

# Overview & Scrutiny Committee



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Monday, 7 December 2020

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **remotely via Zoom on Tuesday, 15 December 2020 at 9.30 am.**

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

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

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

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

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

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

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



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

**Chief Executive:** Steve Blatch  
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## A G E N D A

**1. TO RECEIVE APOLOGIES FOR ABSENCE**

**2. SUBSTITUTES**

**3. PUBLIC QUESTIONS & STATEMENTS**

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

**4. MINUTES**

1 - 10

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 11<sup>th</sup> November 2020.

**5. ITEMS OF URGENT BUSINESS**

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

**6. DECLARATIONS OF INTEREST**

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

**7. PETITIONS FROM MEMBERS OF THE PUBLIC**

To consider any petitions received from members of the public.

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

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

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

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

## 10. FEES AND CHARGES 2021/22

11 - 14

**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

Cabinet Member(s)  
Eric Seward

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

- 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)*

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

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

## 12. NORTH NORFOLK DISTRICT COUNCIL'S ACTIONS IN THE CURRENT PHASE OF THE CORONAVIRUS PANDEMIC

71 - 80

### 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, All  
Leader of the Council

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

**13. SHERINGHAM LEISURE CENTRE PROJECT UPDATE: DECEMBER 2020** 81 - 84

To receive and note the Sheringham Leisure Centre Project Update.

**14. SCRUTINY PANELS - TERMS OF REFERENCE** 85 - 86

To review and approve the Scrutiny Panel's terms of reference.

**WORK PROGRAMMES**

**15. THE CABINET WORK PROGRAMME** 87 - 90

To note the upcoming Cabinet Work Programme.

**16. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE** 91 - 98

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

**17. EXCLUSION OF THE PRESS AND PUBLIC**

To pass the following resolution, if necessary:

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

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## OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 11 November 2020 in the remotely via Zoom at 9.30 am

<b>Committee Members Present:</b>	Mr N Dixon (Chairman)	Ms L Withington (Vice-Chairman)
	Mr H Blathwayt	Mrs W Fredericks
	Mr P Heinrich	Mr N Housden
	Mr G Mancini-Boyle	Mrs E Spagnola
<b>Other Members in Attendance:</b>	Mr A Brown (Observer)	Mrs S Bütikofer (Observer)
	Mrs A Fitch-Tillett (Observer)	Mr T FitzPatrick (Observer)
	Mr V FitzPatrick (Observer)	Ms V Gay (Observer)
	Mrs P Grove-Jones (Observer)	Mr R Kershaw (Observer)
	Mr N Lloyd (Observer)	Mr N Pearce (Observer)
	Mr J Rest (Observer)	Mr E Seward (Observer)
	Miss L Shires (Observer)	
<b>Officers in Attendance:</b>	Democratic Services and Governance Officer (Scrutiny) (DS&GOS), Chief Executive (CE), Democratic Services Manager (DSM), Environmental Services Manager (ESM), Director for Communities (DfC) and Chief Technical Accountant (CTA)	

**Also in attendance:**

### 85 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr A Varley.

### 86 SUBSTITUTES

Cllr S Penfold substituted for Cllr A Varley.

### 87 PUBLIC QUESTIONS & STATEMENTS

None received.

### 88 MINUTES

The minutes of the meeting held on 14<sup>th</sup> October 2020 were approved as a correct record and signed by the Chairman.

### 89 ITEMS OF URGENT BUSINESS

None received.

### 90 DECLARATIONS OF INTEREST

None declared.

### 91 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

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

The DS&GOS informed Members that the Digital by Design and Income Generation and Savings briefings had now been arranged, and would take place on the 18<sup>th</sup> and 25<sup>th</sup> November respectively.

**94 BUDGET MONITORING REPORT 2020/21 – PERIOD 6**

Cllr E Seward - portfolio holder for resources introduced the report and informed Members that it covered the period of April to September, for a budget that had been set prior to the first Covid-19 lockdown in February. At the time of reporting the Council was noted to be at an underspend, though a deficit of approximately £400k had been projected for the year end. It was reported that subsequent to the fourth tranche of Government funding support, the Council had received approximately £400k, which meant that the Council had theoretically returned to a balanced budget. Members were reminded that the figures outlined in the report were projections, and a further lockdown suggested that they could be subject to change.

Questions and Discussion

- i. Cllr H Blathwayt asked how NNDC compared with other local authorities in Norfolk. The CTA replied that the Council compared favourably with neighbouring authorities, and that monthly benchmarking continued to take place at both a local and national level. Cllr H Blathwayt congratulated officers for their efforts to ensure that the Council remained financially stable throughout the pandemic.
- ii. The Chairman noted that the current lockdown had occurred outside of the peak tourism season, and asked whether this would decrease its impact on the Council. Cllr E Seward replied that whilst there appeared to be conflicting patterns of behaviour, there did appear to be lower numbers visiting town centres, which would impact on revenue streams such as parking. The CTA agreed that the lockdown would likely cause a decline in parking revenue, amongst others such as commercial waste, though the impact of this would not be known until the end of the lockdown period.
- iii. Cllr G Mancini-Boyle referred to the parking income support provided by Central Government, and asked whether this was still available to the Council. Cllr E Seward replied that the loss of income and charges scheme was available until March 2021, and added that in addition to the first tranche of funding, bids would be submitted in the second and third also. It was noted that whilst parking revenues had risen above forecasted levels during the peak season, it had not made up for losses in the first half of the year, which meant that there was still a balance to be recovered. Cllr G Mancini-Boyle asked whether this increased revenue would make up the remaining 30% not covered by the Government scheme. The CE replied that the scheme took into account revenue losses for the full year, therefore if the peak season had not made up losses incurred earlier in the year, then the deficit would be recovered.

- iv. Cllr N Pearce referred to the Government's extension of the furlough scheme and asked whether the current tiered response would return once the lockdown was lifted. The CE replied that NNDC was in regular contact with County partners and any arrangements for a return to the tiered system would be determined by the rate of infection, and pressure on health services at the time. He added that the furlough scheme did not directly impact the authority, though it would help businesses in the District that would suffer as a result of limited Christmas activities.
- v. Cllr P Heinrich referred to recent software license issues with Microsoft, and asked whether the problem could have been foreseen, and whether any further information on the matter was available. The CE replied that a paper had been produced on the issue that would be reviewed by SLT imminently, and would then go to Cabinet. He added that any additional costs incurred would need to be included in the 2021/22 budget. It was confirmed that the paper could be shared with wider Members in due course.
- vi. The recommendations were proposed by Cllr H Blathwayt and seconded by Cllr W Fredericks.

#### **RESOLVED**

- 1. To note the contents of the report and the current budget monitoring position;**
- 2. 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.**

#### **95 TREASURY HALF YEAR UPDATE 2020/21**

Cllr E Seward introduced the report and noted that the Committee were asked to recommend to Council that changes to counterparty limits and the report be approved. It was noted that payments received for the administration of the Central Government Covid support grants had caused the Council to hold more money than usual. The CTA stated that the Finance Team were pleased with how the Council's investments had fared, considering how the pooled fund had been impacted by the first lockdown period. She added that the £65m received for the Covid support grants had been carefully invested prior to being granted to businesses. She added that despite the impacts of Covid-19, a positive rate of return had been maintained for the Council.

#### Questions and Discussion

- i. Cllr N Housden referred to the potential for negative interest rates to be introduced, and asked what the potential impact of these would be. The CTA replied that the risk of negative interest rates remained relatively low, though it would seriously impact the Council's liquid funds if introduced. She added that if negatives rates were introduced then the Council would have to reconsider its use of financial instruments, and the Government's debt management facility would likely be used as back stop. Cllr N Housden suggested that it could be useful for the Committee to consider the issue as a means of risk mitigation, to which the CTA replied that it could be discussed, though the costs of holding

money with the Government remained low. It was confirmed that the three main criteria for the Council's investment strategy were security, liquidity and yield.

- ii. Cllr G Mancini-Boyle referred to improvements in the exchange rate of the pound against the dollar, and asked if this would have any positive impact on the Council's investments. The CTA replied that there was no immediate effect, though the Council did hold several funds with global equities that could see some increase in return, though an increase in the capital value was more likely.
- iii. Cllr G Mancini-Boyle asked if the Council still sought to ensure that its investments were ethical. The CTA replied that the Council's treasury advisors reviewed each of the Council's counterparties, and though there were no plans to divest in the short term, new counterparties would be carefully reviewed for the Council's long-term investment plans.
- iv. Cllr H Blathwayt referred to the possibility of a vaccine becoming available in the months ahead, and asked whether this would lower the risk of negative interest rates being introduced. The CTA stated that she hoped this would be the case, and that news of a vaccine would also likely raise the capital value of investments.
- v. Cllr P Heinrich asked for clarification of the Council's exposure to commercial property markets and what the potential impact of not reaching a trade deal with the EU might be. The CTA confirmed that the Council had very low direct exposure to commercial property markets, though there was some indirect exposure through the Council's pooled funds, which included one property fund and two multi-asset funds. It was noted that the pooled fund investments were spread nationally to limit risk and local exposure. The CTA reported that whilst the capital value of these investments had decreased, the income streams had held up well, as counterparties had been proactive in collecting up to 95% of rents. In regards to an EU trade deal, the CTA stated that whilst the Council had to remain cautious, it was not yet possible to quantify any impact.
- vi. Cllr L Withington stated that she had been reassured by the level of return maintained and thanked officers for their hard work.
- vii. The recommendations were proposed by Cllr P Heinrich and seconded by Cllr G Mancini-Boyle.

## **RESOLVED**

- 1. To recommend that Council RESOLVE that The Treasury Management Half Yearly Report 2020/21 is approved.**
- 2. To recommend that Council APPROVE changes to the Counterparty Limits.**

## **96 DETERMINATION OF COUNCIL TAX DISCOUNTS 2021/22**

Cllr E Seward introduced the report and informed Members that the Council were legally required to set Council Tax discounts for the year ahead. It was noted that once set, they would help determine the tax base for the year which was required to set the budget. Cllr E Seward reported that the only proposed change for the year

pertained to empty properties, as Councils had now been given the power to increase Council Tax charges on properties empty for 10 years or more by 300%. He added that officers had recommended that this charge be introduced for the 2021/22 financial year, as it would provide a small opportunity to generate income, as well as provide a policy tool to encourage owners to bring empty properties back into use. It was noted that maintaining discretionary powers was advised, so that fees could be waived for renovations. The CTA reported that several other Council's also planned to introduce the 300% charge in the year ahead.

### Questions and Discussion

The Recommendations were proposed by Cllr E Spagnola and seconded by Cllr P Heinrich.

### **RESOLVED**

**To recommend that Full Council 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:**

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.**
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.**

### **97 WASTE CONTRACT MONITORING**

Cllr N Lloyd - portfolio holder for Environmental Services, Climate Change and Environment introduced the item, and reminded Members that the contract was a combined effort with two neighbouring local authorities, that sought to deliver a 30%

reduction in carbon emissions. It was reported that the contract had commenced in April during lockdown, though this had not hampered its implementation. Cllr N Lloyd noted that new waste vehicles were in the process of being delivered, which would significantly improve the reliability of the service, and expressed his thanks to all officers involved in the successful implementation of the contract.

### Questions and Discussion

- i. The DfC stated that mobilizing the waste contract during the pandemic had not been an easy task, and whilst there had been a far lower level of sickness than anticipated, it had still placed limitations on resources. It was reported that the only service that had been limited temporarily was access to registration of the garden waste services, though once this had been resumed, an additional 1300 households had registered for the service. It was noted that during the early stages of the initial lockdown, the Council had allowed commercial waste customers to suspend their collections in order to avoid cancellations whilst they were unable to trade. The DfC stated that there had been significant demand on staff to resume these contracts once lockdown had been lifted, and thanked the officers involved.
- ii. On waste collection vehicles, it was reported that Serco had provided an interim solution free of charge during the pandemic, as delivery of the new vehicles had been delayed by the pandemic. It was noted that the second-hand vehicles had suffered with reliability issues which had resulted in missed collections, though hiring vehicles at additional cost had resolved these issues. The DfC stated that the additional costs were being negotiated with the contractor, as it had avoided any service penalties.
- iii. The DfC referred to the peak tourism season and noted that whilst it had been significantly busier than usual, the contractor had met demand well, and additional resource had been provided for increased cleansing in public areas.
- iv. The DfC stated that the Council was moving forward with the target operating model proposed by the contractor, which included a new collection methodology to limit emissions, and could be expected to be in place from February 2021.
- v. The Chairman stated that as a ward Member, he had not received any negative feedback on the new contractor, and suggested that implementing the contract during such difficult times was a significant achievement. He then referred to the use of carbon efficient vehicles, and asked whether this was a contractual requirement. The DfC replied that the Council had requested that contractors include in their bid efficiencies such as carbon savings, and noted that it was broadly set-out within the contract. He added that bidders were assessed against this requirement, and Serco had included a provision to use more carbon efficient vehicles. It was noted that the reason for the delay in delivering this aspect of the contract was the limited range of fully electric vehicles, which had presented some issues in North Norfolk, though this may be resolved once the EVCP had been installed. In reference to hybrid vehicles, it was reported that the technology had been withdrawn at this stage in anticipation of fully electric vehicles. The DfC stated that as a result, the Council would hold Serco to the contractual requirements, though it had to be accepted that this was reliant on emerging technology.

- vi. Cllr H Blathwayt expressed his thanks to the waste collection team for excellent service in areas of high demand during the summer season. He then asked what measures were being taken to protect the waste collection workers from the hazards of Covid-19. The DfC replied that Serco had introduced a number of steps to ensure Covid-security, the first of which was staggering rounds to limit the interaction of teams at the depot. In addition, cleansing of vehicles had been increased, alongside the introduction of bubbles amongst crews to further limit mixing of staff. It was noted that crews were also required to wear facemasks whilst in vehicles. The DfC stated that waste collection staff already wore gloves, and had very limited contact with the public.
- vii. Cllr G Mancini-Boyle noted that waste levels appeared to have increased with residents staying at home, and praised the contractor for coping with this increased demand during such challenging times. He then referred to information panels on vehicles and asked what information would be displayed. Cllr N Lloyd replied that the Council did intend to promote messages on the vehicles, which would likely encourage recycling. He added that there were also plans to run a competition amongst schools to create designs in the new year. The DfC stated that it was beneficial for the Council to promote recycling messages, and options were being considered so that these could be changed on a regular basis. It was noted that some vehicles would have LCD panels that could change depending on their location, to promote specific messages.
- viii. Cllr N Housden thanked the collection staff for their efforts during the pandemic, then referred to the IT monitoring system, and asked if it was known when this would be activated. The DfC replied that this had been delayed whilst the older vehicles were being used, in combination with delays caused by bringing the three authorities IT requirements together. It was expected that the system would be live by April 2021, at which point analytics should be available. The DfC stated that Serco still provided adequate reporting on a daily basis, and added that once the system was live, it was hoped that public waste complaints would go directly to the contractor.
- ix. Cllr A Brown reiterated compliments to all officers involved and expressed his thanks to the unsung heroes that had delivered a faultless collection service throughout the pandemic. Cllr G Mancini-Boyle agreed and suggested that a thank you letter should be sent to Serco staff on behalf of the Council.
- x. It was proposed by Cllr W Fredericks and Cllr G Mancini-Boyle to accept and note the report.

## **RESOLVED**

- 1. To note the report.**

## **98 THE CABINET WORK PROGRAMME**

- i. The DS&GOS reminded Members that the income generation and savings briefing was planned to take place on the 25<sup>th</sup> and encouraged all Members to attend. It was noted that the Communications Strategy was listed in the Cabinet Work Programme for January, and it was expected that the Committee should

review this.

- ii. The DSM stated that there was not a January Cabinet meeting scheduled at present, though she would discuss this with the leader to make arrangements. It was noted that the Print Room contract was also expected to go to Cabinet in December, that could be of interest to the Committee.
- iii. The CTA stated that she would update Members of the current budget forecasts at the briefing on the 25<sup>th</sup>, and noted that a Central Government spending announcement would be made that morning, and she would seek to inform Members of the main points.

## **RESOLVED**

**To note the Cabinet Work Programme.**

### **99 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE**

- i. The DS&GOS referred to the performance monitoring report scheduled for the next meeting and suggested that once training on the Inphase system had been provided, it would be helpful for Members to outline the main points of contention prior to the meeting.
- ii. It was noted that a Sheringham Leisure Centre project update was due for December, which would be of increased importance as gyms and leisure centres had again been forced to close.
- iii. Cllr L Withington referred to outstanding items on the Work Programme, and asked whether the impact of purchasing homes for temporary accommodation could be reviewed by the Committee in the new year. The DS&GOS replied that he would follow-up the request.
- iv. Cllr L Withington referred to the MTI project and asked when this would be reviewed by the Committee. The Chairman replied that Covid-19 had caused significant delays to the projects, and as a result it was anticipated that this would be addressed once all projects had been completed. The DS&GOS added that due to the aforementioned impact of Covid, many projects had been granted a six month extension to their project deadlines. It was suggested that it would be preferable to wait for project completion prior to reporting, though an interim update could be provided if required.
- v. Cllr P Heinrich referred to the Planning performance review and suggested that due to the implementation of the new Uniform system, this should be postponed until summer 2021 to allow time for officers to become fully acquainted with the new system.
- vi. Cllr N Housden referred to the outstanding item on climate change and asked how this would be addressed. The CE replied that whilst the Council had not had any significant resource to undertake work on this matter, two posts had just been filled and it was hoped that progress would be made in the new year. The Chairman noted that careful scoping would be required to determine the Committee's precise focus on such a large topic.



**RESOLVED**

**To note the Work Programme.**

**100 EXCLUSION OF THE PRESS AND PUBLIC**

The meeting ended at Time Not Specified.

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Chairman

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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

Cabinet Member(s)                      Ward(s) affected: All  
Eric Seward

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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## 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)*

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

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

## **1. Introduction**

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

## **2. Overview**

2.1 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

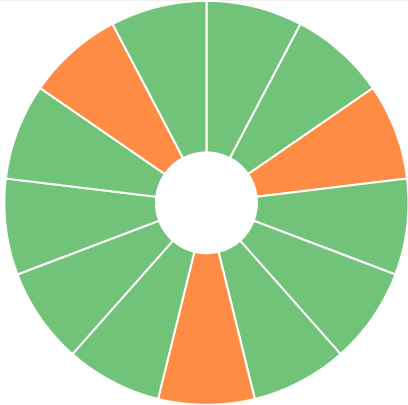
	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action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

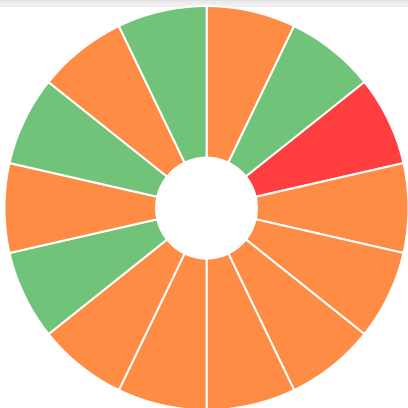
Local Homes for Local Need



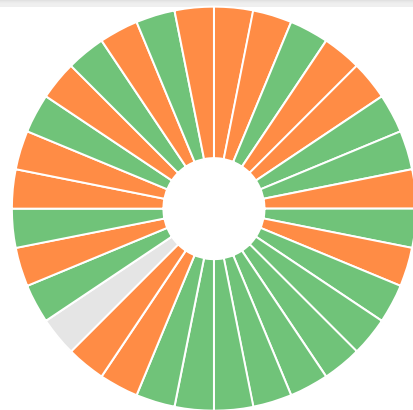
Boosting Business Sustainability and Growth



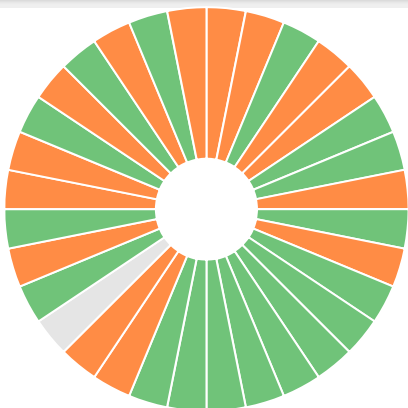
Customer Focus



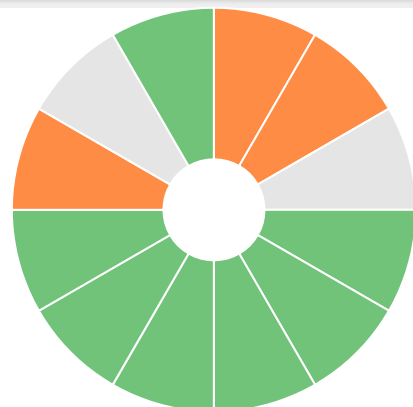
Climate, Coast and the Environment



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	
	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	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"/> 3.4.1 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"/> 3.4.6 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	Duncan Ellis
	Stage	In Progress



	Start Date	04/02/2020
	Due Date	31/10/2020
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	
	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>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p>	<p></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>Comments</p> <p>Owner</p> <p>Stage</p>	<p></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

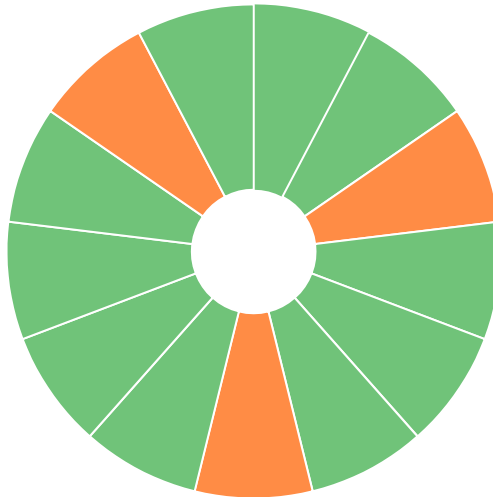
## Local Homes for Local Need

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

	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

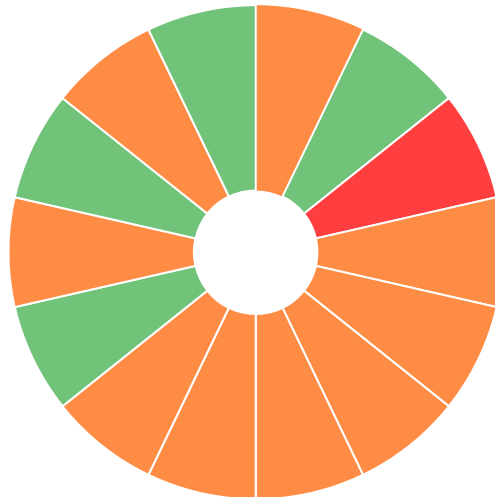
## Customer Focus

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

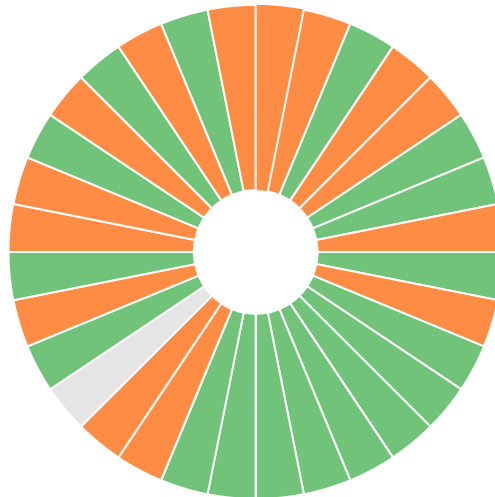
# Climate, Coast and the Environment

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

30/09/2020


		<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	

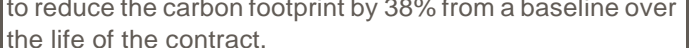
<input checked="" type="checkbox"/> business plan for Coastal Partnership East	Comments  Owner Stage Start Date Due Date	 The Business Plan structure is agreed with progression and development through the Coastal Partnership East management team and team meeting programme. The team is currently focusing 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

30/09/2020		
	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	<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"/> 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	<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>
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2021
	<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance
Comments		<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>
Owner		Scott Martin
Stage		In Progress
Start Date		01/04/2020
Due Date		31/03/2021
<input checked="" type="checkbox"/> 4.7.4 Establish data collection systems analyses		Performance
	Comments	<p>An initial residual waste composition analysis was undertaken in March 2020 and the results of this were made available in April 2020. 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>
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2020
	<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance
Comments		<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>

		<p>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.</p> <p>Positive discussions have also takrn place with poitential hosts for Community Fridges in Sheringham and Hoveton.</p> <p>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.</p>
<input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Owner	Scott Martin
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2021
	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

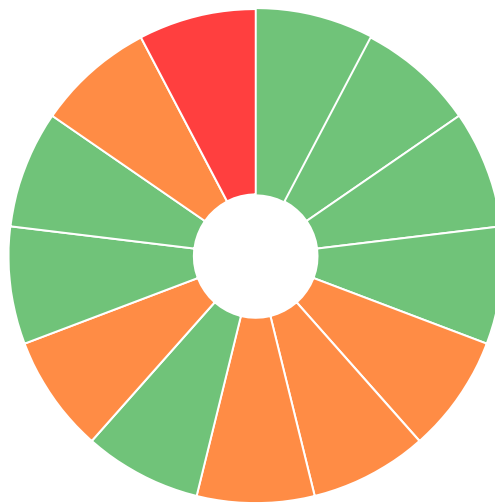


## Financial Sustainability and Growth









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 Second Home 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 generation opportunity for a regular food concession and craft event. Awaiting further information.</p>

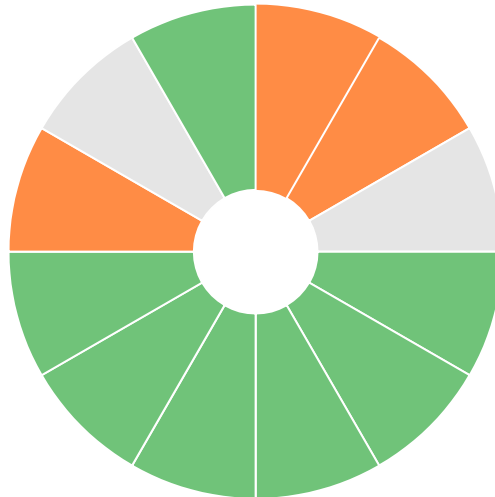
		Asset Management Plan has been reviewed and initial feedback gained.
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	Performance	●
	Comments	The use of 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
<input checked="" type="checkbox"/> 5.4.2 Explore the potential for the installation of photo voltaics (PV) on the Council's assets	Performance	▲
	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	
	Stage	In Progress

30/09/2020

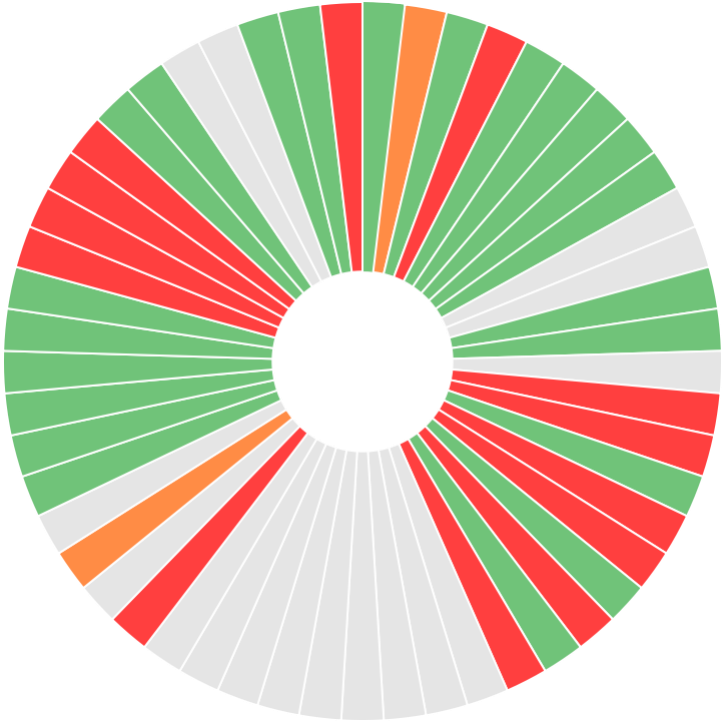
	Start Date	04/02/2020
	Due Date	31/12/2020



# 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	↗
	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	↗
	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	↗
	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	↗
	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 covid19 pandemic.</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	9.00
	Direction of change	↕
	Owner	Lucy Hume
	Comments	
BC 001 Building Control income (£)		
	Actual (Period)	28,073.00
	Target	3,166.00
	Direction of change	✗
	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
	Comments	
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
	Comments	
CL 002 Number of Ombudsman referral decisions	Actual (Period)	0
	Target	3
	Direction of change	➔
	Owner	Steve Blatch
	Comments	The investigation process has been restarted but no decisions have been received to date.
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Actual (Period)	0
	Target	0
	Direction of change	➔
	Owner	Steve Blatch
	Comments	The investigation process has been restarted but no decisions have been received to date.
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
	Comments	
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
	Comments	
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within timeperiod	Actual (Period)	17
	Target	
	Direction of change	↕✗
	Owner	Sarah Ashurst
	Comments	
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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## 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)  
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

## **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:-

	<b>2019/ 2020</b>	<b>1 Apr 2019 - 25 Aug 2019</b>	<b>26 Aug 2019 - 26 Nov 2020</b>	<b>01 Apr 2020 - 25 Aug 2020</b>	<b>26 Aug 2020 - 26 Nov 2020</b>
<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.**



## Sheringham Leisure Centre: project update December 2020

Detailed information relating to any aspect of the project can be obtained from Robert Young (Senior Reporting Officer) or Kate Rawlings (Project Manager) and clarification of any aspect of the table's content can be provided at or following the meeting.

	Forecast/ expected position	Current position	Notes/ comments
<b>Time</b>	Completion of phases 1 & 2 of the project (completion of the new building, demolition of Splash and completion of car park) originally programmed to be 29 Aug 2021.	Delays in the completion date have been previously reported due to the compounding effects of site issues (infrastructure etc.), the poor weather earlier in the year and then the impacts of COVID-19. The completion of the build of the new leisure centre (phase 1) is expected to be 12 <sup>th</sup> August 2021, however the demolition and finalisation of the project (phase 2) will be after that date (the precise date will be dependent on the timing and outcome of surveys on the existing Splash building but anticipated to be either Nov 2021 or Jan 2022).	Minor delays have been reported (three weeks against the agreed revised programme) by the contractor in this last period (partly due to wet weather affecting the painting of the steel work). It is anticipated that delays incurred will be made up during the next period.
<b>Budget</b>	£12,697,139	£12,832,942	<ul style="list-style-type: none"> <li>No significant change to overall budget envelope compared to that previously reported. The additional costs incurred due to the on-site issues, and the consequent programme delays have now been confirmed – and the contingencies have been adjusted accordingly. The project is currently forecast to be £135,803 over budget.</li> <li>The value engineering target has been met by the construction contractor, in order to achieve the identified savings at the contract stage, however, further VE</li> </ul>

			<p>opportunities continue to be explored as the construction progresses in order to contain any cost increases.</p> <ul style="list-style-type: none"> <li>• Some consequential increases in professional fee costs may be incurred due to the programme delays - these will obviously depend upon the extent of the delays in completion and have yet to be calculated.</li> <li>• The construction contingency is currently £33,558 and client contingency is £50,000 (lower than last reported, having in part been used to cover the cost increase mentioned previously).</li> </ul>
<p><b>Issues log</b></p>		<p>The principal issues to-date have been the causes for delays identified above, resulting from the on-site issues, weather, first COVID-19 shut-down and ongoing working practices. Work has continued unabated since the first lockdown ended on 4<sup>th</sup> May).</p> <p>Surveys in advance of the demolition of the Splash were able to take place during the recent lockdown.</p> <p>The recent temporary closure of the Splash (due to the national lockdown in Nov/Dec) was a trigger for the review of the potential demolition date of the building. This has, however, not affected the recommended timing of the</p>	<p>As the build has progressed, technical design challenges have come about and as and when these impact on the programme or budget they will be reported.</p>

		demolition (post-completion of the new facility) as Everyone Active were able to reopen on 2 <sup>nd</sup> December and the overall impact of the temporary closure is likely to have been financially neutral.	
<b>Risk log</b>	A risk log is being maintained. These are routinely monitored and revised, and controls are introduced to manage/ mitigate risks and provide assurance	The risks remain as previously reported, however. There are currently no known supplier issues, however we are aware that there may still be risks brought about by Covid and the risk of contractors' or sub-contractors' businesses or suppliers failing needs to be continually reviewed.	The risk log will be updated to take account of the current situation and any anticipated risks, with mitigation.
<b>Project Governance</b>	The Portfolio Holder (PH) is Cllr Virginia Gay, the Council's Senior Reporting Officer (SRO) is Robert Young and the internal Project Manager is Kate Rawlings. Various other technical experts from within the Council are involved in the project as appropriate. The Council has procured the services of: an Employer's Agent, Project Manager and Cost Consultant (all provided by REAL Consulting); a Technical Architect (Saunders Boston Architects); and a Mechanical, Electrical and Pool Filtration Consultant (Silcock Dawson)	<ul style="list-style-type: none"> <li>The project team and responsibilities remain unchanged, despite the Council's senior management restructure, and meetings and reporting are occurring as scheduled. Meeting have largely been virtual, however, they have continued and regular site visits have also taken place.</li> </ul>	All project meetings have carried on more or less as normal – although held virtually.
<b>Communications</b>	The Communications Plan covers: <ul style="list-style-type: none"> <li>Planned activities at key milestones</li> <li>Responses to issues and events as they occur</li> <li>Routine communications to interested parties (including via the <a href="#">website</a>)</li> </ul>	<ul style="list-style-type: none"> <li>Progress on the site during the summer and autumn months has been transformative and opportunities have been taken to showcase the leisure centre that is now taking shape, such as the videos hosted on the website.</li> <li>The timelapse video is regularly updated and can be viewed at: <a href="https://www.north-norfolk.gov.uk/tasks/projects/timelapse-video/">https://www.north-norfolk.gov.uk/tasks/projects/timelapse-video/</a></li> <li>Opportunities were being explored to use this</li> </ul>	<ul style="list-style-type: none"> <li>The website continues to be kept up to date as the key source of information.</li> <li>The Locality Leisure Services team will work with the Communications team (together with Metnor and Everyone active) to revise the communications plan, plotting</li> </ul>


		<p>substantial project to showcase the career opportunities that can arise. That is still being rethought, due to the current circumstances, and the various constraints that is imposing (resources and practicalities/ logistics), however we will work with the contractor in the coming months to identify appropriate ways shine a light on the project and find ways to inspire young people.</p>	<p>the milestones in the project and devising ways in which we can count down to the completion of this very significant investment in health and wellbeing in the District.</p>
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## TERMS OF REFERENCE: SCRUTINY PANELS – CORPORATE PLAN

<b>Format</b>	<p>Three separate Panels responsible for the monitoring of two corporate plan themes and any related matters each. Themes divided as follows:</p> <ul style="list-style-type: none"> <li>• Boosting Business Sustainability and Growth</li> <li>• Financial Sustainability and Growth</li>   <li>• Climate, Coast and the Environment</li> <li>• Local Homes for Local Need</li>   <li>• Customer Focus</li> <li>• Quality of Life</li> </ul>
<b>Membership</b>	<p>Membership of each panel will consist of 5 politically balanced members. The Chairperson shall be a member of the Overview &amp; Scrutiny Committee, voted on and appointed by the Committee. Cabinet portfolio holders will be required to attend during discussion of reports and/or items relevant to their portfolio.</p> <p>Delegation shall be given to Group Leaders to make appointments to the Panels.</p> <p>The Scrutiny Officer will provide the primary support to the Panels, with other officers (when required) in line with the Council’s constitution and legislative provisions.</p>
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• To monitor the ongoing implementation of key programmes/projects to ensure they are achieving expected outcomes as outlined in the Delivery Plan.</li> <li>• Monitoring outcomes in-line with the Council’s performance framework.</li> <li>• Each Panel will establish its own work programme (subject to the agreement of OSC) to approach each CP theme/project and, in conjunction with the relevant Portfolio Holders, agree which priorities will be reviewed, and when.</li> <li>• Each panel will provide update reports to the Overview &amp; Scrutiny Committee no less than once every six months, and will provide specific reports to the Committee when recommendations are made.</li> </ul>
<b>Administration</b>	<ul style="list-style-type: none"> <li>• Scheduling of meetings</li> <li>• Agenda preparation</li> <li>• Minute taking</li> <li>• Formulation of recommendations</li> </ul>
<b>Meetings</b>	<p>As and when required, in line with the implementation and monitoring of the 2019-2023 Corporate Plan.</p>

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**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 November to 28 February 2021


Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
<b>November 2020</b>					
<b>Cabinet</b>	<b>02 Nov 2020</b>	<b>Council Tax Discount Determination 2020/21</b>	<b>Eric Seward</b>	<i>Financial Sustainability</i>	
<b>Scrutiny</b>	<b>11 Nov 2020</b>		<i>Lucy Hume Chief Technical Accountant</i>		
<b>Cabinet</b>	<b>02 Nov 2020</b>	<b>Budget Monitoring P6</b>	<b>Eric Seward</b>	<i>Financial Sustainability</i>	
<b>Scrutiny</b>	<b>11 Nov 2020</b>		<i>Duncan Ellis Head of Finance</i>		
<b>Cabinet</b>	<b>02 Nov 2020</b>	<b>Property Transactions</b>	<b>Greg Hayman</b> <b>Andrew Brown</b> Nicky Debbage Renata Garfoot	<i>Financial Sustainability</i>  <i>Local Homes for Local Need</i>	 <i>Possible Exempt Information</i>
<b>Cabinet</b>	<b>02 Nov 2020</b>	<b>Decisions taken under delegated authority</b>	<b>All</b> Emma Denny <i>Democratic Services Manager</i>		
<b>Cabinet</b>	<b>07 Dec 2020</b>	<b>Treasury Management Half Yearly report</b>	<b>Eric Seward</b>	<i>Financial Sustainability</i>	
<b>Scrutiny</b>	<b>15 Dec 2020</b>		<i>Duncan Ellis Head of Finance &amp; Assets</i>		



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

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

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 November to 28 February 2021

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
Cabinet	02 Nov 2020	Housing Stock – consent for transfer to Flagship Housing Group	Greg Hayman <i>Emma Duncan, Head of Legal</i>	<i>Local Homes for Local People</i>	<b>Urgent item</b>
December 2020					
Cabinet	07 Dec 2020	Fees & Charges	Eric Seward <i>Duncan Ellis</i> <i>Head of Finance &amp; Assets</i>	<i>Financial Sustainability</i>	
Council	15 Dec 2020				
Cabinet	07 Dec 2020	Performance Management Q2	<b>Sarah Butikofer</b> Steve Blatch Chief Executive	<i>Customer Focus</i>	
Scrutiny	15 Dec 2020				
Cabinet	07 Dec 2020	Property Transactions	<b>Greg Hayman</b> <b>Andrew Brown</b> Nicky Debbage Renata Garfoot	<i>Financial Sustainability</i>  <i>Local Homes for Local Need</i>	 <b>Possible exempt information</b>
Cabinet	07 Dec 2020	Decisions taken under delegated authority	<b>All</b> Emma Denny <i>Democratic Services Manager</i>		
Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments




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

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**North Norfolk District Council**  
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Cabinet	07 Dec 2020	Procurement of Print Solution	Lucy Shires Sean Kelly Head of IT		
<b>February 2021</b>					
Cabinet	01 Feb 2021	Communications Strategy	Sarah Butikofer Joe Ferrari Communications & PR Manager	Customer Focus	
Cabinet	01 Feb 2021 Jan 2020	2021/22 Budget	Eric Seward Duncan Ellis Head of Finance & Assets	Financial Sustainability	<b>Pre-Scrutiny</b>
Cabinet Scrutiny Council	01 Feb 2020 Jan 2020 16 Dec 2020	Medium Term Financial Strategy	Eric Seward Duncan Ellis Head of Finance	Financial Sustainability	<b>Pre-Scrutiny</b>



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

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## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2020/21

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

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2020/21

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
<b>September</b>				
Cabinet Scrutiny Council	<b>Out-turn report/Budget Monitoring P4</b>	Eric Seward Duncan Ellis	To make any recommendations to Council	Annual
Cabinet Scrutiny	<b>NNDC Actions in the Recovery Phase of the Coronavirus Pandemic</b>	Steve Blatch Sarah Butikofer	To review the Councils actions in relation to the recovery from Covid-19	
Cabinet Scrutiny	<b>Delegated Decisions</b>	Emma Denny Sarah Butikofer	To review Officer delegated decisions	Monthly
Cabinet Scrutiny Council	<b>North Walsham Town Centre Public Realm Improvements</b>	Rob Young Richard Kershaw	To inform the Committee of a substantial draw down of funds for a significant project	
Cabinet Scrutiny	<b>Sheringham Leisure Centre Options</b>	Rob Young Virginia Gay	To review options for the existing Splash facility	Requested by Committee
<b>October</b>				
Cabinet Scrutiny	<b>Delivery Plan Re-prioritisation</b>	Steve Blatch Sarah Butikofer	To review and comment on the re-prioritised Delivery Plan	
Cabinet Scrutiny	<b>Performance Management Q1</b>	Helen Thomas Sarah Butikofer	To review Council performance	Quarterly TBC
Scrutiny	<b>Work Programme Setting</b>	Matt Stembrowicz Nigel Dixon	To agree items for the Work Programme for the remainder of the municipal year	Annual
<b>November</b>				
Cabinet Scrutiny	<b>Budget Monitoring P6</b>	Eric Seward Duncan Ellis	To review the budget monitoring position	Periodical
Scrutiny	<b>Waste Contract Monitoring</b>	Nigel Lloyd Steve Hems	To review the performance of the new waste contractor	Six Monthly
Cabinet Scrutiny	<b>Delivery Plan: Income Generation &amp; Savings Pre-Scrutiny</b>	Sarah Butikofer Duncan Ellis	To pre-scrutinise the administration's income generation/cost saving proposals <b>(Workshop)</b>	Requested by Committee
Cabinet Scrutiny Council	<b>Council Tax Discount Determinations 2020/21</b>	Lucy Hume/Eric Seward	To determine the Council Tax discounts for 2020/21	Annual
Cabinet Scrutiny Council	<b>Treasury Management Half-Yearly Report</b>	Eric Seward Lucy Hume	To consider the treasury management activities	Six Monthly

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2020/21

Meeting	Topic	Lead Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>December</b>				
Cabinet Scrutiny	<b>Performance Management Q2</b>	Sarah Butikofer Steve Blatch	To review Council performance	Quarterly
Scrutiny	<b>Sheringham Leisure Centre Update</b>	Rob Young Virginia Gay	To receive an update on the progress of the Sheringham Leisure Centre Project.	Quarterly
Cabinet Scrutiny Council	<b>Fees &amp; Charges</b>	Eric Seward Duncan Ellis	To review the Council's fees and charges	Annual
Scrutiny	<b>Scrutiny Panels – Terms of Reference</b>	Matt Stembrowicz Nigel Dixon	To review and approve the Scrutiny Panel Terms of Reference	Requested by Committee
Cabinet Scrutiny	<b>NNDC Covid-19 Current Phase Actions/Response Report</b>	Steve Blatch Sarah Butikofer	To continue to monitor the Council's actions in response to the Covid-19 Pandemic.	
<b>January 2021</b>				
Cabinet Scrutiny Council	<b>Medium Term Financial Strategy</b>	Eric Seward Duncan Ellis	To review the Medium Term Financial Strategy	Annual – before 2021/22 Budget
Cabinet Scrutiny Council	<b>2021/22 Base Budget and Projections for 2022/23 to 2023/24</b>	Eric Seward Duncan Ellis	To review the proposed budget and projections	Annual
Scrutiny Cabinet	<b>Equality &amp; Diversity Policy</b>	Steve Blatch Sarah Butikofer	To review the draft Equality & Diversity Policy prior to approval	Review requested by Council
Cabinet Scrutiny	<b>Communications Strategy</b>	Joe Ferrari	To review the Council's communications strategy	
<b>February</b>				
Cabinet Scrutiny Council	<b>Treasury Strategy 2020/21</b>	Eric Seward Lucy Hume	To review the treasury management activities and strategy for the investment of surplus funds	Annual
Cabinet Scrutiny Council	<b>Capital Strategy</b>	Eric Seward Lucy Hume	To review the deployment of capital resources to meet Council objectives & framework for management of the capital programme	Annual
Cabinet Scrutiny Council	<b>Investment Strategy</b>	Eric Seward Lucy Hume	To review the Council's Investment Strategy for the year 2020-21	Annual
<b>March</b>				

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2020/21

Scrutiny	<b>Crime &amp; Disorder Briefing</b>	Nigel Dixon Matt Stembrowicz	PCC and district Superintendent to provide a briefing on tackling domestic abuse during the Covid-19 Pandemic.	Annual
Cabinet Scrutiny	<b>Budget Monitoring P10</b>	Eric Seward Duncan Ellis	To review the budget monitoring position	
	<b>April</b>			
Cabinet Scrutiny	<b>Enforcement Board Update</b>	Nigel Lloyd	To receive an update Enforcement Board cases – inc how to raise concerns, resourcing of team and overview of properties	Six-monthly

Meeting	Topic	Lead Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>Pending Items/To be Confirmed</b>				
Cabinet Scrutiny Council	<b>Affordable Housing Strategy</b>		Pre-Scrutiny of the affordable housing strategy	Potential Panel Item
Scrutiny	<b>Development Planning Performance Review</b>		Review of service over five year period against national performance framework	Potential Panel item – Spring 2021
Scrutiny	<b>Monitor resource implications for Homelessness Strategy</b>			Potential Panel Item
Scrutiny	<b>Website design/functionality</b>		To review the functionality of the Council's website	Requested by the Committee
Cabinet Scrutiny Council	<b>Annual Action Plan TBC?</b>	Sarah Bütikofer Helen Thomas		Annual
Scrutiny Council	<b>Overview &amp; Scrutiny Committee Annual Report 2018/19</b>	Matt Stembrowicz	Committee to approve and recommend to Council	Annual
Scrutiny	<b>Market Towns Initiative Monitoring/Process Review</b>	Matt Stembrowicz Richard Kershaw	To monitor the implementation of successful MTI applicants and review the funding process	Requested by the Committee – Upon project completion
Scrutiny	<b>Council Asset Maintenance (Preventative) Maintenance Strategy</b>		To review the Council's Asset Maintenance schedule	Requested by the Committee

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2020/21

Scrutiny	<b>Ambulance Response Times/First Responders Briefing</b>		Continue to Monitor work of NHOSC	Requested by the Committee - NHOSC
Scrutiny	<b>Climate Change Strategy/Declaration of Climate Emergency</b>	Nigel Lloyd	Review of actions in response to climate change	Potential Panel Item
Scrutiny	<b>Economic Development Strategy</b>		Review strategy	Potential Panel Item
Scrutiny	<b>North Walsham Heritage Action Zone Project Monitoring</b>		To monitor progress of the NWHAZ project	Requested by Committee

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## Overview & Scrutiny November 2020 Outcomes & Action List

	ACTION BY	PROGRESS/COMPLETION
<p><u>10. BUDGET MONITORING REPORT 2020/21 – PERIOD 6</u></p> <p><b>RESOLVED</b></p> <p>1. To note the contents of the report and the current budget monitoring position;</p> <p>2. 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.</p>	<p>O&amp;S Committee</p> <p>Council</p>	<p>Complete</p> <p>November Meeting</p>
<p><u>11. TREASURY HALF YEAR UPDATE 2020/21</u></p> <p><b>RESOLVED</b></p> <p>1. To recommend that Council RESOLVE that The Treasury Management Half Yearly Report 2020/21 is approved.</p> <p>2. To recommend that Council APPROVE changes to the Counterparty Limits.</p>	<p>Council</p>	<p>November Meeting</p>
<p><u>12. DETERMINATION OF COUNCIL TAX DISCOUNTS 2021/22</u></p> <p><b>RESOLVED</b></p> <p>To recommend that Full Council 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:</p> <p>1. (a)The discounts for the year 2021/22 and beyond are set at the levels indicated in the table at paragraph 2.1.</p> <p>(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</p> <p>(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</p>	<p>Council</p>	<p>November Meeting</p>

<p>(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</p> <p>(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).</p> <p>(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.</p> <p>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;</p> <p>(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.</p>		
<p><u>13. WASTE CONTRACT MONITORING</u></p> <p><b>ACTIONS</b></p> <p>1. To request that the Head of Environmental Health write to the Waste Contractor to convey Members appreciation for their hard work during the Covid-19 Pandemic.</p> <p><b>RESOLVED</b></p> <p>1. To note the report.</p>	<p>Head of Environmental Health</p> <p>O&amp;S Committee</p>	<p>December</p> <p>Complete</p>
<p><u>15. OVERVIEW &amp; SCRUTINY WORK PROGRAMME AND UPDATE</u></p> <p><b>ACTIONS</b></p> <p>1. Scrutiny Officer to scope remit of WP items on Climate Change Strategy and the monitoring of resource implications for Homelessness Strategy.</p>	<p>Scrutiny Officer</p>	<p>January 2021</p>