and onwards.</p> <p>A report outline some options for the future of a residential property at Bridewell Street, Walsingham has been shared with SLT.. This considers a development opportunity and revenue income from retaining the asset.</p> <p>Discussion held regarding the use of former tennis courts at North Lodge Park have been held which could see income generating opportunity for a regular food concession and craft event. Awaiting further information.</p>

		Asset Management Plan has been reviewed and initial feedback gained.
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	Performance	●
	Comments	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.
	Owner	Russell Tanner
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/08/2021
	Performance	▲
<input checked="" type="checkbox"/> 5.4.2 Explore the potential for the installation of photo voltaics (PV) on the Council's assets	Comments	This will form part of the actions that emanate from the Carbon Audit. A review of the opportunities at the new leisure centre site in Sheringham is to be investigated.
	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



30/09/2020

<input checked="" type="checkbox"/> 6.1.1 Undertake a Quality of Life Survey	Performance	
	Comments	Discussions are taking place regarding the development and timing of this action.
	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	Discussions are taking place regarding the development and timing of this action.
	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	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> <li>• The Cedars – a conditional survey is currently being finalised. A scoping report is also to be shortly commissioned, which will explore a range of uses for the site/buildings.</li> <li>• Risk Workshop – A Risk Register was prepared as part of the funding. This will be reviewed on a regular basis. To kickstart this process a workshop was held on 12/10/2020</li> <li>• An Invitation to Tender is presently being drafted to commission an organisation to design, develop and manage the construction phase of the market place and lokes.</li> <li>• Quotes are being obtained for digital foot-count solutions to support the monitoring of the programme</li> </ul>
	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	n/r
	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	Some delays due to poor weather, however the project is still aiming to complete on 12 August 2021
	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	New tender process currently under way as a result of the most recent substructure survey. Likely to be in the region of £1m spend required.
	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	Revised specification and locations. New tender document being prepared. To be issued shortly. As a result of current public convenience review cabinet decision taken to change locations.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021
<input checked="" type="checkbox"/> 6.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	★
	Comments	The three Green Flags have been awarded again for 2020, at Holt Country Park, Pretty Corner Woods and Sadler's Wood  The Council was awarded the six Blue Flags for 2020. We believe that the water quality this year has remained excellent. Once confirmation of this has been received, applications will be invited for the 2021 season.
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 6.9.1 Deliver the first Mammoth Marathon	Performance	●
	Comments	We have launched the Mammoth Challenge whereby participants are encouraged to complete 26 or 13 different activities. All those completing it, will be awarded one of the Mammoth finishers medals (not used due to the Covid lockdown).  It is still unclear whether we will be able to run the event next year, due to the rapidly changing Covid restrictions. There will be a project review undertaken on 31 January 2021.
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	16/05/2021
<input checked="" type="checkbox"/> 6.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	Performance	▶▶
	Comments	n/r
	Owner	Phillip Rowson
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 6.11.1 Community support initiatives review	Performance	★
	Comments	
	Owner	Phillip Rowson
	Stage	In Progress

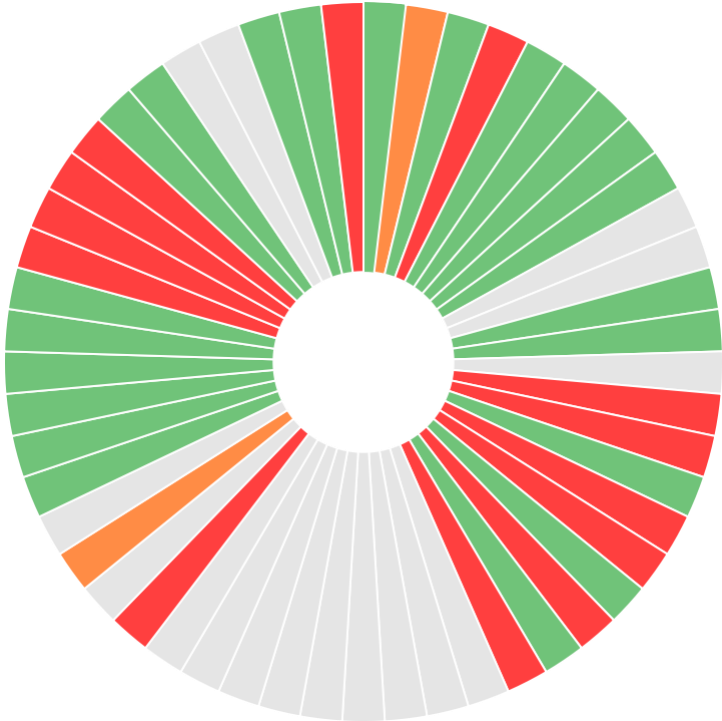
30/09/2020

Start Date	04/02/2020
Due Date	31/12/2020

# Operational Performance



## Overview



### Key

Performance	
	Performance better than target
	Performance just off target
	Performance worse than tolerance
	No information
	Missing comparator
	No actual value
-	Measure is a quarterly measure so there is no data reported for this month

Direction of Change	
	Value Increasing (Smaller is Better)
	Value Decreasing (Smaller is Better)
	Value Increasing (Bigger is Better)
	Value Decreasing (Bigger is Better)
	No change

## 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



AS 004 Percentage of rent arrears on all debts 90 days and over	Performance	▲
	Actual (Period)	51.47
	Target	5.00
	Direction of change	↕x
	Owner	Renata Garfoot
	Comments	The team continues to monitor debts in accordance with debt recovery policy at that time and is in contact with tenants regarding such matters. At the time of this report there were 6 accounts debts over 90 days. A proportion of these are COVID related and are following the councils debt recovery process. Others relate outstanding service charge disputes
CS 001 Number of complaints	Performance	▲
	Actual (Period)	48
	Target	14
	Direction of change	↕x
	Owner	Jane Wisson
	Comments	Fewer complaints were registered during each month of the lockdown period in 2020 than in the same months last year. Since the easing of lockdown restrictions from July through to September 2020 there have been more complaints relating to services such as car parking, public toilets and street cleaning than were received in the same period in 2019 which appears to reflect the greater number of people getting out and visiting the area than in previous years.
EG 010 Number of businesses engaged via business support events	Performance	▲
	Actual (Period)	39
	Target	50
	Direction of change	↕✓
	Owner	Stuart Quick
	Comments	There has been a reduction in the number of business engaged via business support events due to the consequent restrictions of the pandemic, resulting in fewer engagement activities. Moreover, the focus of the Economic Growth Team has been on grants and funding to support business survival. However, the Team have continued to promote events and activities delivered by our business support partners, which have predominantly been held remotely.
EP 001 Percentage of responses to fly-tipping and other pollution complaints within 2 working days	Performance	▲
	Actual (Period)	60.55
	Target	80.00
	Direction of change	↕x
	Owner	Emily Capps
	Comments	Replacement of EP 001 Percentage of responses to fly-tipping and all other pollution complaints within 2 working days with three individual measures for nuisance, fly-tipping (public land) and fly-tipping (private land) approved by the Head of Environmental Health.
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance	▲
	Actual (Period)	35.00
	Target	80.00
	Direction of change	↕x
	Owner	Emily Capps

	Comments	Whilst I have confidence in the Statutory Nuisance data I would recommend that an air of caution is applied to the fly tipping data. Myself and the Environmental Services Manager are currently working to ensure that a more accurate set of data is supplied for this KPI. The new waste contract has altered how this data is collected. Emily Capps - Environmental Protection Manager
EP 001c Percentage of responses to fly-tipping (public land)complaints within 2 working days	Performance	▲
	Actual (Period)	20.51
	Target	80.00
	Direction of change	✕
	Owner	Emily Capps
	Comments	Whilst I have confidence in the Statutory Nuisance data I would recommend that an air of caution is applied to the fly tipping data. Myself and the Environmental Services Manager are currently working to ensure that a more accurate set of data is supplied for this KPI. The new waste contract has altered how this data is collected. Emily Capps Environmental Protection Manager
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance	▲
	Actual (Period)	69.0
	Target	41.0
	Direction of change	✕
	Owner	Jony Carroll
	Comments	All recovery was suspended due to Covid-19 restrictions with no reminders being issued. A large volume of Commercial Waste invoices were put on hold due to enforced premises closures, credit notes are to be issued offsetting some of this debt. The level of revenue outstanding is also due to general non-payment of invoices by customers.
HS 001 Number of affordable homes built	Performance	▲
	Actual (Period)	7
	Target	25
	Direction of change	✕
	Owner	Nicky Debbage
	Comments	Current delivery is behind target, however, the projected delivery for the whole year is well above target (225 against a target of 100) with most completions due towards the end of the year.
LE 010 Number of Adult Visitors to Parks and Countryside Events	Performance	▲
	Actual (Period)	0
	Target	290
	Direction of change	→
	Owner	Karl Read
	Comments	
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance	▲
	Actual (Period)	0
	Target	540
	Direction of change	→
	Owner	Karl Read
	Comments	
LE 012 Total number of	Performance	▲









Sep 2020		
Visitors to Parks and Countryside Events	Actual (Period)	0
	Target	830
	Direction of change	→
	Owner	Karl Read
	Comments	
LE 013 Income from events organised at Country Parks	Performance	▲
	Actual (Period)	0.00
	Target	2,580.00
	Direction of change	→
	Owner	Karl Read
RV 010 Percentage of non-domestic rates collected	Performance	▲
	Actual (Period)	7.56
	Target	9.00
	Direction of change	↘
	Owner	Sean Knight
Comments	<p>NNDR collection is 59.68% as at 30 September 2020 compared to the target of 59.00%. This is an excess over target of 0.68% or £88,873.56. Collection has been higher than targets set because of a very large payment received at the start of the year.</p> <p>Please note the percentage collected against target is likely to reduce over the coming months whilst we now start the recovery process again following the hold put on recovery from March to August 2020 because of the covid19pandemic.</p>	

## 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

Sep 2020

AS 001 Occupancy rate of Council-owned rental properties - Industrial		
	Actual (Period)	94.74
	Target	85.00
	Direction of change	→
	Owner	Renata Garfoot
	Comments	
AS 002 Occupancy rate of Council-owned rental properties - Retail		
	Actual (Period)	76.92
	Target	78.00
	Direction of change	→
	Owner	Renata Garfoot
	Comments	
AS 003 Occupancy rate of Council-owned rental properties - Concessions		
	Actual (Period)	84.62
	Target	80.00
	Direction of change	→
	Owner	Renata Garfoot
	Comments	
AU 001 - Percentage of Priority 1 (Urgent) audit recommendations completed on time		
	Actual (Period)	100.00
	Target	100.00
	Direction of change	→
	Owner	Lucy Hume
	Comments	No recommendations made, due to COVID-19, during the period April to September.
AU 002 - Percentage of Priority 2 (Important) audit recommendations completed on time		
	Actual (Period)	100.00
	Target	70.00
	Direction of change	↕✓
	Owner	Lucy Hume
	Comments	No recommendations made, due to COVID-19, during the period April to September.
AU 004 - Percentage of audit days delivered		
	Actual (Period)	60.00
	Target	0.00
	Direction of change	↕✓
	Owner	Lucy Hume
	Comments	
BC 001 Building Control income (£)		
	Actual (Period)	28,073.00
	Target	3,166.00
	Direction of change	↑x
	Owner	Stuart Tate
	Comments	
BE 027 Average time for		

processing new claims (housing benefit and council tax support)		★
	Actual (Period)	17.00
	Target	20.00
	Direction of change	↕✗
	Owner	Trudi Grant
BE 028 Speed of processing: change in circumstances for housing benefit and CT support claims		★
	Actual (Period)	9.00
	Target	14.00
	Direction of change	➔
	Owner	Trudi Grant
CL 002 Number of Ombudsman referral decisions		★
	Actual (Period)	0
	Target	3
	Direction of change	➔
	Owner	Steve Blatch
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council		★
	Actual (Period)	0
	Target	0
	Direction of change	➔
	Owner	Steve Blatch
DM 024 (24m) Percentage of non-major planning applications determined within time period		★
	Actual (Period)	88.93
	Target	88.00
	Direction of change	↕✓
	Owner	Sarah Ashurst
DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal		★
	Actual (Period)	0.89
	Target	10.00
	Direction of change	↕✓
	Owner	Sarah Ashurst
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within timeperiod		n/a
	Actual (Period)	17
	Target	
	Direction of change	↕✗
	Owner	Sarah Ashurst
EG 009 Grants awarded (£)		★
	Actual (Period)	1,883,703.00
	Target	9,972.00

	Direction of change	
	Owner	Stuart Quick
	Comments	
EG 011 Number of businesses supported		
	Actual (Period)	278
	Target	50
	Direction of change	
	Owner	Stuart Quick
	Comments	
EP 001a Percentage of responses to nuisance complaints within 2 working days		
	Actual (Period)	90.83
	Target	80.00
	Direction of change	
	Owner	Emily Capps
	Comments	
HO 006 Numbers on the housing waiting list		n/a
	Actual (Period)	2,838
	Target	
	Direction of change	
	Owner	Lisa Grice
	Comments	
HO 007 Numbers on the Housing Register		n/a
	Actual (Period)	403
	Target	
	Direction of change	
	Owner	Lisa Grice
	Comments	
HO 008 Numbers on the Housing Options Register		n/a
	Actual (Period)	1,956
	Target	
	Direction of change	
	Owner	Lisa Grice
	Comments	
HO 009 Numbers on the Transfer Register		n/a
	Actual (Period)	479
	Target	
	Direction of change	
	Owner	Lisa Grice
	Comments	
HR 007 Working days lost due to sickness absence - whole authority days per FTE		
	Actual (Period)	1.37
	Target	1.50
	Direction of change	
	Owner	James Claxton
	Comments	

HS 002 Number of affordable homes granted planning permission		n/a
	Actual (Period)	0
	Target	
	Direction of change	➔
	Owner	Nicky Debbage
	Comments	
HS 005 Number of grants awarded from the North Norfolk Sustainable Communities Fund		n/a
	Actual (Period)	7
	Target	
	Direction of change	?
	Owner	Sonia Shuter
	Comments	<p>The North Norfolk Sustainable Communities Fund was opened for applications in July 2020. The budget for 2020 - 2021 is £225,000. It was expected that Covid 19 would impact on the number of applications received for the first round.</p> <p>Ten new applications were received totalling £95,901. Two applications did not meet the criteria of the Fund and were not presented to the Panel.</p> <p>Eight applications totalling a maximum of £79,701 were presented to the Panel: Two under the priority - Climate, Coast &amp; Environment totalling a maximum of £7,120. Six under the priority - Quality of Life totalling a maximum of £72,581.</p> <p>Two applications totalling a maximum of £30,909 whose decisions were deferred from the March Big Society Fund Panel were also presented to the Panel.</p> <p>The Panel recommended that seven grants totalling £65,621.22 were awarded, one application to be deferred and two no grant to be awarded.</p>
HS 006 Amount of funding investment from the North Norfolk Sustainable Communities Fund		n/a
	Actual (Period)	65,621.22
	Target	
	Direction of change	?
	Owner	Sonia Shuter
	Comments	<p>The North Norfolk Sustainable Communities Fund was opened for applications in July 2020. The budget for 2020 - 2021 is £225,000. It was expected that Covid 19 would impact on the number of applications received for the first round.</p> <p>Ten new applications were received totalling £95,901. Two applications did not meet the criteria of the Fund and were not presented to the Panel.</p> <p>Eight applications totalling a maximum of £79,701 were presented to the Panel: Two under the priority - Climate, Coast &amp; Environment totalling a maximum of £7,120. Six under the priority - Quality of Life totalling a maximum of £72,581.</p> <p>Two applications totalling a maximum of £30,909 whose decisions were deferred from the March Big Society Fund Panel were also presented to the Panel.</p>



HW 003 Number of Disabled Facilities Grants completed		n/a
	Actual (Period)	11
	Target	
	Direction of change	↕✓
	Owner	Karen Hill
	Comments	
HW 004 Number of Disabled Facilities Grants approved		n/a
	Actual (Period)	6
	Target	
	Direction of change	↕✗
	Owner	Karen Hill
	Comments	
HW 005 Average Disabled Facilities Grant spend (£)		n/a
	Actual (Period)	40,731
	Target	
	Direction of change	n/a
	Owner	Karen Hill
	Comments	
IT 001 Number of transactions made via the Council website		?!
	Actual (Period)	
	Target	
	Direction of change	?
	Owner	Rob Holmes
	Comments	
LE 004 Participation at Council Sporting Facilities		★
	Actual (Period)	23,893
	Target	23,893
	Direction of change	↕✓
	Owner	Karl Read
	Comments	
LS 003 Legal Services fee income (£)		★
	Actual (Period)	21,245.00
	Target	6,000.00
	Direction of change	↕✓
	Owner	Emma Duncan
	Comments	
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days		★
	Actual (Period)	96.61
	Target	98.00
	Direction of change	↕✓
	Owner	Emma Duncan
	Comments	
MJ 001 (24m) - Percentage of major planning applications determined within time period		★
	Actual (Period)	80.36
	Target	60.00
	Direction of	↕✓

Sep 2020		
	change	
	Owner	Geoff Lyon
	Comments	
MJ 002 (24m) - Major - Quality: Percentage of the total number of decisions allowed on appeal		★
	Actual (Period)	0.00
	Target	10.00
	Direction of change	→
	Owner	Geoff Lyon
	Comments	
MJ 002 (n24m) - Major - quality: Number of decisions allowed on appeal		n/a
	Actual (Period)	0
	Target	
	Direction of change	→
	Owner	Geoff Lyon
	Comments	
PL 001 Planning income (£)		★
	Actual (Period)	70,108.00
	Target	68,475.00
	Direction of change	↑✓
	Owner	Phillip Rowson
	Comments	
PP 002 Number of homes granted planning permission (all tenure types)		n/a
	Actual (Period)	76
	Target	
	Direction of change	↑✓
	Owner	Mark Ashwell
	Comments	
RV 009 Percentage of Council Tax collected		★
	Actual (Period)	8.92
	Target	8.80
	Direction of change	↑✓
	Owner	Sean Knight
	Comments	<p>Council Tax collection is 54.57% as at 30 September 2020 compared to target of 55.00%. This is a shortfall against target of 0.43% or £327,517.98.</p> <p>Please note the percentage collected against target is likely to reduce further over the coming months whilst we now start the recovery process again following the hold put on recovery from March to August 2020 because of the covid19 pandemic.</p>

Sep 2020		
CE 001 Number of very long term empty homes (2 years or more as at 1st day of each month)	Actual (Period)	179
	Target	
		!
	Direction of change	↑ X
	Draft Comments	
	Reporting to Members Comments	
CE 003 Number of long term empty homes (6 months or more as at 1st day of each month)	Actual (Period)	704
	Target	
		!
	Direction of change	↓ ✓
	Draft Comments	
	Reporting to Members Comments	

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## FEES AND CHARGES 2021/22

- Summary: This report recommends the fees and charges for 2021/22 that will come into effect from April 2021.
- Options considered: Alternatives for the individual service fees and charges now being proposed will have been considered as part of the process in arriving at the fees presented within the report.
- Conclusions: The fees and charges as recommended will be used to inform the income budgets for the 2021/22 budget. Approval for the fees ahead of presenting the detailed budgets allows for implementation of changes where applicable and also informs the 2021/22 budgets.
- Recommendations: **That Cabinet agree and recommend to Full Council:**  
**a) The fees and charges from 1 April 2021 as included in Appendix A.**  
**b) That Delegated Authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Heads of Service, to agree those fees and charges not included within Appendix A as required as outlined within the report**
- Reasons for Recommendations: To approve the fees and charges as set out in the report that will be used to inform the 2021/22 budget process.

## 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)*

Current fees and charges
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Cabinet Member(s)	Ward(s) affected: All
-------------------	-----------------------

Contact Officer, telephone number and email: Lucy Hume, 01263 516246, lucy.hume@north-norfolk.gov.uk
---------------------------------------------------------------------------------------------------------

### 1. Introduction

- 1.1 The setting of the fees and charges for the next financial year forms part of the annual budget setting process. The reason for presenting them for approval ahead of the detailed budget report provides a lead in time where applicable to allow implementation of the revised charges from 1 April 2021 and also to ensure that income budgets can be updated accordingly and reflected in the budget for 2021/22 and future projections.

## **2. Fees and Charges 2021/22**

- 2.1 Fees and charges proposals for 2021/22 have been circulated to the relevant budget managers so that income budgets can be updated as part of the budget process. Appendix A to this report provides the detail of the proposed charges for 2021/22 from 1 April 2021, these have been discussed and agreed with the relevant portfolio holders.
- 2.2 Approval to these charges in advance of the approval of the budget for the 2021/22 financial year enables Officers to make preparations for the new financial year and also enables more accurate projections for income to be factored into the budget for 2021/22 which will be presented to Members in February 2021. Any further work in this area will be reported in the budget reports in February 2021.
- 2.3 The usual inflationary increase has not been applied to most charges due to inflation having been close to zero during recent months. The exceptions to this are for those fees and charges which are set by central government, for example planning and premises licence fees. Also a number of the Council's fees are calculated on a cost recovery basis and will be excluded for example Land Charges, Building Control and the majority of our locally set licence fees. In addition Council facilities operated by an external contractor will also be excluded as the Council has no discretion on the setting of these fees.
- 2.4 Some fees are not published as part of this process such as those relating to trade waste collection and garden bin fees. This is due to the fact that some of our costs are not known this early in the year and in order to ensure that the services operate in a financially effective manner, the setting of the associated fees is done separately under delegated powers once we are more certain of future costs.
- 2.5 As part of the Council's financial planning processes, and in an effort to address the pressures on future year's budgets, the finance team will be working with service managers next year in the run up to the 2022/23 budget setting process to undertake a more fundamental review of fees and charges. This will involve more detailed work to ensure that we fully understand our cost base so that we can ensure our charges are covering this as a minimum. Some charges are set by statute and so will be out of scope for this review. This work was originally scheduled to be undertaken in preparation for the 2021/22 budget, but due to the impact of COVID 19 on services and demand levels, the review has been postponed by 12 months.

## **3. Conclusion**

- 3.1 The report makes recommendations for the fees and charges that will come into effect from 1 April 2021. These will inform the service income budgets that will be included within the detailed 2021/22 budget when it is presented for recommendation and approval in February 2021.

## **4. Financial Implications and Risks**

- 4.1 For demand led services there is a risk that income will not be received as budgeted. When producing income budgets assumptions will be made

around the level of income to be achieved from services, these will be based on service managers best estimates with assistance from Finance.

5. **Sustainability** – none as a direct impact.
6. **Equality and Diversity** – none as a direct impact.
7. **Section 17 Crime and Disorder considerations** - none as a direct impact.

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## **Fees and Charges - 2021/22**

The following pages detail the current fees and charges along with three previous years .

The last two columns are proposals for the 2020/21 based on a 0.5% increase where applicable (As per current inflation rate) and rounded to nearest £1 or 50p as applicable for administration purposes.

**Corporate Leadership Team / Corporate Service Area**

	V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
<b>ELECTIONS</b>			
<b>Statutory Charges</b>			
Sale of Edited Register of Electors - Printed Copy - Basic Charge (per first 1,000 names, or part thereof).	O	£10.00	£10.00
Printed copy as above, extra 1,000 names or part thereof.	O	£1.50	£1.50
Sale of edited Register of Electors - Data Form - Basic Charge (per <u>first</u> 1,000 names or part thereof).	O	£20.00	£20.00
Data form as above, extra 1,000 names or part thereof.	O	£1.50	£1.50
Supply of Full Register and monthly updates (to credit reference agencies and government departments) - Printed Copy - Basic Charge (per first 1,000 names or part thereof).	O	£10.00	£10.00
Printed copy as above, extra 1,000 names or part thereof.	O	£1.50	£1.50
Supply of Full Register and monthly updates (to credit reference agencies and government departments) - Data Form - Basic Charge (per first 1,000 names or part thereof).	O	£20.00	£20.00
Data Form as above, extra 1,000 names or part thereof.	O	£1.50	£1.50
Sale of Marked Registers - Printed Copy - Basic Charge.	O	£10.00	£10.00
Printed copy of Marked Registers - 1,000 names or part thereof.	O	£2.00	£2.00
Data form of Marked Registers - 1,000 names or part thereof.	O	£1.00	£1.00
Sale of Overseas Elector List - Printed Copy - Basic Charge (per <u>first</u> 100 names or part thereof).	O	£10.00	£10.00
Printed copy as above, extra 100 names or part thereof.	O	£1.50	£1.50
Sale of Overseas Elector List - Data Form - Basic Charge (per <u>first</u> 100 names or part thereof).	O	£20.00	£20.00
Data form as above, extra 100 names or part thereof.	O	£1.50	£1.50

**Customer Services & ICT Service Area**

	V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
<b>TOURIST INFORMATION CENTRES</b>			
<b>Concessionary Fares</b>			
Application processing	T	£10.00	£10.00
<b>FILMING*</b>			
<b>TV drama/advertisements/feature films</b>			
<i>*These figures are for guidance only and any enquiries could be subject to further negotiation.</i>			
<i>Prices quoted exclude VAT.</i>			
Per Day	T	£1,620.00	£1,650.00
Per Hour	T	£270.00	£280.00
Exclusive use of NNDC owned location (e.g. Cromer Pier)	T	From £1,500.00 per day	From £1,500.00 per day
<b>Documentaries and charities (depending on nature of organisation, subject and crew size)</b>			
Per Day	T	From £500.00	From £500.00
Per Hour	T	From £100.00	From £100.00
<b>Administration Charge (only charged where a fee and/or contract is appropriate)</b>			
Standard	T	£40.00	£40.00
Less than 7 day's notice	T	£90.00	£90.00
Stills (specifically commercial advertising with props, etc.)	T	£100 - £500	£100 - £500
Education/news/weather/student/individual photographers	T	Discretionary	Discretionary
Parking (if required)	T	£17.00	£17.00
<b>PHOTOCOPYING</b>			
A4 and below - black and white	T	£0.15	£0.15
A4 and below - colour	T	£0.20	£0.20
A3 - black and white	T	£0.30	£0.30
A3 - colour	T	£0.60	£0.60
A2 - black and white	T	£1.20	£1.20
A2 - colour	T	£2.40	£2.40
A1 - black and white	T	£2.40	£2.40
A1 - colour	T	£4.80	£4.80
A0 - black and white	T	£3.60	£3.60
A0 - colour	T	£7.20	£7.20

**Economic & Community Development & Leisure Service Area**

			<b>2020/21 Charge £ : p</b>	<b>2021/22 Proposed Charge £ : p</b>
<b>CAR PARKING</b>				
<b>Pay &amp; Display Car Parks. Charges Apply Between 08:00 - 18:00</b>				
<i>Coastal Car Parks</i>				
Cromer	- Ronton Road	T		
East Runton	- Beach Road	T		
Happisburgh	- Cart Gap	T		
Mundesley	- Beach Road	T		
Overstrand	- Pauls Lane	T		
Sea Palling	- Clink Road	T		
Sheringham	- Beach Road	T		
	- Station Road	T		
Wells	- Stearmans Yard	T		
Weybourne	- Beach Road	T		
			<b>60p for 30 minutes only, £1.50 per hour thereafter. £7 for 24 hours.</b>	60p for 30 minutes only, £1.50 per hour thereafter. £7 for 24 hours.

**Economic & Community Development & Leisure Service Area**

**CAR PARKING**

*Other Car Parks*

		V	2020/21	2021/22
		A	Charge	Proposed Charge
		T	£ : p	£ : p
Cromer	- Cadogan Road	T	60p for 30 minutes only, £1.30 for the first hour, £1 per hour thereafter. £7 for 24 hours.	60p for 30 minutes only, £1.30 for the first hour, £1 per hour thereafter. £7 for 24 hours.
	- Meadow	T		
	- Promenade (Disabled only)	T		
Holt	- Albert Street	T		
	- Station Road	T		
Sheringham	- Chequers	T	50p for 30 minutes only, £1.00 for 2 hours, 70p per hour thereafter. £5 for 24 hours.	50p for 30 minutes only, £1.00 for 2 hours, 70p per hour thereafter. £5 for 24 hours.
	- Morris Street	T		
Wells	- Staithe Street	T		
Fakenham	- Bridge Street	T	£2.50 per day.	£2.50 per day.
	- The Limes	T		
	- Queens Road	T		
North Walsham	- Bank Loke	T		
	- New Road	T		
	- Vicarage Street	T		
	- Mundesley Road	T		
	- Hornbeam Road	T	50p for 30 minutes only, £1.00 for 2 hours, 70p per hour thereafter. £5 for 24 hours.	50p for 30 minutes only, £1.00 for 2 hours, 70p per hour thereafter. £5 for 24 hours.
Stalham	- High Street	T		

**Economic & Community Development & Leisure Service Area**

			<b>2020/21 Charge £ : p</b>	<b>2021/22 Proposed Charge £ : p</b>
			<b>V</b>	
			<b>A</b>	
			<b>T</b>	
<b>CAR PARKING</b>				
<b>Other Charges</b>				
Coach Parking (where permitted)	- Half day (up to 4 hours)	T	£5.00	£5.00
	- All day ticket	T	£10.00	£10.00
Carnival Day (Runton Road)	- Per Car, Per Entry	T	£7.00	£7.00
	- Per Motorcycle, Per Entry	T	£4.00	£4.00
Weekly Permit		T	£28.00	£28.00
Annual Permit	- 3 hour permit	T	£56.00	£56.00
	- 24 hour permit	T	£204.00	£204.00
Half Year Permit	- 3 hour permit	T	£31.00	£31.00
	- 24 hour permit	T	£122.00	£122.00
Quarter Year Permit	- 3 hour permit	T	£16.00	£16.00
	- 24 hour permit	T	£66.00	£66.00
Penalty Charge Notice	- Full	T	£50.00	£50.00
	- Prompt Payment	T	£25.00	£25.00
Change of Permit (change of registration)		T	£10.00	£10.00
Addition of second car registration onto Permit		O	Free	Free

**Economic & Community Development & Leisure Service Area**

			2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
			V	
			A	
			T	
<b>MARKETS</b>				
Site = 4m Frontage x 5m Depth				
<b>Cromer, Stalham and Sheringham (Weds) - Per Site</b>				
Weekly	- April, May, June, Oct, Nov, Dec	T	£19.00	£19.00
	- July, August, Sept	T	£28.00	£28.00
	- Jan, Feb, March	T	£15.00	£15.00
Quarterly	- April - June	T	£138.00	£138.00
	- July - September	T	£224.00	£224.00
	- October - December	T	£102.00	£102.00
	- January - March	T	£82.00	£82.00
Half Yearly (Up to 2 pitches, £ per pitch)	- April - Sept	T	£255.00	£255.00
	- October - March	T	£133.00	£133.00
Half Yearly (3rd pitch +, £ per pitch)	- April - Sept	T	£204.00	£204.00
	- October - March	T	£102.00	£102.00
<b>Sheringham (Saturday) - Per Site</b>				
Weekly	- April, May, June, Nov, Dec	T	£31.00	£31.00
	- July, August, Sept, Oct	T	£41.00	£41.00
	- Jan, Feb, March	T	£22.00	£22.00
Quarterly	- April - June	T	£306.00	£306.00
	- July - September	T	£469.00	£469.00
	- October - December	T	£224.00	£224.00
	- January - March	T	£179.00	£179.00
Half Yearly (Up to 2 pitches, £ per pitch)	- April - Sept	T	£592.00	£592.00
	- October - March	T	£306.00	£306.00
Half Yearly (3rd pitch +, £ per pitch)	- April - Sept	T	£449.00	£449.00
	- October - March	T	£230.00	£230.00
Yearly		T	£872.00	£872.00
<b>Other Charges</b>				
Full Annual Payment in Advance		T	10% discount	10% discount
Refunds - Administration Fee		T	£15.00	£15.00

**Economic & Community Development & Leisure Service Area**

		V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
<b>CHALETs &amp; BEACH HUTS</b>				
<b>Chalets</b>				
<i>Sheringham</i>				
	Old Chalets	T	Charges set separately under Delegated Power	Charges set separately under Delegated Power
	New Chalets (inc. electricity)	T		
<i>Cromer</i>				
	West Beach	T	Charges set separately under Delegated Power	Charges set separately under Delegated Power
	East Beach	T		
<i>Weekly Lets - Cromer &amp; Sheringham</i>				
	Low Season	T	£85.00	£85.00
	High Season	T	£210.00	£210.00
<i>Weekly Lets - Cromer East &amp; Sheringham New (Serviced)</i>				
	Low Season	T	£95.00	£95.00
	High Season	T	£260.00	£260.00
<i>Winter Lets</i>				
	Per Month	T	£65.00	£65.00
	Per Week	T	£21.00	£21.00



<b>Economic &amp; Community Development &amp; Leisure Service Area</b>		V	2020/21	2021/22
<b>CHALETs &amp; BEACH HUTS Cont.</b>		A	Charge	Proposed Charge
<b>Hut Sites</b>		T	£ : p	£ : p
Cromer, Overstrand & Sheringham	One Year (Excluding Rates)	T	Charges set separately under Delegated Power	Charges set separately under Delegated Power
Mundesley	One Year (Excluding Rates)	T		
<b>Huts</b>				
<i>Weekly Lets</i>				
Low Season		T	£70.00	£70.00
High Season		T	£195.00	£195.00
Mundesley - Seasonal Let		T	Charges set separately under Delegated Power	Charges set separately under Delegated Power
<b>Extras:</b>				
Charge to go onto beach hut or chalet waiting list	Per List	T	£25.00	£25.00

**Economic & Community Development & Leisure Service Area**

	V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
<b>HOLT COUNTRY PARK</b>			
School visits where Ranger's assistance required (Per Child)	E	£6.00	£6.00
<b>Car Park</b>			
Per car per occasion	T	£2.00	£2.00
Annual Permit (NNDC Standard Car Park Season Tickets are also valid).	T		
<b>SPORTS CLUBS AND HUBS</b>			
Price per session	E	£3.00	£3.00

**Environmental Health Service Area**

**WASTE COLLECTION SERVICES**

Clinical Waste - Commercial & Prescribed
Commercial Waste Bins - Collection & Hire
Commercial Recycling Bins - Collection & Hire
Sacks - Commercial & Prescribed
Bulky Items - Commercial, Prescribed & Household
Garden Bin Collection - Per Annum

**EDUCATION & PROMOTION**

**(CIEH) Foundation Certificate in Food Hygiene**

Resident or employed in North Norfolk	
Other	
Specially arranged courses for businesses - held at business premises for their staff only	for up to 15 candidates per additional candidate up to maximum of 18

V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
	Charges set separately under Delegated Power	Charges set separately under Delegated Power
E	£59.50	£60.00
E	£75.50	£77.00
E	£725.00	£740.00
E	£50.00	£50.00

**Environmental Health Service Area**

	V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
<b>COMMERCIAL SERVICES</b>			
<b>Food Inspections</b>			
Unfit food inspections	O	£43.00	£44.00
Food export certificates	O	£34.00	£35.00
Officer time per hour (plus VAT)	T	£39.00	£40.00
Sunday Trading Application for loading consent	O	£99.00	£100.00
Food Hygiene Rating Visits	O	£153.00	£156.00
<b>Registration of Food Premises</b>			
Charge for copies of Register (or parts of)			
- Single Entry	O	£17.50	£18.00
- Part of Register	O	£473.00	£482.00
- Complete Register	O	£1,004.00	£1,024.00
<b>PRIVATE WATER SUPPLY CHARGES</b>			
<b>Private Water Supplies Sampling Regulations</b>			
<b>Laboratory Analysis of a sample</b>	O	The cost of sample transportation and laboratory analysis is recovered in full from the Relevant Person(s).	The cost of sample transportation and laboratory analysis is recovered in full from the Relevant Person(s).
Sampling - per visit	O	£58.00	£59.00
Other Investigations (e.g. Investigating failure)	O	£104.50	£106.50
Granting an authorisation to depart from the standard authorisation	O	£104.50	£106.50
<b>Risk Assessments</b>			
- Single Private Dwelling	O	£104.50	£106.50
- Small Domestic Supplies	O	£104.50	£106.50
- Large Domestic Supplies	O	£209.00	£213.00
- Commercial or Public Small	O	£209.00	£213.00
- Commercial or Public Medium	O	£314.00	£320.20
- Commercial or Public Large	O	£523.00	£533.50
- Commercial or Public Very Large	O	£523.00	£533.50
<b>Risk Assessment Reviews</b>			
- Single Private Dwelling	O	£53.00	£54.00
- Small Domestic Supplies	O	£53.00	£54.00
- Large Domestic Supplies	O	£104.50	£106.50
- Commercial or Public Small	O	£104.50	£106.50
- Commercial or Public Medium	O	£157.00	£160.00
- Commercial or Public Large	O	£209.00	£213.00
- Commercial or Public Very Large	O	£290.00	£296.00

**Environmental Health Service Area**

		V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
<b>HOUSING ACT NOTICES</b>				
Hazard Awareness Notice				
Improvement / Suspended Improvement Notice (Section 11 & 12)	Notice with up to 3 hazards identified	O	£357.00	£357.00
Prohibition/Suspended Prohibition Order		O	£357.00	£357.00
Emergency Remedial Action		O	£357.00	£357.00
Emergency Prohibition Order		O	£51.00	£51.00
Demolition Order	For each additional hazard included in Notice	O	£51.00	£51.00
Service of second and subsequent HA2004 Statutory Notices (inc. Schedule 3 Notices for works in default)				
Review of suspended HA 2004 Statutory Notices		O	£71.50	£71.50
<b>HMO LICENSE FEES</b>				
HMO License application fee (up to 6 units of accommodation)				
Additional Unit Charge		O	£25.50	£25.50
<b>ENVIRONMENTAL PROTECTION SERVICES</b>				
Statutory Release Fee - Dogs (Charge includes VAT)				
Collection Fee		T	£25.00	£25.00
Kennel Charges - Base Cost (Daily Kennel Charge is paid ontop of this fee)				
Daily Kennel Charge Per Day (Maximum 7 Days)		T	£100.00	£100.00
Land Enquiry (Charge includes VAT)		T	£83.00	£83.00
Contaminated Land Enquiry		T	£9.50	£9.50
Temporary Stopping Place Fee		T	£34.00	£34.00
<b>FIXED PENALTY NOTICES</b>				
Breach of CPN or PSPO				
	- Full Amount		£80.00	£80.00
	- New Licence valid for 1 year	O	£60.00	£60.00
Depositing Litter				
	- Full Amount	O	£80.00	£80.00
	- New Licence valid for 1 year	O	£60.00	£60.00
Fly Tipping (Section 33 EPA 1990)				
	- Full Amount	O	£300.00	£300.00
	- New Licence valid for 1 year	O	£200.00	£200.00
Failure to Produce Waste Documentation (Section 34 EPA 1990)				
		O	£300.00	£300.00

**Environmental Health Service Area**

		V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
<b>TAXI LICENCE FEES</b>				
<b>Taxi Licences</b>				
Licence to Drive Hackney Carriages or Private Hire Vehicles	- New Licence valid for 1 year	O	£173.00	£173.00
	- New Licence valid for 3 years	O	£173.00	£173.00
	- Renewal valid for 1 year	O	£173.00	£173.00
	- Renewal valid for 3 years	O	£173.00	£173.00
Hackney Carriage Vehicle Licence	- New valid for 1 year	O	£149.00	£149.00
	- Renewal valid for 1 year with plate	O	£149.00	£149.00
	- Renewal valid for 1 year with no plate	O	£130.00	£130.00
Private Hire Vehicle Licence	- New valid for 1 year	O	£149.00	£149.00
	- Renewal valid for 1 year with plate	O	£149.00	£149.00
	- Renewal valid for 1 year with no plate	O	£130.00	£130.00
Private Hire Operators Licence	- New or Renewal valid for 5 years	O	£153.00	£153.00
<b>Taxi Licence Charges</b>				
Replacement Badge & Licence (Name Change)		O	£15.00	£15.00
Replacement Licence (Address Change)		O	£10.50	£11.00
Replacement drivers badge holder with lanyard		O	£3.00	£3.00
Windscreen pouches (additional or replacement)		O	£2.00	£2.00
Replacement plate for vehicle		O	£39.00	£40.00

**Environmental Health Service Area**

**OTHER LICENSING**

**Premises Licence Fees - Gambling Act 2005**

	V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
<b>Betting Premises (excluding tracks)</b>			
- New Application	O	£2,800.00	£2,800.00
- Annual Fee	O	£560.00	£560.00
- Application to Vary	O	£1,400.00	£1,400.00
- Application to Transfer	O	£1,130.00	£1,130.00
- Application to Reinstatement	O	£1,130.00	£1,130.00
- Application for Prov. Statement	O	£2,800.00	£2,800.00
- Application (Prov. State Holders)	O	£1,130.00	£1,130.00
- Copy Licence	O	£25.00	£25.00
- Notification of Change	O	£50.00	£50.00
<b>Tracks</b>			
- New Application	O	£1,400.00	£1,400.00
- Annual Fee	O	£930.00	£930.00
- Application to Vary	O	£1,150.00	£1,150.00
- Application to Transfer	O	£880.00	£880.00
- Application to Reinstatement	O	£880.00	£880.00
- Application for Prov. Statement	O	£2,300.00	£2,300.00
- Application (Prov. State Holders)	O	£880.00	£880.00
- Copy Licence	O	£25.00	£25.00
- Notification of Change	O	£50.00	£50.00
<b>Family Entertainment Centres</b>			
- New Application	O	£1,900.00	£1,900.00
- Annual Fee	O	£700.00	£700.00
- Application to Vary	O	£935.00	£935.00
- Application to Transfer	O	£880.00	£880.00
- Application to Reinstatement	O	£880.00	£880.00
- Application for Prov. Statement	O	£1,900.00	£1,900.00
- Application (Prov. State Holders)	O	£880.00	£880.00
- Copy Licence	O	£25.00	£25.00
- Notification of Change	O	£50.00	£50.00

**Environmental Health Service Area**

**OTHER LICENSING CONTINUED**

	V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
Adult Gaming Centre			
- New Application	O	£1,900.00	£1,900.00
- Annual Fee	O	£935.00	£935.00
- Application to Vary	O	£935.00	£935.00
- Application to Transfer	O	£1,130.00	£1,130.00
- Application to Reinstatement	O	£1,130.00	£1,130.00
- Application for Prov. Statement	O	£1,900.00	£1,900.00
- Application (Prov. State Holders)	O	£1,130.00	£1,130.00
- Copy Licence	O	£25.00	£25.00
- Notification of Change	O	£50.00	£50.00
Bingo			
- New Application	O	£3,000.00	£3,000.00
- Annual Fee	O	£935.00	£935.00
- Application to Vary	O	£1,630.00	£1,630.00
- Application to Transfer	O	£1,130.00	£1,130.00
- Application to Reinstatement	O	£1,130.00	£1,130.00
- Application for Prov. Statement	O	£3,000.00	£3,000.00
- Application (Prov. State Holders)	O	£1,130.00	£1,130.00
- Copy Licence	O	£25.00	£25.00
- Notification of Change	O	£50.00	£50.00
<b>Permits</b>			
Family Entertainment Centres			
- Application Fee	O	£300.00	£300.00
- Change of Name	O	£25.00	£25.00
- Copy of Permit	O	£15.00	£15.00
Prize Gaming			
- Application Fee	O	£300.00	£300.00
- Annual Fee	O	£300.00	£300.00
- Change of Name	O	£25.00	£25.00
- Copy of Permit	O	£15.00	£15.00
Small Lottery Society			
- Application Fee	O	£40.00	£40.00
- Annual Fee	O	£20.00	£20.00
- Change of Name	O	£25.00	£25.00
- Copy of Permit	O	£15.00	£15.00



**Environmental Health Service Area**

	V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
<b>OTHER LICENSING CONTINUED</b>			
Club Gaming			
- Application Fee Permit	O	£200.00	£200.00
- Application Fee Machine Permit	O	£200.00	£200.00
- Annual Fee Permit	O	£50.00	£50.00
- Annual Fee Machine Permit	O	£50.00	£50.00
- Change of Name	O	£25.00	£25.00
- Change of Name Machine Permit	O	£25.00	£25.00
- Copy of Permit	O	£15.00	£15.00
- Copy of Permit Machine	O	£15.00	£15.00
License Premises Gaming Machine Permit			
- Application Fee (2 or less)	O	£50.00	£50.00
- Application Fee (3 or more)	O	£150.00	£150.00
- Annual Fee	O	£50.00	£50.00
- Change of Name	O	£25.00	£25.00
- Copy of Permit	O	£15.00	£15.00
- Variation	O	£100.00	£100.00
- Transfer	O	£25.00	£25.00
<b>Licences and certificates of suitability</b>			
Skin piercing premises			
- Registration (one-off)	O	£248.00	£253.00
Skin piercing each additional operative at same premises			
- Registration (one-off)	O	£33.00	£34.00
Scrap Metal Dealer			
New/Renewal (3 years)	O	£443.50	£452.00
Scrap Metal Dealer			
Variation	O	£333.00	£340.00
Scrap Metal Collector			
New/Renewal (3 years)	O	£110.50	£113.00
Scrap Metal Collector			
Variation	O	£84.50	£86.00
Sex Shop or sex cinema			
	O	£2,000.00	£2,040.00
Sexual Entertainment Venue			
	O	£3,000.00	£3,060.00
Street Trading Consents			
- Non profit	O	Free	Free
- Commercial	O	£77.00	£78.50

**Environmental Health Service Area**

		V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
<b>OTHER LICENSING CONTINUED</b>				
Animal Boarding	- New/Renewal	O	£302.50	£308.50
	- Variation	O	£97.50	£99.00
	Verification Inspection Fee for Variation if required.	O	£45.00	£46.00
Dangerous Wild Animals (and vet fees where appropriate)	- New/Renewal	O	£179.50	£183.00
Dog Breeding (and vet fees where appropriate)	- New/Renewal	O	£377.50	£385.00
	- Variation	O	£52.50	£53.50
	(Plus Vet inspection fees if required for the above).			
Pet Shop	- New/Renewal	O	£302.50	£308.50
	- Variation	O	£97.50	£99.00
	Verification Inspection Fee for Variation if required.	O	£45.00	£46.00
Riding Establishment (and vet fees where appropriate)	- New/Renewal	O	£377.50	£385.00
	Plus DBS fee if required (per employee).	O	£53.60	£53.60
	- Variation	O	£52.50	£53.50
	(Plus Vet inspection fees ontop if required for the above).			
Zoo (and vet fees where appropriate)	- New/Renewal	O	£232.50	£237.00
Keeping Animals for Exhibition	- New/Renewal	O	£287.50	£293.00
	- Variation	O	£97.50	£99.00
	Verification Inspection Fee for Variation if required.	O	£45.00	£46.00
Combination of Activities		O	Equal to the highest activity fee.	Equal to the highest activity fee.
Variation to reduce the licensable activities or numbers of animals		O	£52.50	£53.50
Transfer due to death of licensee		O	£52.50	£53.50
Reissue of Licence (Copy or Name/Address Change).		O	£10.50	£11.00

**Environmental Health Service Area**

V  
A  
T

**2020/21  
Charge  
£ : p**

**2021/22  
Proposed Charge  
£ : p**

**OTHER LICENSING CONTINUED**

**Premises Licences (Alcohol)**

Premises Licences, under the Licensing Act 2003, are based on bands determined by the non-domestic rateable value of the property concerned.

The fees relating to applications for premises licences, club premises certificates and variations or conversions to existing licences are:

<b>Band</b>	<b>Non-domestic rateable value</b>			
A	£0 - £4,300	O	£100.00	£100.00
B	£4,301 - £33,000	O	£190.00	£190.00
C	£33,001 - £87,000	O	£315.00	£315.00
D	£87,001 - £125,000	O	£450.00	£450.00
E	£125,001 and over	O	£635.00	£635.00

Annual charges relating to the above are:

<b>Band</b>	<b>Non-domestic rateable value</b>			
A	£0 - £4,300	O	£70.00	£70.00
B	£4,301 - £33,000	O	£180.00	£180.00
C	£33,001 - £87,000	O	£295.00	£295.00
D	£87,001 - £125,000	O	£320.00	£320.00
E	£125,001 and over	O	£350.00	£350.00
Personal Licence	- Initial Fee	O	£37.00	£37.00

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**Environmental Health Service Area**

**OTHER LICENSING CONTINUED**

**Additional Fees and Charges**

		V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
Application for copy of licence or summary on theft, loss etc. of premises licence or summary				
Notification of change of name or address (holder of premises licence)		O	£10.50	£10.50
Application to vary to specify individual as premises supervisor		O	£23.00	£23.00
Application to transfer premises licence		O	£23.00	£23.00
Interim authority notice		O	£23.00	£23.00
Application for making of a provisional statement		O	£315.00	£315.00
Application for copy of certificate or summary on theft, loss etc. of certificate or summary		O	£10.50	£10.50
Notification of change of name or alteration of club rules		O	£10.50	£10.50
Change of relevant registered address of club		O	£10.50	£10.50
Temporary event notices		O	£21.00	£21.00
Application for copy of notice on theft, loss etc. of temporary notice		O	£10.50	£10.50
Application for copy of notice on theft, loss etc. of personal licence		O	£10.50	£10.50
Notification of change of name or address (personal licence)		O	£10.50	£10.50
Notice of interest in any premises		O	£21.00	£21.00
Application for a minor variation to a premises licence or club premises licence		O	£89.00	£89.00
<b>Mobile Home Act 2013 (MHA 2013)</b>				
New Park Home Licence	Units - 1-5	O	£210.00	£214.00
	Units - 6-24	O	£225.00	£229.00
	Units - 25-29	O	£240.00	£245.00
	Units - 100 plus	O	£270.00	£275.00
Annual Licence Fee	1-3	O	£0.00	£0.00
	4-5	O	£120.00	£122.00
	6-24	O	£180.00	£184.00
	25-29	O	£240.00	£245.00
	100 plus	O	£270.00	£275.00
Licence Transfer	n/a	O	£97.50	£99.00
Licence Variation	n/a	O	£97.50	£99.00
Deposit of Site Rules	n/a	O	£45.00	£46.00

Environmental Health Service Area

**ENFORCEMENT TEAM CHARGES**

High Hedges Complaint

V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
T	£445.00	£447.00

**Legal & Democratic Service Area**

**LEGAL SERVICES**

**Legal Work (exclusive of VAT charged)**

Mortgage Redemption

Preparation of a new lease

Sale of land

Preparation of License

Private Mortgage

Quest re: second Mortgage

Agreement - section 18 Public Health Act 1936

Legal Work in connection with release of covenant

V  
A  
T

2020/21  
Charge  
£ : p

2021/22  
Proposed Charge  
£ : p

T

At Solicitors Hourly  
Rate.

At Solicitors Hourly  
Rate.

**Planning Service Area**

	V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
<b>LAND CHARGES</b>			
<b>LLC1</b>			
Official Search of - One Part	T	£0.00	£0.00
Official Search of - Whole			
- Electronic Search	E	£24.00	£24.00
- Additional Parcel	E	£2.00	£2.00
<b>CON 29 Enquiries</b>			
One Parcel			
- Electronic Search	T	£79.00	£79.00
- Additional Parcel	T	£17.50	£17.50
<b>Optional Enquiries</b>			
Printed	T	£18.00	£18.00
Additional	T	£20.00	£20.00
<b>Other Fees relating to Local Land Charges</b>			
Registration of a charge in Part 11 of the Register (Light Obstruction Notice)	E	£74.00	£74.00
Filing a judgement order or application for variation or cancellation of any entry in Part 11 of the Register (Light Obstruction Notice)	E	£7.00	£7.00
Filing a definitive certificate of the Lands Tribunal under rule 10 (3) of the Local Land Charges Rules 1977	E	£3.00	£3.00
Inspection of documents filed under Rule 10 in respect of each parcel of land	E	£3.00	£3.00
Office copy of any entry in the Register (not including a copy or extract of any plan or document filed pursuant to 1977 Rules)	E	£0.00	£0.00

**Planning Service Area**V  
A  
T2020/21  
Charge  
£ : p2021/22  
Proposed Charge  
£ : p**PLANNING****Pre-Application Service****Major Applications**

\*These fees will be charged upon the submission of proposals for pre-application advice.  
For advice on the service provided see separate note.

Outline Applications

Site area up to 2.5 ha.	Per 0.1 ha.	T	£120.00	£120.00
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Site area over 2.5 ha.	(Plus £36 per additional 0.1 ha.) (Maximum £36,000)	T	£3,000.00	£3,000.00
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Erection of Dwellings (Full or Reserved Matters)

(including change of use to dwellings)

0 to 50 dwellings	Cost for ten. Additional £120 for	T	£1,200.00	£1,200.00
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over 50 dwellings	every dwelling on top (Plus £36 per additional dwelling) (Maximum £72,000)	T	£6,000.00	£6,000.00
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Erection of Buildings (Non-residential)

Floor space 1,000 - 3,750 sq.m.	Per 75 sq.m.	T	£960.00	£960.00
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Floor space over 3,750 sq.m.	(Plus £36 per additional 75 sq.m.) (Maximum £36,000)	T	£6,000.00	£6,000.00
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Erection of Agricultural Buildings

Floor space 1,000 - 4,215 sq.m.	For 1st 1000 sq.m. (Plus £120 per additional 75 sq.m. after 1000 sq.m.)	T	£120.00	£120.00
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Floor space over 4,215 sq.m.	(Plus £36 per additional 75 sq.m.) (Maximum £72,000)	T	£6,000.00	£6,000.00
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Erection of Glasshouses

Floor space over 1000 sq.m.		T	£600.00	£600.00
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**Planning Service Area**

	V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
<b>PLANNING CONTINUED</b>			
<u>Erection, Alteration or Replacement of Plant or Machinery</u>			
Site area up to 5 ha.	T	£1,200.00	£1,200.00
Site area over 5 ha.	T	£6,000.00	£6,000.00
<u>Engineering or Other Operations</u>	T	£600.00	£600.00
<u>Car Parks and Service Roads for existing uses (In relation to Major planning application)</u>	T	£60.00	£60.00
<u>Change of Use of Land or Building to Dwellings</u>			
10 to 50	T	£1,200.00	£1,200.00
Over 50	T	£6,000.00	£6,000.00
<u>Other Changes of Use</u>	T	£120.00	£120.00
Variation/Removal of a condition	T	£60.00	£60.00
Renewal of a temporary permission	T	£60.00	£60.00
<u>Bronze</u>			
Householder or Commercial up to 50 sq. metres	O	£95.00	£95.00
1-9 dwellings on sites less than 0.5 ha. or Commercial floorspace up to 999 sq. metres	O	£295.00	£295.00
Commercial floorspace 51 - 499 sq.m. and new telecommutation masts	O	£195.00	£195.00
Other (Advert, agricultural, telecoms)		Free	Free
<u>Silver</u>			
Householder or Commercial up to 50 sq. metres	O	£195.00	£195.00
1-9 dwellings on sites less than 0.5 ha. or Commercial floorspace up to 999 sq. metres	O	£595.00	£595.00
Commercial floorspace 51 - 499 sq.m. and new telecommutation masts	O	£395.00	£395.00
Other (Advert, agricultural, telecoms)	O	Free	Free

**Planning Service Area**

**PLANNING CONTINUED**

Extras:

Additional Plans

Additional Meeting

Discharging of conditions

- Non householder permission

- Householder permission

**Building Control Fees**

Hourly rate included within  
calculated fee.

V  
A  
T

T

T

T

T

T

**2020/21  
Charge  
£ : p**

£95.00

£95.00

Statutory

Statutory

£60.00

**2021/22  
Proposed Charge  
£ : p**

£95.00

£95.00

Statutory

Statutory

£60.00

<u>Planning Service Area</u>	V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p	
<b>PLANNING - MISCELLANEOUS</b>				
High Hedges Complaint	T			
<b>Supply of Information on Permitted Use/History</b>				
Administrative Staff - per hour	T	£49.50	£49.50	
Professional Staff - per hour	T	£97.00	£97.00	
<b>Check compliance with Conditions (for Solicitors, Agents)</b>				
Administrative Staff - per hour	T	£49.50	£49.50	
Professional Staff - per hour	T	£97.00	£97.00	
<b>General Research</b>				
Administrative Staff - per hour	T	£49.50	£49.50	
Professional Staff - per hour	T	£97.00	£97.00	
Naming of new street, consultation process and notification	Single Street	T	£125.00	£125.00
	2-5 Streets	T	£250.00	£250.00
	5+ Streets	T	£500.00	£500.00
Street numbering Schemes	1-5 Plots	T	£80.00	£80.00
	6-10 Plots	T	£70.00	£70.00
	11-50 Plots	T	£60.00	£60.00
	50+ Plots	T	£50.00	£50.00
Change of property name	T	£25.00	£25.00	

**Planning Service Area**

**PLANNING - Policy**

**Inset Maps**

A1 Maps

A2 Maps

A3 Maps

Admin Fee to join the Customer & Self Build Housing Register

V A T	2020/21 Charge £ : p	2021/22 Proposed Charge £ : p
O	£5.52	£5.52
O	£3.12	£3.12
O	£1.32	£1.32
O	£25.00	£25.00

**Finance & Assets Service Area**

	V A T	2020/21 Proposed Charge £ : p	2021/22 Proposed Charge £ : p
<b>PROFESSIONAL ESTATE SERVICES</b>			
Application fee for Events (per application).	O	£50.00	£50.00
Application fee for Events (per application) - Charitable Events	O	£25.00	£25.00
Estate Service (Land and Property Transactions) - Hourly Rate	O	£70.00	£70.00
Licence Admin Fee	O	£50.00	£50.00
Disposal of Assets/Asset Proposal Admin Fee	O	£50.00	£50.00
Licence for table with three chairs	O	£60.00	£65.00
<b>PARKLANDS CARAVAN SITE</b>			
Site Per Year	T	Increased by RPI as under Mobile Homes Act.	Increased by RPI as under Mobile Homes Act.

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## Renewal of Print Room Printers and Software

**Summary:** In April 2016 the council procured printers and associated software through the Crown Commercial Services Framework 3781 Lot 2. Xerox was awarded the contract and it was agreed by Cabinet that a 5-year contract would be signed and the current contract ends May 2021.

This report is seeking approval of a new lease and maintenance contract with Xerox by direct appointment through the Crown Commercial Services Framework 3781 Lot 2 for the period to December 2024.

**Options considered:** The alternative options available to the council is to extend the current contract, for 2 years, at existing costs or enter into 5-year contract following a full procurement process.

**Conclusions:** The proposed new lease through the Crown Commercial Services Framework is the best value for money option to provide the hardware and software to provide the reprographic services required by the council.

**Recommendations:** **It is recommended that Cabinet approve:**  
**The agreement of a new lease and maintenance contract through the Crown Commercial Services Framework 3781 Lot 2 with Xerox for the period to December 2024 as set out in the report.**

**Reasons for Recommendations:** To provide value for money provision of in-house reprographic services across the council.

Cabinet Member(s) Cllr Lucy Shires	Ward(s) affected All
Contact Officer, telephone number and email: Sean Kelly, Head of Business Transformation & IT Email:- <a href="mailto:sean.kelly@north-norfolk.gov.uk">sean.kelly@north-norfolk.gov.uk</a> Tel:- 01263 516276	

### 1. Introduction

#### 1.1 Current Provision

The Council currently leases 2 print machines for our printing and copying needs, the Xerox D110 and C60. Both the Xerox D110 and C60 has an integrated scanner.

These machines use the Xerox Freeflow “Makeready” software which processes and sends print requests from the print room’s PCs or scanners.

The D110 is a black and white printer, the C60 is a full colour high volume printer. All can print SRA3, A3 or A4, the D110 and C60 can produce A4 or A5 booklets. Each machine provides some level of backup to the other machine to provide for times when a specific printer is broken or to ensure the most efficient and cost effective print run.

More information on the specifics of each machine and the backup they can provide each other is attached at Appendix 1.

The two printers have allowed a good printing service which has met the council’s needs this has also shown by the recent Print Room Satisfaction Survey results. Appendix 2 shows the usage on each printer and the average amount of copies over a 5-year period. The average amount of combined prints on the 2 machines equals 930,459 copies per annum.

The last procurement for a print equipment and software contract was carried out in April 2016 and used the Crown Commercial Services Framework RM1599. The RM1599 framework had 5 suppliers, all 5 were invited to tender, but only 3 suppliers tendered for the specification of the equipment and software required. The suppliers were asked to tender on a 5-year contract. The framework allows for an extension of a further 2 years after the initial term. Xerox was awarded the contract and it was agreed by Cabinet that a 5-year contract would be signed and the current contract ends May 2021.

## 1.2 Identifying current and future print requirements

The Reprographics Service carries out ad hoc Print Room Satisfaction Surveys, the most recent of which was cut short by the Lockdown restrictions imposed in March 2020. However, analysis of the responses received shows that customers are happy with the turn around and quality of prints.

In preparation for the ending of the printer contract, Heads of Service and the wider Extended Managers Group would normally have been asked to provide details of current and future requirements, but with Covid-19 this has not been done. To inform the understanding of future print requirements across the Council an analysis of the types and volumes of work undertaken this year and in previous years by the Reprographics Service was undertaken. This showed:

- A year on year increase in the amount of good quality full colour printing required of various sizes including large prints on boards.
- Requirement for printing from digital formats.
- Scanning Paper copies to PDF’s remains an ongoing requirement. Need for form production is reducing.
- Number of large volume print runs has decreased.
- Number of small volume print runs remains consistent.
- Innovative requirements for print remain at consistent levels overall with variations each year in the amounts of different print requests– i.e. printing on envelopes, printing of double sided colour folders, water proof signage for outdoor use. Consecutive numbering for pads and tickets. It is noted the need for waterproof printed materials increased as a result of Covid-19.
- The “Makeready” software has become increasingly important in



meeting the Council's print requirements as it is both time saving and flexible enough to manage all the variations of print requests.

- The complexity of some print requests is consistent and many need extensive preparation by the Reprographics Service before they can be printed.
- Legal printing (especially court and appeal paperwork) which has to be printed quickly and with 100% accuracy remains an ongoing requirements.

Appendix 3 shows the breakdown of printing produced across all departments in 2019/20 by cost code as a percentage of all internal printing. To start the soft marketing testing process, Xerox was approached to understand their current offer of printers. As part of this, Xerox has looked at current volumes and equipment and come up with a proposal which can meet the Council's current and future needs through agreeing a new contract which starts prior to the end of the existing contract.

The new contract will run for up to 48-month contract which ends December 2024 and will:

- Replace the current colour printer C60 with a newer colour device
- C9070 with all the additional features and functionality of the current colour printer.
- Keep the mono printer D110 as the life expectancy of the D110 is very good and the current and predicted future use remains within the printer's life expectancy and for a period of several years beyond the Council's use of the printer.
- Maintain and keep the Make Ready and Freeflow software.
- Provision of new Fiery processor and software for the C70 colour printer (as new printer does not use the Freeflow processor and software but is still compatible with the Make Ready software).
- No minimum click charge (so per print charges reflect actual volumes of print on each machine)

Retaining the Make Ready and Freeflow software and the mono printer and replacing the colour printer allows for the same capability and capacity and allows to make a saving of £2,317 annually until the end of December 2024. It is not recommended that the print equipment is purchased rather than leased due to the volume of printing they will produce and the range of stocks of paper and card which will be printed which does make the machines more prone to mechanical faults. To ensure the efficiency of the Reprographics Service and to ensure work can be produced to tight deadlines, it is imperative that the printers are supported by an effective maintenance service which ensures that engineers can be on site the same day or within 24 hours and spare parts delivered within 24 hours. Leasing provides a rental and maintenance contract in a cost effective package and the other advantage over purchasing is that if a printer has regular breakdowns the lease enables that printer to be replaced.

## **2. Options**

If the Council chooses not to accept this proposal to make a direct award through the Crown Commercial Framework, it will need to either extend the current contract at current costs and equipment for a further two years or procure a new 5-year contract.

The option of extending the existing contract has not been recommended as it does not offer the savings that a direct award through the Crown Commercial Framework does.

The option of to undertake a full procurement process is not recommended as the Crown Commercial Framework offers a simplified cost effective procurement process and reduces staff time in the procurement process that will deliver value for money. Additionally, under the current Covid-19 pandemic staff time is focussed on supporting our local efforts to support businesses and communities through these unprecedented times and therefore the additional staff time required to attend trade fairs and to research the market at this time is not considered to be best use of their time.

The Crown Commercial Framework, does allow for a direct award so the Council can enter into a new 4-year contract with the provider of the Council's choice. This option is recommended as it offers the savings identified and provides the printers and software required. Agreeing a new contract to provide a new colour printer provides savings as the black and white printer is not replaced and is essentially provided on a peppercorn rental. It also allows another review of the Council's requirements in four years at which the outcome of consideration of Norfolk Devolution options may be known.

#### **4. Financial and Resource Implications**

- 4.1 The budget is set to cover the cost of the 5-year contract ending May 2021 the recommended option will provide an annual saving as detailed above.

#### **5. Legal Implications**

- 5.1 There are no legal implications arising from the direct award under the Crown Commercial Framework.

#### **6. Risks**

- 6.1 The current contract was procured using the Crown Commercial Framework (CCF) and mini competition. The framework allows for the contract to be extended. The proposal is for a new contract using the option of direct appointment through the same framework, the Council is able to establish value for money by comparison with the current contract costs and other providers on the CCF.

It should be noted, that at the end of the proposed new contract, a new procurement will be required of printers and software.

#### **7. Sustainability**

- 7.1 This report does not in itself increase any issues in respect of sustainability. The councils program of digital by design will encourage wider use of digital contact channels and will impact on the councils use of paper going forward.

#### **8. Recommendations**

**It is recommended that cabinet approve:**

- 1. The agreement of a new lease and maintenance contract through the Crown Commercial Services Framework 3781 Lot 2 with Xerox for the period to December 2024 as set out in the report.**

The Xerox D110 is for general copying and production of documents and booklets. The Xerox D110 produces 110 A4 copies per minute at 600dpi. The D110 has an online booklet maker attached for producing booklets. This machine can print A3 and A4 papers. The scanning facility on the D110 is also used for converting paper documents to electronic documents.

The Xerox C60 is a full colour printer printing 60 A4 pages per minute, it can print A4, A3 and oversized A3 for the production of complex leaflet design. The scanning facility on the C60 is also used for converting paper documents to electronic documents.

The integrated scanners that are attached to the 2 printers and Freeflow "Makeready" software is used to merge all documents together, whether they have been scanned or sent through the network. The Freeflow software is also used to place as many images on a sheet as possible when printing in full colour on the colour printer to reduce print costs. This program has many more features but its main use is to send jobs to the Print Room's printers.

All machines are able to provide a level of backup to each other, but this is limited due to the fact that the:

- Xerox D110 can only print black
- Xerox C60 is a full colour printer has the facility to produce black and white printing. The C60 requires further back up by the support using the Council's Multi-Functional Devices (MFD's) The MFDs are only suitable as back up on an emergency basis as they are significantly slower and only able to print on certain A4 and A3 stocks. As the C60 produces more complex jobs using a variety of oversized papers.

**1 Black/White Printer**

<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
489,044	631,611	567,984	489,583	489,166

**2 Colour Printer**

<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
258,627	309,814	429,335	492,245	494,889

**3 Highlight Printer**

<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
811,384	190,638	0	0	0

<b>Department</b>	<b>%</b>
Development	7.77
Planning Policy	0.47
Planning Policy Local Plan	12.42
Conservation & Landscaping	0.47
Licensing Plus	0.78
Building Control	0.49
Head of Planning	0.94
Environmental Protection	4.50
Dog Control	0.27
Environmental Contracts	1.42
Business Rates	0.83
Council Tax Admin	8.66
Benefits Administration	5.64
Customer Services	4.70
Personnel Services	1.98
Communications	0.56
Property Services	2.91
Accountancy	1.72
Creditors	3.40
Other Parks & Open Spaces	0.47
Arts	0.47
Holt Country Park	1.86
Leisure	2.06
Business Growth	1.43
Housing	1.45
Electoral Registration	0.49
Election Expenses	6.27
Health & Communities	1.83
Corporate Leadership	9.14
Members	8.68
Coastal	3.47
Legal	2.31
Emergency Planning	0.41
Legal Services	2.90

## **PURCHASE OF FOUR UNITS OF TEMPORARY/MOVE-ON ACCOMMODATION FOR ROUGH SLEEPERS – PURCHASE RECOMMENDATIONS**

**Summary:** NNDC was successful in a bid to the Ministry of Housing, Communities and Local Government (MHCLG) for £140k grant funding to be used with £360k of NNDC capital to purchase four units of accommodation for use as temporary or move-on accommodation for rough sleepers. The terms of the MHCLG grant are that purchases must be made before April 2021. This report now recommends the purchase of these units, using delegated authority where necessary to ensure purchases can be made within the timescales of the grant.

**Options considered:** Do not purchase the units but instead invest the budget. This would not bring about the desired outcome, nor would it be financially advantageous to the Council.

**Conclusions:** The MHCLG funding provides a viable option for the Council to purchase further units of accommodation to help provide quality temporary and move-on accommodation for single rough sleepers / homeless households. A first suitable property has now been identified and purchase of this property, together with three similar properties, would provide quality, flexible temporary accommodation. There is budget provision available to purchase four homes.

**Recommendations:** That Cabinet agrees to the purchase of the specific property identified in this report and gives delegated authority to a Chief Officer, in consultation with the Portfolio Holder for Housing & Benefits, for the purchase of the remaining three properties within the overall budget of £500k (with all purchases subject to an independent valuation and survey).

**Reasons for Recommendations:** To provide authority for expenditure over £100,000.

### **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)*

Budget report to Full Council - 22 February 2017 Purchase of two properties for use as Temporary Accommodation for homeless households – Cabinet 2 March 2020 Purchase of further property for use as Temporary Accommodation for homeless households - Cabinet 18 May 2020 and Cabinet 7 July 2020
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Cabinet Member(s)	Ward(s) affected
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Councillor Greg Hayman	North Walsham Market Cross
Contact Officer, telephone number and email: Contact Officer: Nicky Debbage, Housing Strategy & Delivery Manager, Tel: 01263 516027, email <a href="mailto:nicky.debbage@north-norfolk.gov.uk">nicky.debbage@north-norfolk.gov.uk</a>	

## 1. Introduction

- 1.1 At the end of March 2020 the government issued a clear instruction to local authorities that everyone who was sleeping rough or in accommodation where it was difficult to self-isolate (such as night shelters), must be urgently supported into safe housing. The MHCLG said that this intervention – known as ‘Everyone In’ – led to more than 5,400 people being offered accommodation in hotels, hostels and B&Bs. In North Norfolk 13 rough sleepers were accommodated in B&Bs (with three ‘entrenched’ rough sleepers refusing accommodation).
- 1.2 To build on the Everyone In approach MHCLG announced some short-term funding to keep those accommodated off the streets and in more settled accommodation. The timetable was very tight - bids needed to be submitted very quickly and funds must be spent/projects delivered by 31 March 2021. NNDC submitted a successful bid for grant of £140k (a grant rate of £35k per unit) to help fund the purchase of four x 1-bed units to be used for single homeless people. The homes are to be used for:
- Statutory homeless single persons (for whom we already have a duty to provide emergency/temporary accommodation (TA)). Currently, of the 45 homeless households in TA (B&B), 28 are single people.
  - Single rough sleepers or those at risk of rough sleeping, but not necessarily deemed as statutory homeless/in priority need, for whom we have a power to house (i.e. like the 13 originally accommodated under Everyone In).
  - To help move-on single people in other forms of emergency/hostel accommodation (such as the Sanctuary hostel in Cromer). This would help free up spaces in these hostels to bring in rough sleepers or other single homeless people.
- 1.3 NNDC has recently purchased four additional units of TA and agreed to refurbish a further home to be used as TA. This brings the Council’s existing stock of TA units up to seven, four more units will mean a total of 11. These homes are important, not only to provide good quality temporary housing to homeless households, but also as the cost to the Council of other forms of TA (such as B&B) is high. Costs can be in excess of £100 per night, with the typical cost of bed and breakfast type accommodation used at £280 per week – making it a very expensive (but unavoidable) accommodation option. The difference between actual costs and the element of costs eligible for housing benefit is borne by the council and has risen in recent years with the outturn costs in 2019/20 in excess of £230k.

## 2. Property purchase

- 2.1. Purchase of the four homes will use the same criteria we have followed to recently buy four homes to be used as TA (except that these units will all need to be 1-bedroomed) i.e.:
- Location – properties need to have good proximity to services (shops, doctors, etc.) and transport links, preferably located in or around one



of the towns;

- Property type – 1 bed houses or self-contained flats, and if possible for these to be accessible for disabled households;
- Condition – homes need to be in good condition with no major refurbishment needs, enabling quick letting;
- Availability – homes need to be available quickly to meet the funding timetable of 31 March 2021, meaning properties in ‘purchase chains’ are unlikely to be considered. As a point of principle, we will also not consider units with an existing tenant, who would need to be moved out.
- Price – all homes would be subject to an independent valuation to ensure they represent a good investment. However, in line with the rudimentary viability modelling undertaken, ideally the total cost (including any repairs and legal costs) should be no more than £150k.

2.2 Using these criteria we have identified a property we recommend be purchased. Details of the financial aspect of this potential purchase can be found in Appendix 1, but in summary it is a 1-bed flat in the centre of North Walsham. The flat is available for immediate occupation (no chain), in a good central location with easy access to facilities, in good condition with a modern heating system (ready to let with the usual safety checks).

2.3 An offer has also been made on a further 1-bed flat in Fakenham and several other properties have been identified as possible purchases. Currently the process of purchasing properties is taking longer than usual, this is likely to be due to the backlog of transactions during lockdown and the current high level of activity in the housing market. The potential delay in processing these purchases may jeopardise our ability to deliver the four units within the grant timescales, i.e. before 31<sup>st</sup> March 2021. Therefore this report specifically recommends the purchase of the first identified property, together with a request for delegated authority to purchase the remaining three units within the overall budget provision of £500k (and with the safeguard of all purchases being subject to an independent survey and valuation).

### **3. Corporate Plan Objectives**

3.1 This proposal helps deliver the Corporate Plan objective “Local Homes for Local Need” and also helps deliver the council’s statutory duty to provide accommodation for homeless households as well as meeting wider objectives in the Homeless and Rough Sleeper Strategy.

### **4. Medium Term Financial Strategy**

4.1. Use of these homes for TA or move on, instead of a more costly (and poorer quality) alternative such as bed and breakfast, will help reduce the net spend on TA. When the bid was submitted for Next Steps funding the timescales were very tight and so, for expediency, the allocated budget for Community Housing Fund projects was suggested as the source of the Council’s match funding of £360k. There is a total of £1.6m of capital CHF remaining, with £570k in the capital programme for 2020/21. This funding was allocated to NNDC in December 2016 and was intended to be used to help deliver community-led housing schemes. Using £360k of this budget would still leave £1.24m for future projects. However, the Section 151 Officer in conjunction with the Portfolio holder for Finance will agree the final source of funding for the Council’s £360k contribution as best meets the authorities need.

## 5. Financial and resource implications

- 5.1. Purchasing this flat and charging a rent at 90% of 2011 Local Housing Allowance (the maximum that can be covered by housing benefit subsidy for TA) on this home produces a rent of £88.27 per week or £4,590 per annum. There would be costs for managing and maintaining the home estimated at £2,300 (£800 management, £700 maintenance, £800 capital works) resulting in a net income of £2,290.
- 5.2. Instead of purchasing a home for use as TA the Council could choose to invest this capital. An investment of £70,000 (£105,000 minus £35,000 of government grant) at 3.3% gives an annual return of £3,465. However, against this return on investment, one person may continue to require other forms of TA at a cost of £14,560 (based on 52 x typical weekly B&B cost of £280). We would receive 90% LHA against these costs of £4,590 p.a. Therefore, there would still be a net cost to the council of £9,970 p.a.
- 5.3. Comparing the return from investing the £70,000 but continuing to pay bed & breakfast for a single person in TA – which results in a net cost to the council; with using the funds to buy this property for TA – which results in a net income to the council. Therefore, the recommended purchase is a better investment approach.

Option	Income		Expenditure		Net Cost/ Income to Council
	Interest	90% of LHA	B&B Cost	Manage- ment and maintenance	
Invest £70k @ 3.3.%	£3,465	£0	£9,970	0	£6,505
Buy property and let for TA	£0	£4,590	0	£2,300	£2,290

- 5.4. Financial modelling of the purchase of four units for £500k, with £360k funded by NNDC, was undertaken when the Next Steps bid was submitted. This compared two scenarios, one where none of the units were used to fulfil our statutory homeless duty and one where two of the four were used for this purpose.
- 5.5. Scenario 1 showed that the income (net of costs) of purchasing four homes and letting them to single homeless households is lower (£2,719 pa) than the interest that might be earned from investing the £360k – i.e. there is an opportunity cost to this option. However, this scenario assumed that all four homes were let to households we would otherwise owe no duty to, and would not have placed in TA.
- 5.6. Scenario 2 sought to build in the level of savings that might be achieved if two of the units were used for households who we otherwise would have placed in more expensive B&B. In this scenario the purchase results in income of £9,161 (as in scenario 1) and savings in B&B costs of £18,457 bringing a combined benefit to the Council of £27,618. This is significantly more (+£15,738 pa) than the income from interest if the money was invested. The likely scenario is that the four units will result in some savings on TA costs.

## 6. Legal implications

- 6.1. The council is able to hold in the General Fund, and let on licence, homes to

be used for TA for homeless households. Legal input will be required to ensure effective conveyancing and to identify any legal constraints on properties.

## **7. Risks**

7.1. The key risks and mitigations associated with these purchase are:

- The properties represents poor value for money – mitigated by purchases being subject to an independent valuation
- The properties have unforeseen major investment needs – mitigated by purchases being subject to a full survey
- The properties are not required for TA in the future – mitigated by flexibility to use units for those threatened with homeless or as move-on accommodation for such households for up to two-years.

## **8. Sustainability**

The purchased homes will achieve good energy standards and improvements to heating and insulation will be undertaken to ensure this where required. The proposed purchase is in a sustainable location for any future occupant and any further purchases will meet the same criteria, with access to local services and good public transport links.

## **9. Equality and Diversity**

No direct implications in this report

## **10. Section 17 Crime and Disorder considerations**

No direct implications in this report

## **11. Conclusion and Recommendations**

There is a need for good quality move-on / TA units for single people (the Council receives 100+ homelessness approaches from single people each year), there is budget provision available to help fund purchase of four homes and, with the MHCLG grant funding, purchase of these homes is a viable option. The specific flat recommended for purchase will provide good quality accommodation to allow a settled period and a 'bridge' to a more permanent home. It is therefore recommended to purchase the identified flat and give delegated authority to officers, in consultation with the Portfolio Holder for Housing & Benefits, for the purchase of the remaining three properties (all subject to an independent valuation and survey) within the overall budget of £500k.e

## **Appendix 1 – Financial information relating to the property**

### Potential purchase 1

The accepted (conditional) offer is for a 1-bed first floor flat in North Walsham at a price of £100k. The flat is available for immediate occupation (no chain), in a good central location with easy access to facilities, in good condition (built in 2008) with a modern heating system (ready to let with the usual safety checks).

Stamp Duty Land Tax of £3,000 would also be payable (the stamp duty 'holiday' does not apply to the second home 'uplift' of 3%), as well as legal conveyancing fees and basic re-let checks/repairs. Additionally, to ensure this is a good investment, an independent valuation and survey will also need to be undertaken, which will cost £375. This brings the total estimated cost of this purchase to £105,000.