

# Overview & Scrutiny Committee



**Please contact:** Matthew Stembrowicz

**Please email:** [matthew.stembrowicz@north-norfolk.gov.uk](mailto:matthew.stembrowicz@north-norfolk.gov.uk)

**Please direct dial on:** 01263 516047

Tuesday, 11 May 2021

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 19 May 2021** 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, Mr A Varley, Mr C Cushing, Mr A Brown and Mr P Fisher

All other Members of the Council for information.

Members of the Management Team, appropriate Officers, Press and Public



**If you have any special requirements in order  
to attend this meeting, please let us know in advance**

If you would like any document in large print, audio, Braille, alternative format or in a different language please contact us

**Chief Executive:** Steve Blatch

**Tel** 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005

**Email** [districtcouncil@north-norfolk.gov.uk](mailto:districtcouncil@north-norfolk.gov.uk) **Web site** [www.north-norfolk.gov.uk](http://www.north-norfolk.gov.uk)

## A G E N D A

**1. TO RECEIVE APOLOGIES FOR ABSENCE**

**2. SUBSTITUTES**

**3. PUBLIC QUESTIONS & STATEMENTS**

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

**4. MINUTES**

1 - 10

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 21<sup>st</sup> April 2021.

**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**

11 - 12

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:

At the meeting held on 10<sup>th</sup> April 2021, Cabinet approved the following recommendations:

- 1. To recommend to Cabinet that consideration is given to developing and including a Charter Mark system setting standards across the spectrum of environmental improvements sought, such as: Energy Conservation; Renewable Energy Generation and Storage; Water Capture, Usage and Quality; Flood Prevention and Mitigation, Reductions in Single Use Materials and Carbon Capture projects. Such a system should link up with relevant Planning Policy standards, include an annual award/recognition scheme and seek accreditation with an external environmental body.**

2. To recommend to Cabinet that consideration is given to increasing the educational and public engagement opportunities to promote active commitment to the Charter and the wider climate change agenda..
3. To endorse the draft Environmental Charter for consultation with the Environment Forum, prior to a revised draft being considered by Cabinet and Council for adoption.

**10. NORFOLK COUNTY COMMUNITY SAFETY PARTNERSHIP: DRAFT SAFER NORFOLK PLAN 2021-2024** 13 - 38

To review and comment on the Norfolk County Community Safety Partnership's draft Safer Norfolk Plan 2021-2024.

11. **OVERVIEW & SCRUTINY COMMITTEE - WORK PROGRAMME** 39 - 48  
**SETTING 2021-22**

<b>Summary:</b>	This reports aims to assist the Committee in setting its draft Work Programme for the 2021-22 municipal year.
<b>Options considered:</b>	Multiple options are presented for consideration by the Committee, as well as allowing options to be raised for consideration during the meeting.
<b>Conclusions:</b>	This report provides options and guidance to aid the Committee in setting its work Programme. The outcome of which will be determined by the Committee.
<b>Recommendations:</b>	<b>To review and agree which items should be added to the Overview &amp; Scrutiny Work Programme for the 2021-22 municipal year.</b>
<b>Reasons for Recommendations:</b>	To make best use of Committee time by agreeing appropriate items of business.

**LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW**

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

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

Contact Officer, telephone number and email:

Matt Stembrowicz – Scrutiny Officer

Email: [matthew.stembrowicz@north-norfolk.gov.uk](mailto:matthew.stembrowicz@north-norfolk.gov.uk) Tel: 01263 516047

**12. OFFICER DELEGATED DECISIONS (MARCH – APRIL 2021**

**49 - 54**

<b>Summary:</b>	This report details the decisions taken by Senior Officers under delegated powers from 1 <sup>st</sup> March 2021.
<b>Options considered:</b>	Not applicable.
<b>Recommendations:</b>	<b>To receive and note the report and the register of officer decisions taken under delegated powers.</b>
<b>Reasons for Recommendations:</b>	The Constitution: Chapter 6, Part 5, sections 5.1 and 5.2. details the exercise of any power or function of the Council where waiting until a meeting of Council or a committee would disadvantage the Council. The Constitution requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate)

**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)*

Delegated decision forms – as completed by the relevant officer

Cabinet Member(s)	Ward(s) affected
All	All

Contact Officer, telephone number and email:  
Emma Denny, Democratic Services Manager, 01263 516010

**13. SHERINGHAM LEISURE PROJECT UPDATE: MAY 2021**

**55 - 56**

To review and note the update.

**Summary:**

This report provides the update for Members on a range of enforcement related issues arising from the work of the Enforcement Board and Combined Enforcement Team.

The Council has a far wider range of regulatory and enforcement powers and it should be noted that this report deals only with those covered by the Enforcement Board the Combined Enforcement Team.

This update had not been provided throughout the Covid pandemic as enforcement activities have been impacted by wider Human Rights implications. For example, actions were suspended for six months at the start of the Pandemic. The update will bring members up to date with actions since March 2020.

The report carries a refresher on the background to The Enforcement Board and Combined Enforcement team.

**Conclusions:**

The Enforcement Board continues to make significant progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties back into use, across all areas of the District, with both social and economic benefits to the community, and financial benefits to the Council.

As well as the above, the Combined Enforcement Team has achieved considerable success in reducing the backlog on the planning enforcement caseload and ensuring that property level Council Tax enforcement is taken forward at the earliest opportunity.

**Recommendations:** 1. That Cabinet notes the continued progress of the Enforcement Board and the Combined Enforcement Team.

**Reasons for**

**Recommendations:** 1. To ensure appropriate governance of the Board's activities  
2. To show the progress of Combined Enforcement Team cases and contribution to the work of the Enforcement Board

Cabinet Members

Cllr John Toye (Planning)

Cllr Nigel Lloyd (Environmental Health)

Cllr Eric Seward (Revenues and Benefits)

Contact Officer, telephone number and email: Phillip Rowson, Assistant

Director 01263 441263 [phillip.rowson@northnorfolk.gov.uk](mailto:phillip.rowson@northnorfolk.gov.uk)

## WORK PROGRAMMES

### 15. THE CABINET WORK PROGRAMME 277 - 278

To note the upcoming Cabinet Work Programme.

### 16. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 279 - 280

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.”

This page is intentionally left blank

## OVERVIEW & SCRUTINY COMMITTEE

**Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 21 April 2021 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
	Mr A Varley	Mr C Cushing
	Mr A Brown	Mr P Fisher
<b>Members also attending:</b>	Ms V Gay (Observer)	Mrs P Grove-Jones (Observer)
	Mr N Lloyd (Observer)	Mr E Seward (Observer)
	Mr J Toye (Observer)	
<b>Officers in Attendance:</b>	Democratic Services and Governance Officer - Scrutiny (DSGOS), Chief Executive (CE), Democratic Services Manager (DSM), Assistant Director for Sustainable Growth (ADSG), Programme & Projects Manager (PPO), Environmental Policy Officer EPO and Climate Change Project Officer (CCPO)	

**Also in attendance:**

### **169 TO RECEIVE APOLOGIES FOR ABSENCE**

None received.

### **170 SUBSTITUTES**

None.

### **171 PUBLIC QUESTIONS & STATEMENTS**

None received.

### **172 MINUTES**

Minutes of the meeting held on 24<sup>th</sup> March 2020 were approved as a correct record and signed by the Chairman.

### **173 ITEMS OF URGENT BUSINESS**

None received.

### **174 DECLARATIONS OF INTEREST**

None declared.

### **175 PETITIONS FROM MEMBERS OF THE PUBLIC**

None received.

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

None received.

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

The Chairman noted that the recommendation made in relation the Equality, Diversity and Inclusion Strategy had been accepted by Cabinet. The DSGOS added that the recommendation from the Item 8 discussion on the loss of affordable homes had been accepted by the Assistant Director for Planning, and a report would be prepared for the June Development Committee and PPBH Working Party meetings.

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

The CE introduced the report and informed Members that it covered the period from December 2020 to the end of March 2021, during which infection rates had been very high at 442 cases per 100k. He added that infection rates had now reduced to approximately 14 cases per 100k and that the rate of vaccination in North Norfolk was very high, likely as a result of the demographics of the District. The CE noted that during the third lockdown there had been less requirement for community support from the Council, though focus had instead been placed on the payment and administration of Covid support grants. He added that the Council had paid in excess of £30m since January 2021, and the sum total of grants paid now stood at £118m, with 28k more payments processed in comparison to a normal year. The CE asked to record his thanks to the Revenues, Economic Growth and IT Teams for facilitating the caseload. It was noted that a further report on distributing the remaining funds was being prepared for review by Full Council. The CE noted that whilst the prospects for foreign travel remained unclear, a busy summer season was expected for the District, and preparations were under way to address this.

Questions and Discussion

- i. Cllr N Housden asked whether there would be any benefit in asking Council staff to begin regular testing for Covid as they began to return to the office. The CE replied that it was possible for employees to access tests through NCC, and noted that anyone was now able to register for twice weekly lateral flow testing. He added that discussions were also taking place between HR and Public Health Norfolk to offer staff these tests on a regular basis. It was noted that Polling Staff had also been advised that tests should be taken in advance of the election, though this would not be mandatory.
- ii. The Chairman asked for a brief assessment of the current impact on Council services caused by Covid-19. The CE replied that at present the impact was relatively low, as the redeployments seen at the start of the pandemic had mostly come to an end. He added that during the initial stages there had also been issues relating to limited bandwidth, which had restricted the ability for all Council staff to work from home simultaneously, though this had been resolved. It was noted that whilst the majority of staff continued to work from home in line with Government guidance, service levels had returned to normal. The CE stated that Covid Advisors were also in place to support

visitors, residents and businesses, with additional posts funded by the Controlling Outbreak Management Fund. He added that last year's Opening up the High Street fund had been renewed for 2021 as the Welcome Back fund, by MHCLG. It was noted that some redeployment had been required to prepare for the upcoming election. The CE stated that consultation was in progress with staff to determine new ways of working, once a return to the office was possible.

- iii. Cllr G Mancini-Boyle asked for an update on whether the Council's car parks were prepared for the additional influx of tourists expected during the summer season, and whether any additional parking had been created. He then referred to the High Court ruling on the continuation of remote meetings, and asked whether there were any plans in place to return to physical meetings. The CE replied that discussions were ongoing with potential partners for increased parking provision to be made available over the summer season. He added that it was the intention of the Council to increase provision during the school summer holiday period. It was noted that park and ride schemes may also be given consideration if required, as most large spaces were not within close proximity to tourism areas. With reference to physical meetings, it was reported that the current provisions for virtual meetings would end on the 7<sup>th</sup> May, and the outcome of the High Court challenge was not yet known. He added that if the challenge was not successful, it was expected that most Committee meetings could take place in the Council Chamber with social distancing measures in place, though this would not be possible for Full Council meetings. As a result, consideration was being given to alternate venues for the AGM.
- iv. It was confirmed, following a question Cllr H Blathwayt that temporary planning permission for car parks and campsites lasted 56 days. The CE added that it would be helpful for any landowners considering a temporary parking or camping space, to notify the Council.
- v. Cllr A Brown suggested that the welcome back message might increase public littering, and asked whether the current bylaws were robust enough to address this issue, and whether any contingency plans were available to mitigate the additional pressure placed on the waste contractor. The CE replied that there was likely to be additional waste, and discussions were taking place with Serco on the number of public waste bins and the frequency of collections. He added that the Council would also promote the message of using public spaces responsibly, and stated that he was not aware of any shortcomings with the current bylaws, though the situation would be kept under review.
- vi. Cllr P Heinrich asked how many Covid Marshalls had been employed and what training they had received to deal with potentially difficult situations. The CE stated that the Council had ten Covid Support Officers, and added that whilst there was a small number of incidents where they had been challenged, they were not seen as providing an enforcement role. The Chairman noted that utilising the Support Officer terminology had helped to imply an advisory, as opposed to authoritative role.
- vii. Cllr W Fredericks raised concerns regarding the Enforcement Team and stated it was her understanding that only two staff covered the District, which placed great pressure on officers. She then asked whether there was any scope to increase the resource available to the Team, given an expected

increase in demand, once restrictions were relaxed. The CE replied that he would investigate the issue and provide a written response, and added that whilst the Planning Enforcement Team had approximately that number of dedicated staff, the Environmental Health Enforcement Team had greater resource.

- viii. In response to a question from Cllr N Housden, the CE suggested that there were no plans to record or restrict oversized caravans or campervans, though they were encouraged to use larger car parks such as Runton Road in Cromer. The CE added that overnight parking was also prohibited, which should help to mitigate any potential issues.
- ix. Cllr A Brown stated that the 56 day relaxation of permitted development rules previously mentioned also removed additional restrictions, and as a result, the Council was limited in its powers to prevent alternate usage throughout the summer season.

## **RESOLVED**

### **1. To review and note the report.**

## **179 UK COMMUNITY RENEWAL AND LEVELLING UP FUNDS**

Cllr E Seward - Portfolio Holder for Finance and Assets introduced the report and informed Members that work was progressing quickly, as arrangements had to be in place with bids submitted by mid-June. The CE stated that the fund had been announced on 3<sup>rd</sup> March to provide an opportunity for the District as a priority area to support investment in skills, businesses and supporting people into employment. He added that it was a revenue fund, and the maximum the Council could bid for was £3m, with a requirement for funds to be spent by March 2022. It was noted that there were challenges in developing plans and spending those funds within an eight month period, though it was still believed that the Council could use the funding to advance opportunities at the urban extensions in Fakenham and North Walsham. The CE reported that proposals had to be submitted to NCC by 14<sup>th</sup> May, then finalised bids would need to be submitted to Central Government by 14<sup>th</sup> June. He added that the process would involve the creation of a Strategic Stakeholder Board, and a Steering Group in both Fakenham and North Walsham, with arrangements being made for these groups to meet in the coming weeks. It was noted that NCC were also developing County-wide proposals that could be considered alongside the District proposals.

### Questions and Discussion

- i. Cllr A Brown stated that he welcomed the funding, but had concerns that rural areas were being overlooked as a result of the Government's methodology, and that issues could arise with match-funding. He asked whether the Shared Prosperity Fund planned for 2022 might address these issues. The CE replied that whilst the fund was a great opportunity for the District, £3m wouldn't cover all areas, and as a result North Walsham and Fakenham were seen as central locations that provided a significant number of jobs and services to residents of the wider District. He added that they were also areas designated for future growth and development, and funding was required to support this growth in a sustainable manner. The CE stated that the Shared Prosperity Fund was expected to provide greater funding opportunities, at which time more support may be available for more rural

locations.

- ii. Cllr C Cushing stated that he welcomed the funding as Fakenham often received less than what was allocated to other towns.
- iii. Cllr E Seward stated that he did understand the concerns raised regarding rural locations, and suggested that the Council would continue to look for future investment opportunities for these areas. He added that the Community Renewal Fund would enable the necessary preparatory work for sustainable growth in North Walsham and Fakenham. It was noted that if towns such as North Walsham were to continue to grow, then there had to be the necessary supporting infrastructure such as link roads, new primary schools, doctors surgeries, drainage and transport connection improvements. Cllr E Seward stated that that historically, in-land towns had suffered from a lack of investment, and the fund was a good opportunity to address this.
- iv. The Chairman noted that the funding available would not go far if shared over several towns, and accepted that it was therefore reasonable for funding to be directed to where there was the greatest need. He added that communication of this issue was important, and asked whether it could be given consideration.
- v. Cllr A Brown sought to clarify that he was fully supportive of both Fakenham and North Walsham receiving funding, but noted that the Government scheme appeared to have some bias towards towns with larger populations.
- vi. The recommendations were proposed by Cllr C Cushing and seconded by Cllr P Heinrich.

## **RESOLVED**

- 1. To note the opportunities presented to North Norfolk by the new UK Community Renewal and Levelling Up programmes.**
- 2. To endorse the proposals made that a programme of complementary projects be developed in respect of the future planned growth of North Walsham and Fakenham as sustainable locations for future housing and business development at scale supported by provision of key transport, health, education community and green infrastructure and submitted to the County Council as lead body for endorsement and onward submission to the Government.**
- 3. To endorse the Cabinet resolution that in developing any proposals, the Council establishes a Strategic Stakeholder Board and Steering Groups for North Walsham and Fakenham to support project.**

## **180 PRE-SCRUTINY: NNDC DRAFT ENVIRONMENTAL CHARTER**

Cllr N Lloyd - Portfolio Holder for Environmental Services, Climate Change and Environment introduced the report and thanked officers for their efforts preparing the draft Charter. The EPO stated that following the declaration of a climate emergency, the Council had committed to developing an Environmental Charter, which had been prepared following the employment the Climate Change and Environment Team. It was noted that workshops had been held to consult with staff and Members during the development of the Charter, which sought to outline the rights, aims and

principles aims of the organisation. The EPO informed Members that the Charter had been built around three main chapters, the first of which was delivering change across the Council's own estate, in order to achieve the target of net zero carbon emissions by 2030. The next chapter outlined the Council's role as a community leader and influencer, in order to support communities in addressing the challenges of climate change. The final chapter focused on supporting individuals, to help residents understand what they could do to help limit the effects of climate change. It was noted that an Environment Forum meeting was scheduled to take place on 23<sup>rd</sup> April, where the draft Charter would be shared for public consultation. The EPO provided a summary of the remaining points of the Charter, and stated that the recommendation requested that the Committee endorse the document for further consultation, prior to final amendments and approval by Cabinet.

### Questions and Discussion

- i. Cllr H Blathwayt stated that he welcomed the progress on the Charter, and asked whether quarterly updates should be considered to monitor its implementation. The Chairman noted that the progress of implementation would be covered as part of normal performance monitoring. The ADSG stated that an action plan would follow once the Charter was approved, which would contain measurable targets that could be monitored using the InPhase system.
- ii. Cllr G Mancini-Boyle thanked officers and expressed his support for the Charter, then asked how closely the Environment and Climate Change Officers would work with the Planning Department to achieve its aims. The ADSG replied that the recent restructure had allowed for much closer working with the Planning Department under the Directorate of Place, and it was expected that there would be good cooperation between the officers involved to achieve the aims of the Charter.
- iii. Cllr L Withington stated that the development of the Charter had been exemplary, and this was clear in the quality of the document. She added that she was also pleased to hear how the restructure would enable the organisation to achieve the aims of the Charter.
- iv. Cllr N Lloyd stated that he was pleased to see that officers from across the organisation had embraced the green agenda, and had been highly supportive during the development of the Charter. He added that the new Local Plan would be the Council's greenest ever, and would allow for further development of green policies and innovation in the future, which would make a significant difference to reducing carbon emissions in the District.
- v. Cllr A Brown thanked officers for their work and endorsed the Charter, then noted that PPBH WP had recently reviewed the Local Plan policies relating to renewable energy, which now went above and beyond Government guidelines.
- vi. Cllr J Toye stated as Planning Portfolio Holder that he continued to work with officers to make further improvements to policy, in order to support the Charter and make environmental improvements across the District.
- vii. The Chairman stated that he welcomed the document and asked whether it would be possible to make some additions to the draft Charter, such as a marking system or criteria, to support residents and businesses to achieve

environmental aims. He added that criteria such as energy conservation, renewable energy generation, water usage, reduction of single use materials and flood mitigation could be used to engage businesses, whilst increasing awareness of these issues. The EPO replied that there was significant merit in the proposal, and suggested that it could be used as a means to promote environmental excellence. She added that there was potential to use the Charter as a tool to enable and influence change, and suggested that a similar system to the food hygiene ratings could potentially be implemented in the future. The AD SG stated that he was fully supportive of the idea, as a means to incentivise the actions outlined in the Charter, in addition to events such as Greenbuild.

- viii. Cllr N Housden stated that he liked to see specifics and suggested that a vital aspect missing from the Charter was education, which had to be addressed. He added that the tree planting project, whilst positive also required more detail, as 30k hectares per year was required to meet the 2050 climate targets. It was suggested that greater detail and specifics would help people to better understand the dangers of climate change, such as the rate at which sea levels were rising. The EPO stated that the Charter did mention carbon literacy and engagement, but accepted that there was a need for education to be more explicit within the Charter, to help residents meet the challenges of climate change.
- ix. Cllr A Brown stated that he was supportive of proposals for a quality assurance system, and asked whether outside assurance bodies could be used to avoid criticism. The Chairman replied that the proposals would need development, and whilst external consultation would likely be considered as part of the process, it might be too early to consider at this stage. He added that primarily, some form of accreditation was needed to start businesses thinking about their environmental credentials. The AD SG stated that he would begin to look at accreditation systems elsewhere, and consider what options were available.
- x. Cllr N Lloyd stated that whilst the net zero carbon target applied to the Council estate, efforts would be made to lower emissions in the community and the second and third chapters of the Charter sought to address this.
- xi. The Chairman summarised potential recommendations including the consideration of an environmental accreditation system, and the development of educational aspects of the Charter.
- xii. Cllr H Blathwayt suggested that the UEA Tyndall Centre could be an option to consider for developing an environmental accreditation system.
- xiii. Cllr L Withington suggested that the recommendations should allow flexibility for officers to review options, in case accreditation systems were already available.
- xiv. It was proposed by Cllr N Housden and seconded by Cllr H Blathwayt that consideration be given to developing a marking system to provide accreditation on various environmental standards, that consideration be given to develop the educational aspects of the Charter, and that the Charter be endorsed for consultation.

**RESOLVED**

1. To recommend to Cabinet that consideration is given to developing and including a Charter Mark system setting standards across the spectrum of environmental improvements sought, such as: Energy Conservation; Renewable Energy Generation and Storage; Water Capture, Usage and Quality; Flood Prevention and Mitigation, Reductions in Single Use Materials and Carbon Capture projects. Such a system should link up with relevant Planning Policy standards, include an annual award/recognition scheme and seek accreditation with an external environmental body.
2. To recommend to Cabinet that consideration is given to increasing the educational and public engagement opportunities to promote active commitment to the Charter and the wider climate change agenda..
3. To endorse the draft Environmental Charter for consultation with the Environment Forum, prior to a revised draft being considered by Cabinet and Council for adoption.

#### **181 SHERINGHAM LEISURE CENTRE PROJECT UPDATE: APRIL 2021**

Cllr V Gay – Portfolio Holder for Leisure, Culture and Wellbeing introduced the report and informed Members that the old facility had now been demolished, and the project remained on budget and on track for the new facility to open in August. It was noted that some Councillors and officers had recently attended a site visit, and that once the tiling of the main pool was complete, fitting out of the facility would begin. Cllr V Gay noted that the Communications Team has prepared short videos to promote the various professions involved in the development of the facility.

The PPO provided a presentation of pictures taken during the most recent site visit, followed by a time lapse video of development.

#### **RESOLVED**

1. To receive and note the update.

#### **182 THE CABINET WORK PROGRAMME**

The DSGOS informed Members that as a result of taking reports as pre-scrutiny items, there was no significant upcoming reports to consider in the immediate future. He added that items such as the apprenticeship scheme could be worthy of consideration, if Members were supportive.

The DSM stated that due to time constraints, the Additional Restrictions Grant report would go to Full Council on 28<sup>th</sup> April, as opposed to Cabinet. She added that the Solar Car Port report listed on the Cabinet Work Programme was now expected to come forward later in the year.

#### **RESOLVED**

**To note the Cabinet Work Programme.**

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

The DSGOS informed Members that the May meeting would include an Enforcement Board update, and consideration of a draft 2021/22 Work Programme,

for which an email would be circulated to request proposals, alongside guidance on topic selection. He added that officers were also in the process of arranging a briefing on the new Safer Norfolk Strategy, and it was hoped this could take place at the May meeting, though it remained to be confirmed. The Chairman added that historically District's had their own Community Safety Partnerships, though these had been merged into a County-wide Partnership. Therefore reviewing the new strategy would coincide with the Committee's recent review of crime and disorder.

**RESOLVED**

**To note the Work Programme.**

**184 EXCLUSION OF THE PRESS AND PUBLIC**

The meeting ended at 11.20 am.

---

Chairman

This page is intentionally left blank

## Declarations of Interest at Meetings

When declaring an interest at a meeting, Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting.

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.

Does the interest directly:

1. Affect yours, or your spouse / partner's financial position?
2. Relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?
3. Relate to a contract you, or your spouse / partner have with the Council
4. Affect land you or your spouse / partner own
5. Affect a company that you or your partner own, or have a shareholding in

If the answer is "yes" to any of the above, it is likely to be pecuniary.

Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.

Does the interest indirectly affect or relate to any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

Is the interest not related to any of the above? If so, it is likely to be another interest. You will need to declare the interest, but may participate in discussion and voting on the item.

Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

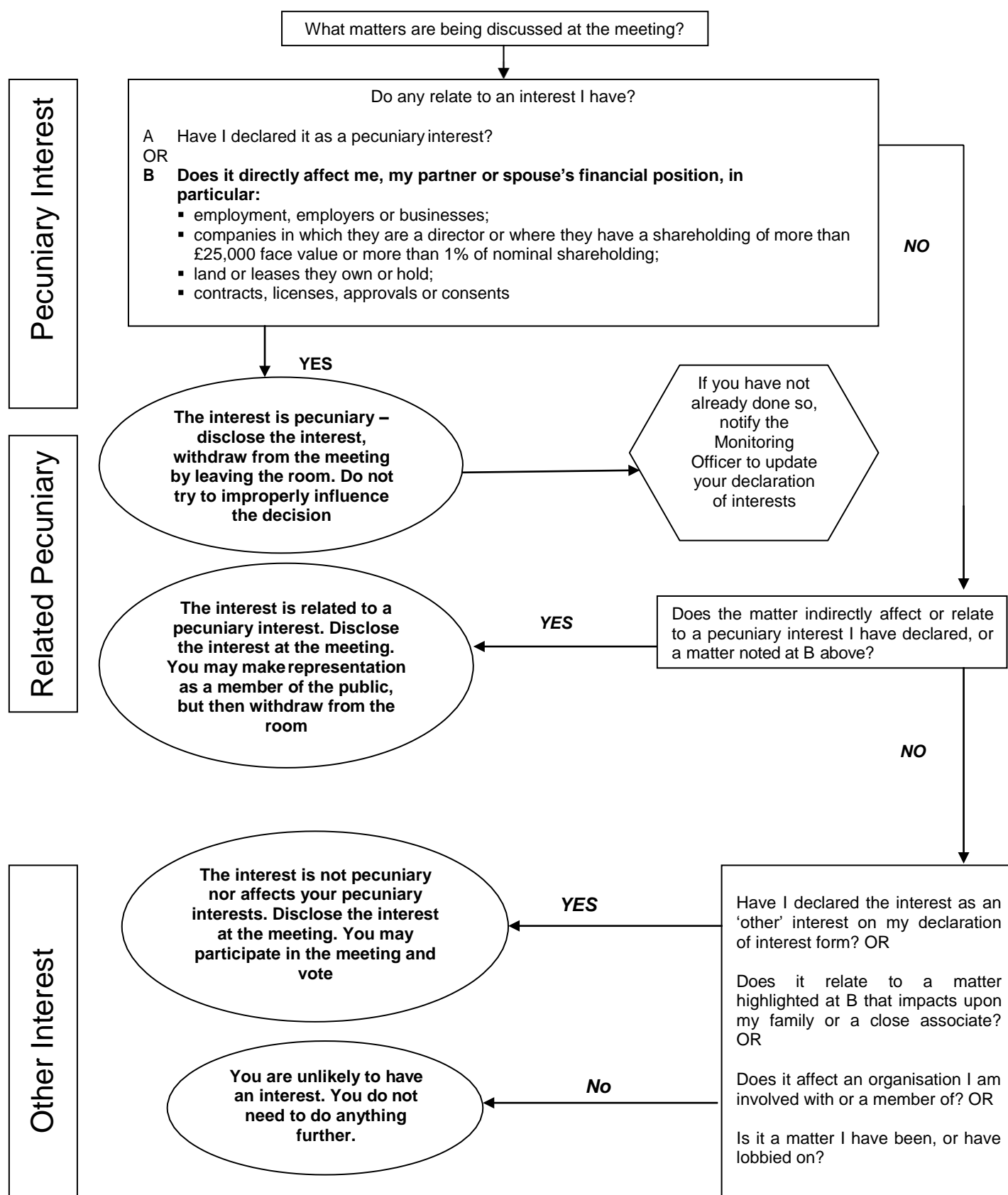
**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF**

**PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST INSTANCE**

**DEVELOPMENT COMMITTEE MEMBERS SHOULD ALSO REFER TO THE PLANNING PROTOCOL**

# Declarations of Interest at Meetings

## DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



13/05/2021



Not protectively marked

## NCCSP Strategic Plan Development

1. The current Norfolk County Community Safety Plan had a delivery period covering 2018 to 2021 and focused on three priorities:
  - a. Domestic Abuse and Sexual Violence
  - b. County Lines
  - c. Preventing Terrorism
2. The NCCSP's plan has reached the end of its delivery period and, whilst it is still being delivered, needs to be refreshed.
3. The community safety landscape is very different from when the previous plan was introduced three years ago. The response to the Covid-19 pandemic has altered the way our communities interact leading to a shift in community safety needs. The policy landscape has further developed with the introduction of the Serious Violence Duty, amendments to the Prevent Duty, the Domestic Abuse Act receiving royal assent, and the Home Office priority area for policing. Finally, the election of a new Police and Crime Commissioner will mean a new strategic direction will be set through their Police and Crime Plan.
4. Responsible authorities<sup>1</sup> are required to create a Community Safety Partnership. Community Safety Partnerships have a duty to work together to:
  - a. reduce reoffending
  - b. tackle crime and disorder
  - c. tackle anti-social behaviour (ASB)
  - d. tackle alcohol and substance misuse, and
  - e. tackle any other behaviour which has a negative effect on the local environment.
5. This duty is underpinned by a requirement on Responsible Authorities to:
  - a. form a Community Safety Partnership (CSP)
  - b. undertake an annual strategic assessment of the crime and disorder in the area
  - c. determine priorities
  - d. consult with the public on the priorities identified
  - e. draw up and publish a partnership plan, revised annually

---

<sup>1</sup> The responsible authorities are Local Authorities (County & District), Police, Probation, Community Rehabilitation Company, Fire, NHS Clinical Commissioning Groups. Wider partners also participate in the NCCSP, including, Police & Crime Commissioners, Youth Offending Teams, Trading Standards, Victim Support, and Housing Registered Providers senior representative.

Not protectively marked

6. Locally, the NCCSP holds responsibilities for overseeing delivery of Domestic Homicide Reviews, the Community Trigger (ASB Case Review) process and managing a Prevent Duty partnership group.
7. In November 2020 a Memorandum of Understanding between the Office of the Police and Crime Commissioner for Norfolk (OPCCN) and Norfolk County Council was signed which confirmed that the OPCCN would create a single Community Safety team responsible for supporting and working directly with the Chair of the NCCSP<sup>2</sup>.
8. To date, the NCCSP team has undertaken the following steps in developing a new plan for the NCCSP:
  - a. Consulted with the NCCSP responsible authorities on what the priorities, outcome measures and delivery structure should be.
  - b. Produced a draft strategic plan to the NCCSP based on:
    - i. Norfolk's Strategic Assessment. This employs a risk, threat and harm analysis, using the Cambridge Harm Index methodology, and incorporating the findings of existing deep dives on a number of existing priority areas
    - ii. Partnership feedback on priorities, outcome measures and delivery structure
    - iii. Agreed NCCSP approach to community safety, including being evidence-led and locality focused
    - iv. Policy review, including:
      1. Domestic Abuse Act 2021
      2. Serious Violence Duty
      3. Amendments to the Prevent Duty
      4. Home Office policing priorities
  - c. Consulted on draft Strategic Plan with Norfolk Leaders Board and Norfolk Chief Executives Group, all of whom supported the plan subject to minor amendments.
  - d. Produced a revised version of the NCCSP Strategic Plan based on minor amendment requests.
  - e. Produced a draft NCCSP Strategic Plan Consultation Strategy.
  - f. Begun to develop a delivery plan and outcomes framework.
9. The revised draft of the Strategic Plan sets out:
  - a. The proposed NCCSP strategic themes
    - i. Building Resilient and Cohesive Communities
    - ii. Tackling Neighbourhood Crime
    - iii. Reducing the Threat of Criminal Exploitation
    - iv. Safeguarding Communities from Harm

---

<sup>2</sup> [NCCSP MoU \(norfolk-pcc.gov.uk\)](https://norfolk-pcc.gov.uk/nccsp-mou)

Not protectively marked

- b. The proposed NCCSP priorities
    - i. Serious violence (including domestic abuse, sexual abuse, and county lines linked violence)
    - ii. Preventing extremism (including uphold responsibilities under the Prevent Duty)
    - iii. Criminal exploitation (including modern slavery and county lines)
    - iv. Neighbourhood crime (including acquisitive crime, anti-social behaviour, community tensions and hate crime)
    - v. Fraud
  - c. NCCSP approach to community safety
    - i. Respond to community safety issues using the Public Health Model
    - ii. Locality focus
    - iii. Effective and co-ordinated communication
    - iv. Recognise the overlap between offender and victim
    - v. Understand the impact of the response to the pandemic on community safety and what it means for the future of community safety
    - vi. Provide £500,000 Community Safety Fund ringfenced for supporting the delivery and achieving intended outcomes of the NCCSP Strategic Plan
  - d. Intended short-, medium- and long-term outcomes for the partnership
  - e. Proposed delivery structure
  - f. Outline performance framework
10. The proposed delivery structure is:
- a. The cessation of the County Lines delivery Group. The responsibility for the County Lines Strategy will remain with the CCSP. The delivery against the strategy will be owned by partnership boards and fora, where the majority of delivery is already taking place. This will declutter the delivery structure whilst retaining clear accountability. The overall strategy responsibility will sit with Norfolk Constabulary.
  - b. Integrating the Prevent Delivery Group with the Cohesion Group, to reflect the commonality of agendas and the overlapping membership to increase levels of engagement through reduced duplication.
  - c. Remaining delivery groups will continue, including the Domestic Abuse and Sexual Violence Group and Norfolk Anti-Slavery Network.
  - d. A new task and finish group is being established ensure delivery against the Serious Violence Duty “to formulate an evidence-based analysis of the problems associated with serious violence in a local area, and then produce and implement a strategy detailing how they will respond to those particular issues”.
  - e. The NCCSP will work with the leaders of the Norfolk Against Scam Partnership to tackle fraud.

Not protectively marked

11. The NCCSP will also build on its locality delivery structure. The NCCSP team's consultation with the NCCSP responsible authorities identified there was a strong desire for a greater emphasis on locality working. This will be achieved by placing emphasis on understanding and responding to the unique community safety demands Norfolk localities. This will be a responsibility of the Community Safety Officers, funded through the NCCSP. The Community Safety Officers will work closely with locality delivery structures, including with Operational Partnership Teams, Anti-Social Behaviour Action Groups and Early Help Hubs to understand and support the response on a locality basis.
12. The next steps:
  - a. Finalise NCCSP Strategic Plan Consultation Strategy.
  - b. Undertake public consultation on NCCSP Strategic Plan.
  - c. Analyse results of consultation and make any amendments to the plan necessary.
  - d. Publish:
    - i. Final NCCSP Strategic Plan
    - ii. Consultation results
    - iii. NCCSP Delivery Plan
    - iv. NCCSP Communications Plan
13. What does this mean for North Norfolk District Council?
  - a. This is an opportunity to scrutinise the Draft NCCSP Strategic Plan – does it meet your needs?
  - b. We want to strengthen our relationship with North Norfolk District Council through our Community Safety Officers.
  - c. We want to bring all localities to the centre of community safety in Norfolk. That means we want to respond to community safety concerns in North Norfolk in the same vein as Norfolk's urban centres, recognising the different needs of the communities.
  - d. The NCCSP's Community Safety Fund, provided by the OPCCN, will be available over the course of the next three years. North Norfolk District Council will be able to access, alongside Norfolk's other district councils



## Safer Norfolk Plan 2021-24

*Building resilient, safe and supportive communities in Norfolk*

## Contents

Forward.....	2
Overview .....	3
Setting the scene.....	3
Priorities.....	4
Strategic themes .....	5
Our Approach.....	6
Public Health Model.....	6
Responding to risk factors .....	8
Communications .....	8
Victim-offender overlap.....	9
Covid-19 recovery .....	9
Partnership Delivery Structure .....	10
Building Resilient Cohesive Communities.....	11
Theory of change .....	11
Tackling and Reducing Neighbourhood Crime.....	12
Theory of change .....	12
Reducing the Threat of Criminal Exploitation.....	13
Theory of change .....	13
Safeguarding Communities from Abuse and Serious Violence .....	14
Theory of change .....	14
Developing our partnership .....	15
Appendix 1: Outcomes, Delivery Planning and Impact Assessment .....	16
Appendix 2: What is a Community Safety Partnership? .....	18
Appendix 3: Local policy context .....	20

## Forward

*Mark Stokes, Chair of the Norfolk County Community Safety Partnership*

DRAFT

## Overview

Norfolk is one of the safest counties in the country, but is still faced with significant and diverse community safety challenges, ranging from combatting the supply of drugs through county lines and growing levels of domestic violence, to modern slavery and environmental crime. This plan sets out how the partnership will respond over the next three years, tackling the biggest areas of concern for our communities by showing leadership, acting collectively, sharing and investing new resources, and adopting new approaches and long-term solutions that will make our county and communities safer for every generation. In doing so, the Plan acknowledges the effects of the Covid-19 pandemic on the health, economy and society of our county and the potential this has to impact adversely on the safety of our communities and the obligation of the partnership to invest every effort into its delivery.

## Setting the scene

Norfolk is a county of contrast. About half our residents live in urban towns and cities, and the other half in rural settings and there is a greater concentration of younger people and diversity in Norwich and larger towns. It is a county with low crime rates compared to the rest of the country, yet it does have urban areas with significantly higher crime levels than the more rural areas. The different locations bring with them different community safety challenges that all need to receive attention to make Norfolk an attractive place to live and work.

**Domestic abuse** covers a range of crimes of violence and abuse which form part of a wider pattern of coercive and controlling behaviour. Reports to police and other statutory services have increased across Norfolk over the course of our previous strategic plan, part due to better identification and part due to increased levels of reporting. It is seen as a key contributor to demand with the latest strategic assessment completed by Norfolk Constabulary. Parliament are close to passing the Domestic Abuse Bill, which will bring new powers and responsibilities for responsible authorities. The high level of demand and period of change make domestic abuse a priority for the NCCSP.

**Serious violence** is a key cause of concern for the NCCSP as, whilst it does occur in relatively low numbers, it is very high harm. Knife crime has increased in Norfolk and nationally over recent years, which has been associated with drug supply. The Policing, Crime and Courts Bill will introduce a new legal duty requiring local public services to work together to tackle serious violence and require Community Safety Partnerships to consider “serious violence”.

The UK faces a continuing threat from terrorism, and whilst Norfolk is a low risk area, threats exist from the extremist ideologies of both Muslim and Far Right groups. The Government introduced the **Prevent duty** in 2015 for local authorities and a range of partners to tackle the risks of radicalisation from extremist ideologies and prevent people from being drawn into terrorism. The NCCSP holds the requirement to oversee the co-ordination of the duty.

**Criminal exploitation** involves the use of power imbalances for coercion, control, manipulation or deception of people to take part in criminal activity or for the purpose of criminal gains and includes modern slavery, child criminal exploitation, and child sexual exploitation. These crime types are hidden by their nature, although the number of cases locally have risen over recent years. The harm caused by these crimes is huge and preventing them, safeguarding victims and disrupting perpetrators must be prioritised.

**Neighbourhood crimes** (burglary, vehicle crime, robbery, and theft from the person) are considerably lower in number than their peak in the mid-1990s, though before the outbreak of the pandemic, this trend had plateaued. The impact of Covid-19 related restrictions on these crimes has

been great, reducing the number of neighbourhood crimes with many people spending more time at home. However, neighbourhood crimes are concentrated in certain communities<sup>1</sup> and any future recession may have an impact on neighbourhood crime rates. Additionally, anti-social behaviour has a big impact on feelings of safety within communities. By targeting resources and working as a partnership these crime types can be reduced, improving the quality of life for residents.

**Substance misuse** is an important driver of crime, strongly associated with both criminal exploitation and neighbourhood crimes. Criminals use extremely harmful coercive tactics to exploit people for financial profit through drug trafficking. Also, some entrenched drug users turn to criminality themselves, to fund their drug use. Norwich has one of the highest drug related death counts nationwide, leading to funding for Project ADDER from the Home Office and Public Health England to tackle drug related crime and improve health outcomes. The NCCSP has a duty to work together to tackle substance misuse in Norfolk and will be supporting this project.

**Hate crimes** are crimes perceived to have been motivated by prejudice or hostility toward victim characteristic. The impact of this crime type affects both the individual and others who share that person's characteristic. In recent years, a link has been shown between national and world events and the incidence of hate crime. Further, the tensions it creates between communities have a negative impact on people's feelings of safety, something the NCCSP is keen to influence.

More than 5,000 reports of **fraud** were made in a year in Norfolk, with a total reported loss of £16.1m. Clearly it has an impact of victims financially but it also it has an emotional impact on the victim. The exploitative methods used by perpetrators manipulate people affecting their confidence and feelings of safety. However, the methods used are also sophisticated and often target the most vulnerable in society, so present a challenge to law enforcement agencies. A national drive to improve the prevention of fraud and support for victims is needed, and the NCCSP can play a key role in protecting people and targeting perpetrators.

The public sector is currently facing a challenging period for delivery. At the start of 2021 we left the European Union, significantly shifting how our economy will operate. The Covid-19 pandemic has created a great deal of uncertainty for the economic future of the country and significantly restricted how we interact socially. The cost of the pandemic on the public purse, both nationally and locally, will also affect the delivery of the plan. These issues will have a significant impact on all sectors (public, private and voluntary and community), and so we must work together better than ever as a partnership to ensure we deliver an effective response to the identified and new and emerging community safety priorities and a safer Norfolk.

## Priorities

Based on the local strategic assessment of crime and disorder and known emerging threats, the NCCSP identified the following as its crime and anti-social behaviour priorities.

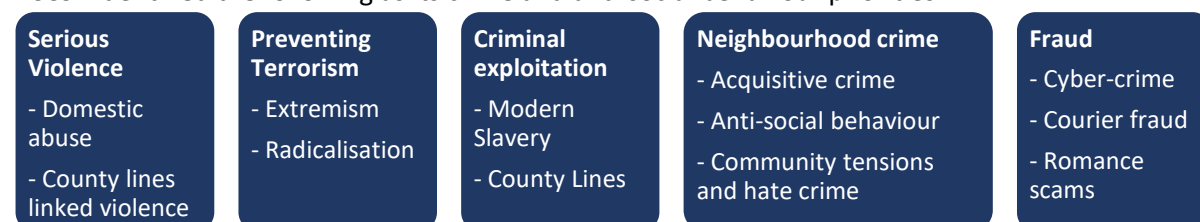


Figure 1: Priorities

<sup>1</sup> [safer streets prospectus \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

## Strategic themes

There is cross over between our identified priorities. To provide clarity about the NCCSP's strategic direction, four strategic themes have been created to highlight concisely how we will respond to our priorities in a co-ordinated way. To deliver on these themes we will:

- Increase the understanding of key community safety issues locally,
- Increase awareness of key issues amongst professionals and the public,
- Prevent community safety issues from happening where possible, and
- Responding in the right way when they do.



*Figure 2: Strategic Themes*

The delivery of this ambitious plan across all seven District's in the county will be supported by a £500k budget.

We will also work with our key strategic partnership boards to ensure join up across the sector. This will include working with the:

- Norfolk Safeguarding Children Partnership,
- Norfolk Safeguarding Adults Board,
- Norfolk and Suffolk Criminal Justice Board,
- Health and Wellbeing Board and
- Other established multiagency working groups.

## Our Approach

The NCCSP wants to strengthen its response to community safety locally. To do this it will deliver its plan using an evidence led approach, with the Public Health Model of prevention at its heart. This approach has had significant success internationally and will enable us to evidence our positive impact. In addition, we have outlined our approach to communication and the victim-offender dynamic. When implementing these approaches, the overall principles of the NCCSP will be:

- Delivering integrated responses across the partnership to community safety issues in Norfolk
- Using evidence and research to inform our approach
- Preventing crime and anti-social behaviour
- Supporting victims to recover and challenging perpetrators to change their behaviour

## Public Health Model

Taking public health approaches means looking behind an issue or problem to understand what is driving it. Often called 'social determinants' or 'structural factors', these are the circumstances such as housing, education, indebtedness and income that underpin people's lives and make them more or less likely to, for example, experience criminal victimisation, have contact with the police or enter the criminal justice system. Once these factors are understood preventative interventions are implemented targeting these factors.<sup>2</sup>



Figure 3: Public Health Model

<sup>2</sup> [Public Health Approaches in Policing 2019 England.pdf \(cleph.com.au\)](#)

Epidemiology is a key principle of the Public Health Model and is achieved through the first two stages of the model. The starting point for this using the Public Health Model is **defining the problem**, which involves understanding the social problem and the risk and protective factors associated with it. This step requires population level analysis looking at the frequency and patterns of events in a group of people. The next step in the model is to **identify the risk and protective factors** are.

Once the risk and protective factors have been identified the focus shifts to **testing** interventions promoting protective and negating risk factors. Through this we will identify effective measures in responding to crime issues and **scale them up** in order to achieve positive impact on crime prevention and community safety.

Partnership is central to public health approaches because of the variety of needs that are identified across a population which require responses from many disciplines and services. Different partners have access to different skills, levers and mechanisms to effect change. This makes the NCCSP ideally placed to lead on the adoption of a public health model of crime prevention.

Interventions within the public health model fit into three overarching categories. Primary/universal, secondary, and tertiary interventions, all focusing on different population groups and all looking to affect factors associated with social problems. As you move up the intervention model the intensity of interventions will increase.

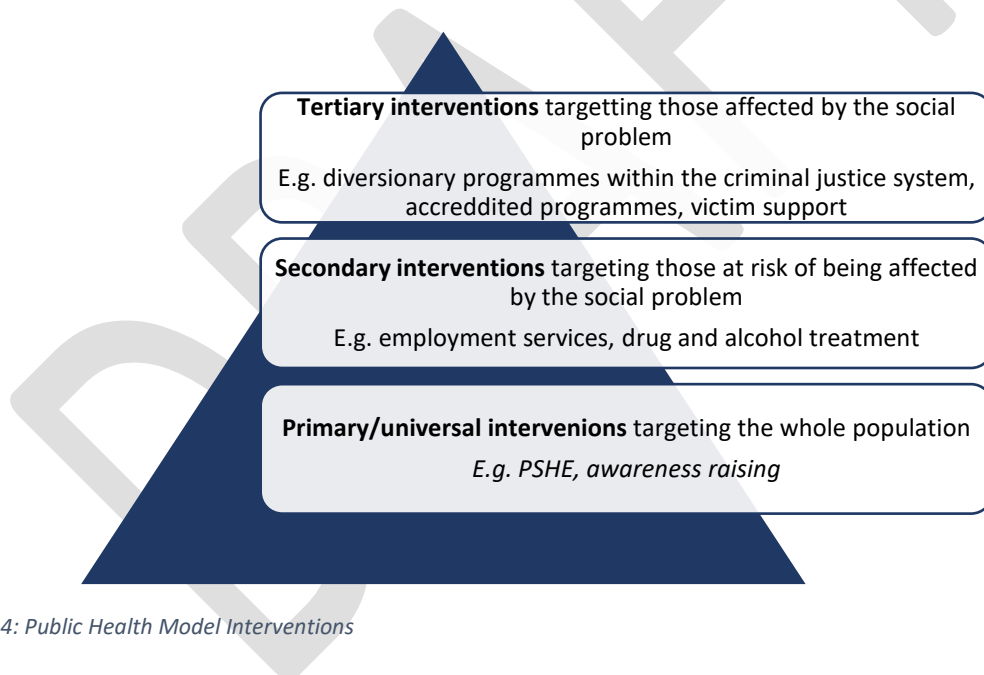


Figure 4: Public Health Model Interventions

## Responding to risk factors

Over the course of someone's life, we know that events and circumstances occur that can have an impact on that person's life course. The likelihood of a person committing or experiencing crime and anti-social behaviour are affected by a complex web of risk factors.

Research has shown that **experiencing certain events** is correlated with experiencing and committing crime and anti-social behaviour. For example, research into Adverse Childhood Experiences (ACEs) has shown that people who have experienced four or more ACEs are seven times more likely have been involved in violence in the last year, and eleven times more likely to have used crack or heroin or been incarcerated. Whilst the evidence base is still developing and it not predictive at an individual level, it highlights the relationship between experiencing certain events and experiencing or committing crime.

In addition, we know that there are **socio-economic factors** that are strongly correlated with either being the victim or perpetrator of crime. This include poverty, accommodation, physical and mental health, education, employment and substance misuse. By providing services that directly target factors associated with criminality as early as possible, we will be able to prevent crime and anti-social behaviour in Norfolk.

Finally, the **environment** within which we live has both a protective and negative impacts on social problems, including crime and anti-social behaviour. Situational Crime Prevention has shown that by carefully considering both public and private spaces, their susceptibility to crime and anti-social behaviour can be designed out.

## Communications

Core to our approach is the need to make the public and professionals aware of a variety of community safety issues in order to enable them to identify and protect themselves and others. We believe that by providing Norfolk's residents and its workforce with knowledge about community safety issues we will be able to build resilience and make it harder for criminals to exploit people locally.

We will deliver communication campaigns targeted at groups where the messages are most needed, such as school aged children, to address key community safety issues in Norfolk, including:

- Increasing public awareness of fraud, how to spot it and reduce the stigma around reporting
- Raising awareness of domestic abuse, what is unacceptable behaviour and how to access the available support
- Promote services providing support to victims of sexual abuse and encourage survivors to access support if they feel they need support
- Highlight to those known to be at risk of criminal exploitation the methods used by criminal exploiters to recruit exploit people
- Increase awareness of how to report anti-social behaviour and how the local authorities respond
- Highlight to residents at risk of neighbourhood crime how they can protect themselves
- Encourage hate crime victims to report their experience and highlight the support available

**Adverse Childhood Experiences are potentially traumatic events that occur in childhood (0-17 years). For example:**

- ☐ experiencing violence, abuse, or neglect
- ☐ witnessing violence in the home or community
- ☐ having a family member attempt or die by suicide
- aspects of the child's environment that can undermine their sense of safety, stability, and bonding such as growing up in a household with:
  - ☐ substance misuse
  - ☐ mental health problems
  - ☐ instability due to parental separation or household members being in jail or prison

Our workforce also needs to be given the latest and best information available to support the community as best it can. We will make sure that the NCCSP member's workforces are given the best and most up to date information possible, including:

- The prevalence of fraud, what the signs of victimisation are and how to support a person to access support
- What hate crime is, how it affects victims and how they can be supported
- Knowledge to support people protect themselves and their community from neighbourhood crime and anti-social behaviour
- Information about abuse in all its forms, including the signs and symptoms of abuse violence and know how to respond.
- The risk factors for serious violence, including the signs and symptom of the risk factors and how to respond to them.

### Victim-offender overlap

There is a growing acknowledgement that the response to victimisation and perpetration should be inter-related as victims and perpetrators share a range of characteristics, such as age and deprivation. This relationship is thought to operate on a number of levels with retaliation and risky behaviour put forward as explanations. The most important explanation for this strategic plan is childhood victimisation leading to adolescent and adult offending<sup>3</sup>, something which is frequently identified in exploitative and abuse crime types. In addition, victims of child criminal exploitation are simultaneously offenders by definition, as they have been coerced into committing crimes. Some effective interventions have used this explanation to develop approaches that take account of life course, as we will do through our ACE and trauma informed approach.

### Covid-19 recovery

The 12 months leading to this strategic plan have been extraordinary in many ways. We want and hope the world can return to normal as soon as possible, but we also know it will be a long journey. Our economy has shrunk significantly over the past year and we do not know when it will return to normal. Times of economic uncertainty do impact on crime and anti-social trends so we need to be realistic about what we can achieve and that what we can achieve very much depends on our wider recovery from the pandemic.

Further, the way we interact with one another has changed, with members of the public being unable to socialise in many parts of the entertainments industry. This has been associated with a reduction in violent and sexual crimes. As we work through the Government's roadmap out of the current Covid-19 restrictions, the reduction in violent and sexual crime may reverse. The NCCSP needs to work collaboratively to prevent these crimes and support any victims.

---

<sup>3</sup> [https://www.sagepub.com/sites/default/files/upm-binaries/70566\\_Daigle\\_Chapter\\_3.pdf](https://www.sagepub.com/sites/default/files/upm-binaries/70566_Daigle_Chapter_3.pdf)

## Partnership Delivery Structure

To cover the diversity of priorities included in the strategic priorities, the NCCSP needs an equally diverse delivery structure. The structure is already well developed and in place through delivering the previous strategic plan and the NCCSP will seek to use this structure to deliver this refreshed approach. The below diagram highlights the structure that will deliver this strategic plan.

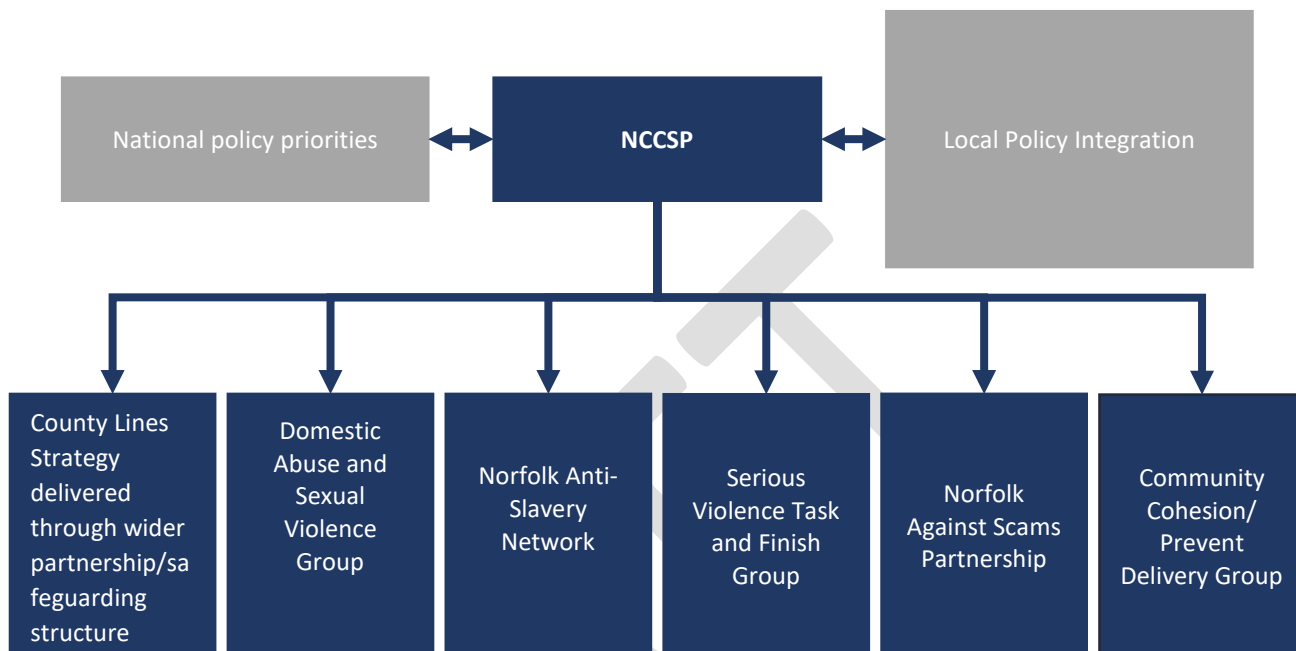


Figure 5: NCCSP Delivery Structure

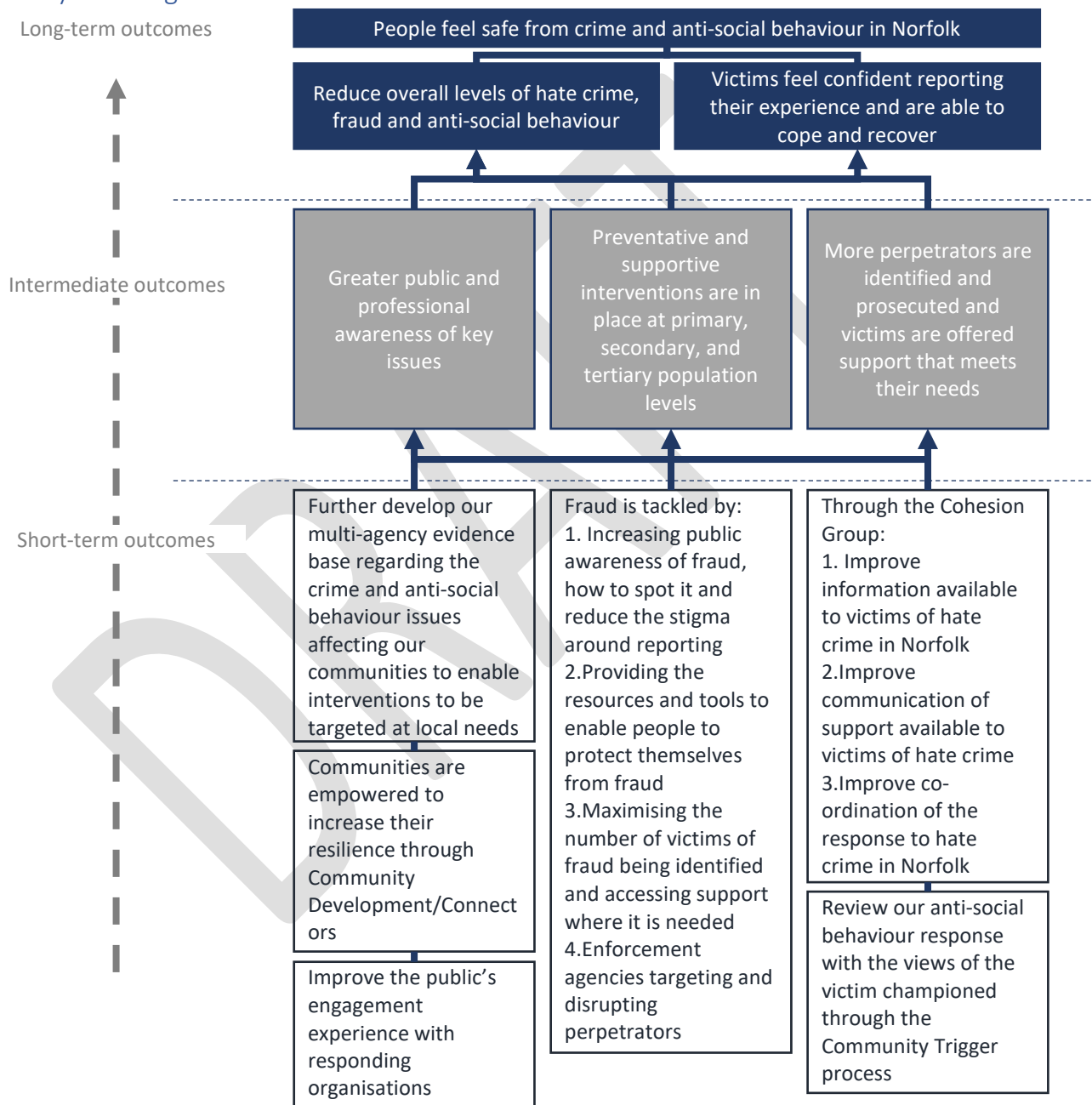
For each priority there is an existing and or developing structure of partnerships and statutory agencies, which manage the operational response to priority crime types (e.g. Multi-Agency Safeguarding Hub and domestic abuse) and lead the delivery of specific functions or projects (e.g. the Youth Offending Team Board and the Project ADDER Board). The NCCSP will work with and influence these groups to ensure collectively we can achieve our long-term outcomes.

The NCCSP sits alongside other strategic partnerships, including the Health and Wellbeing Board, Norfolk Safeguarding Adults Board, Norfolk Safeguarding Children Partnership and the Norfolk and Suffolk Criminal Justice Board. To ensure integration between these statutory partnerships, the Chairs of each meet at the Norfolk Public Protection Forum. This enables good co-ordination of response to shared priorities.

## Building Resilient Cohesive Communities

Resilience and cohesion help communities to look out for and help each other, which is key to communities thriving. Communities need to be able to withstand, adapt to and recover from adversity and residents need to feel they belong and comfortable mixing and interacting with others. Everyone should have the right to feel safe in their local neighbourhood and in town centres. To help Norfolk communities to become more cohesive and resilient the NCCSP wants to achieve the following outcomes and priorities over the course of the plan.

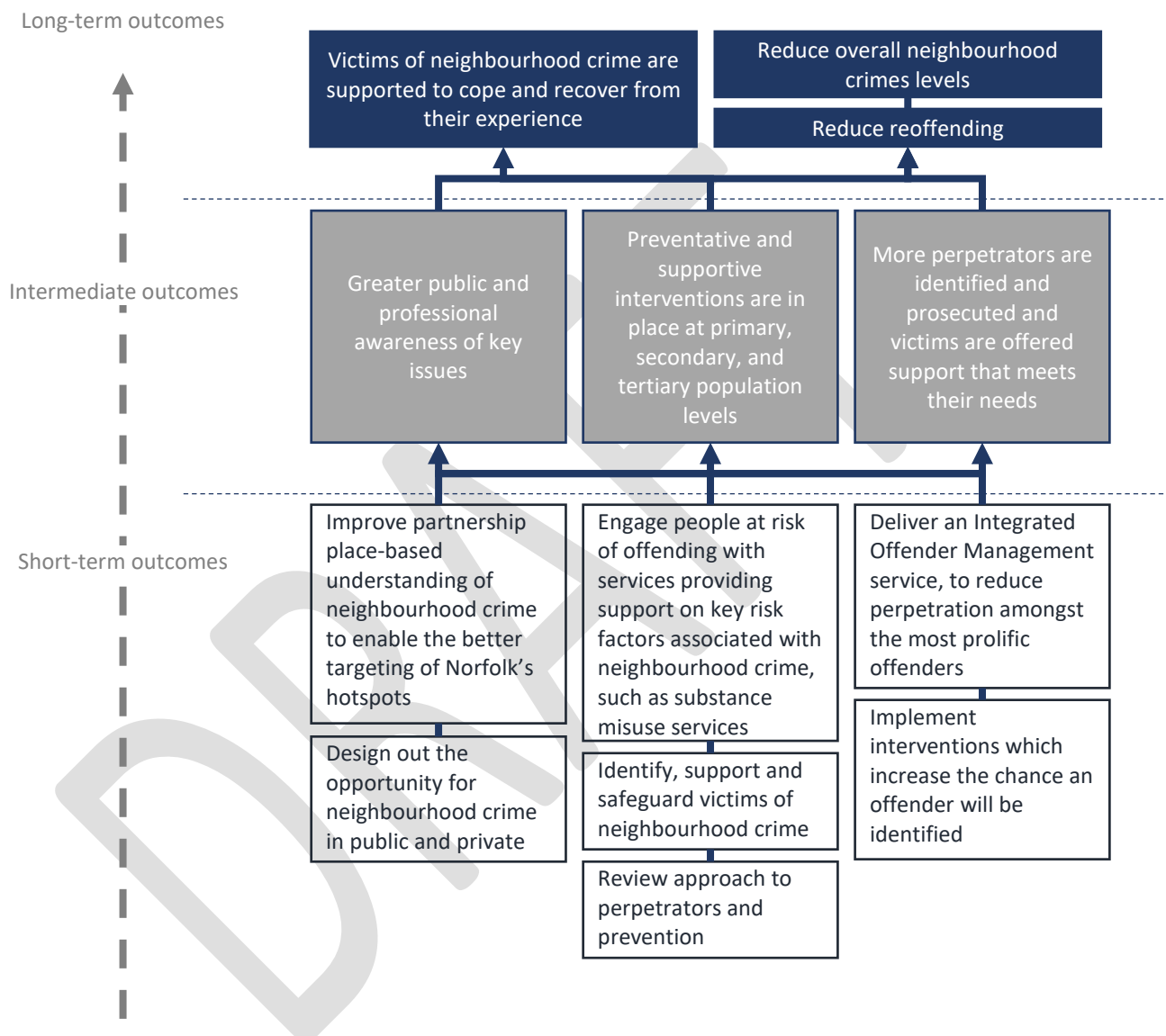
### Theory of change



## Tackling and Reducing Neighbourhood Crime

Where we live has a huge impact on who we are and how we feel. We want local residents to live without fear of being the victim of crime in their neighbourhood. We know that some neighbourhoods are more affected by neighbourhood crimes than others and we want to work together to tackle neighbourhood crime in these areas.

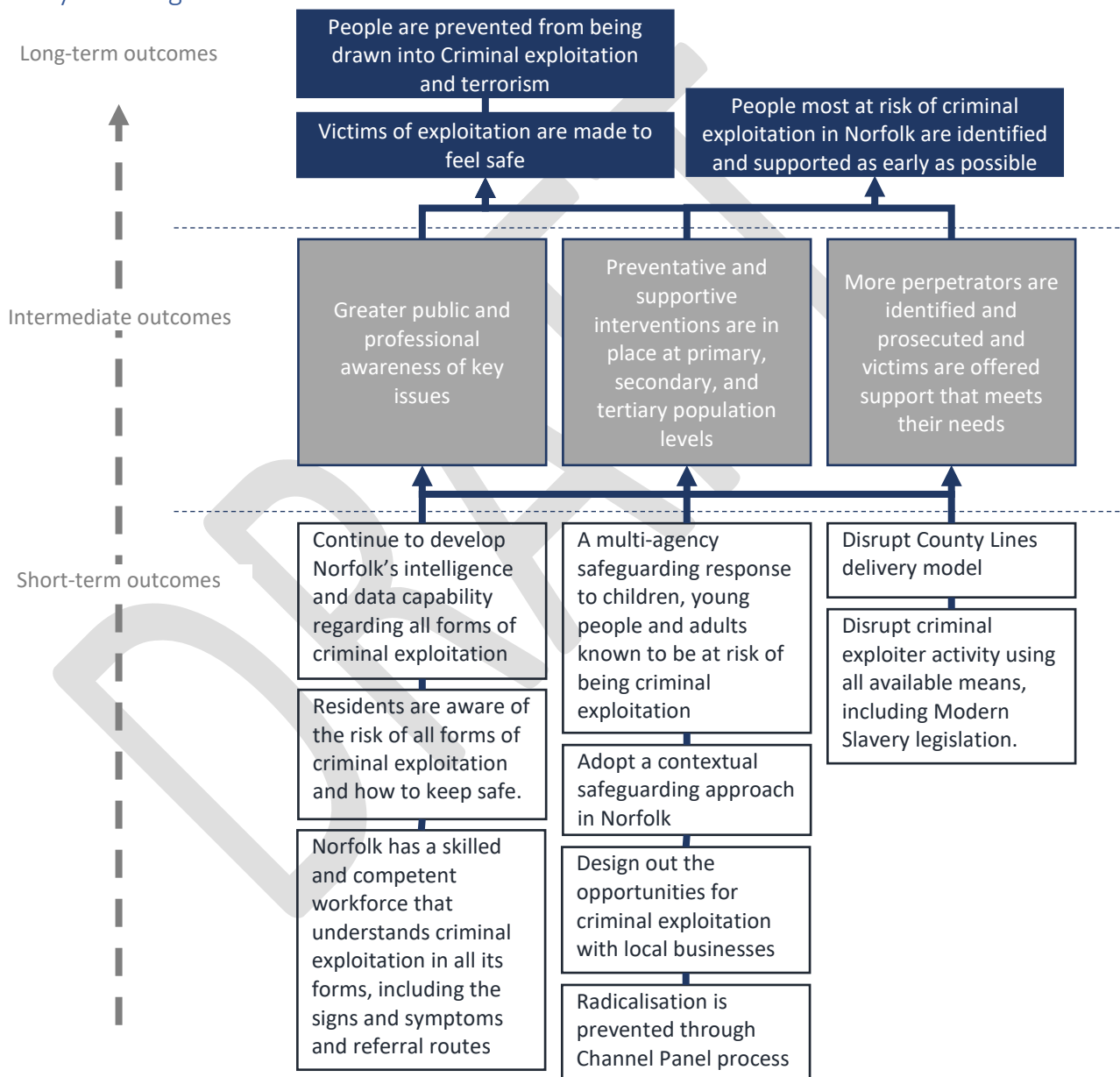
### Theory of change



## Reducing the Threat of Criminal Exploitation

Criminal exploitation takes many forms, all of which are affecting Norfolk currently. It occurs where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child, young person or vulnerable person for criminal purposes. A prominent example currently is County Lines, a model of drug trafficking that exports drugs from major cities to rural areas, often exploiting children and vulnerable adults to move and store the drugs and money. However, this is not the only form of criminal exploitation and this strategic plan aims to set a framework for the NCCSP to tackle all forms through this strategic theme's priorities.

### Theory of change

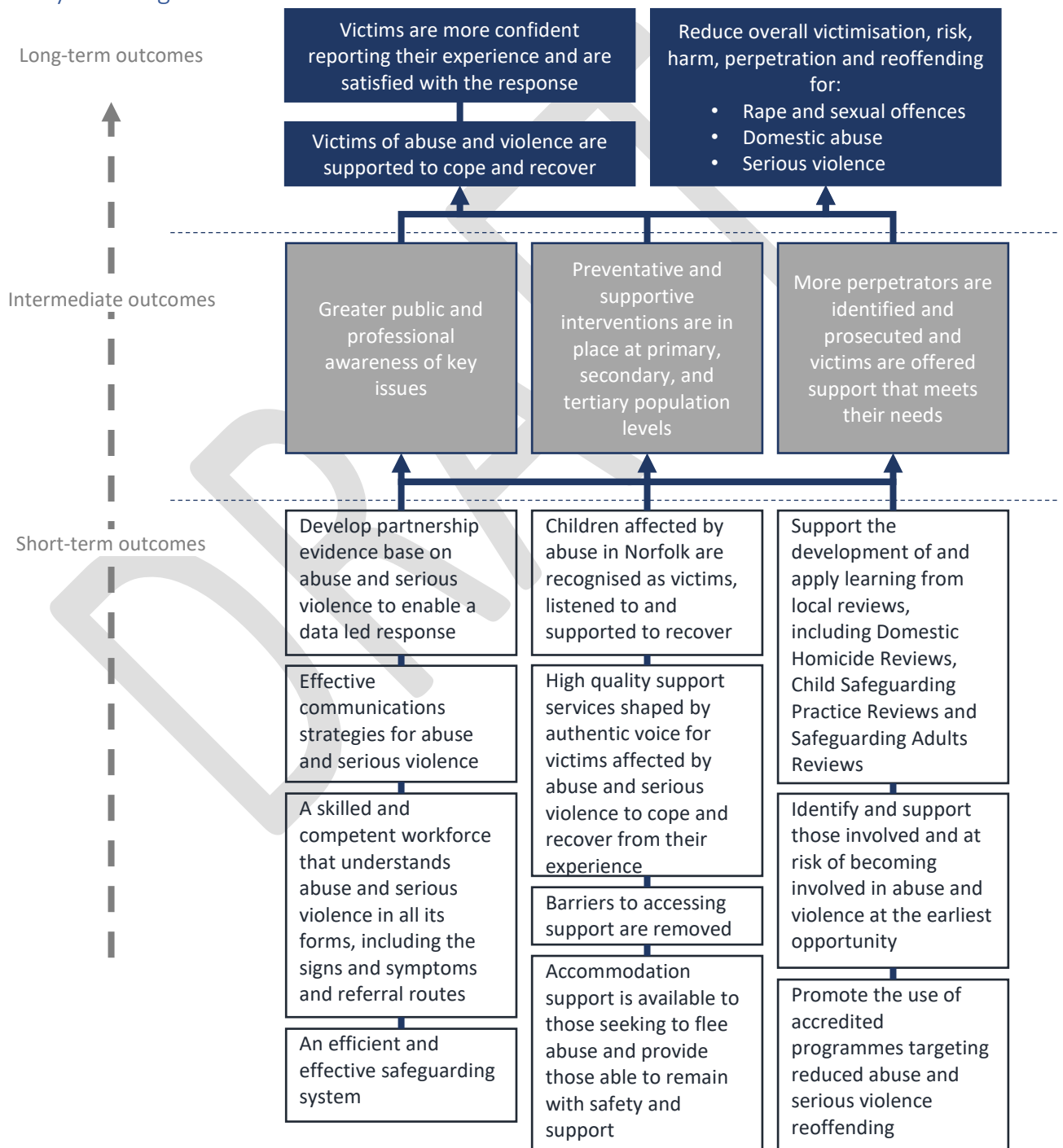


## Safeguarding Communities from Abuse and Serious Violence

Domestic and sexual abuse have seen significant increases in reports to police over recent years. We know that the impact on victims can be very damaging and that perpetrators of abuse continue abusive behaviour in future relationships. We cannot accept this in Norfolk and must prevent it from occurring, support victims recover and prevent perpetrators continuing their behaviour.

There is evidence to show that knife crime, gun crime and homicide have increased nationwide. We cannot accept serious violence taking place in our county and we will work as a partnership to drive it down locally by co-ordinating an evidence based, robust and holistic response.

### Theory of change



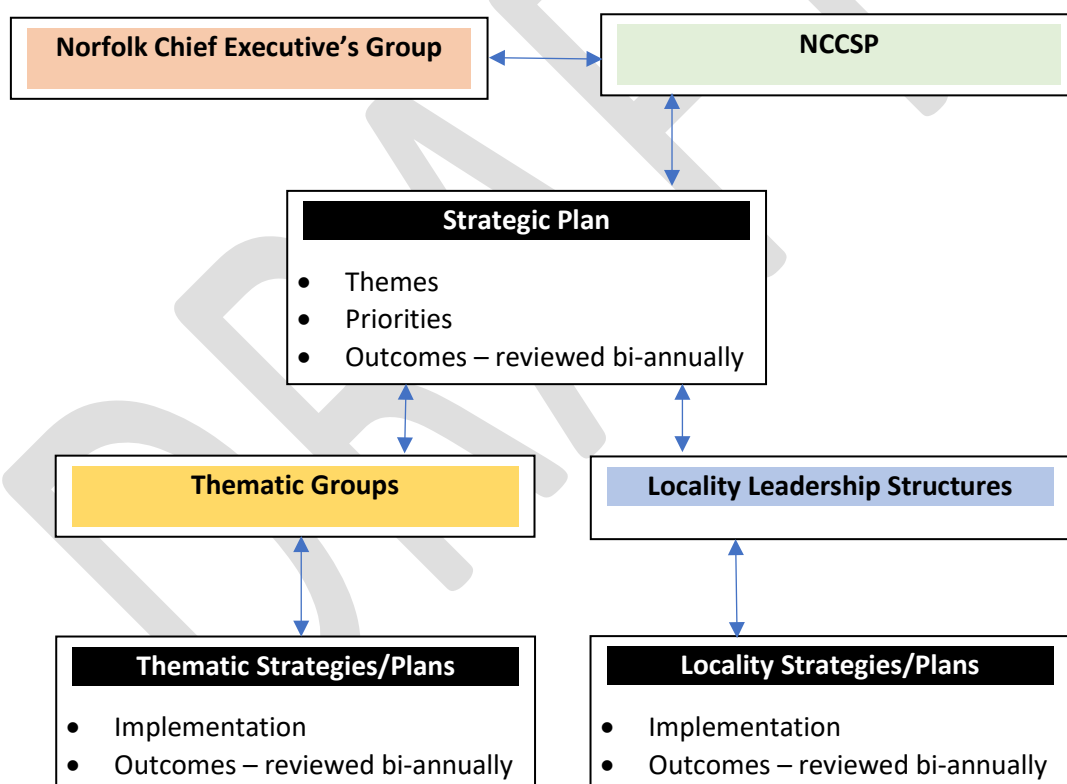
## Developing our partnership

To improve community safety outcomes across the county in a complex and difficult set of economic, social and health conditions, will require an improvement in the way the NCCSP works.

Improvements have begun to be made, including the development base on which the partnership makes decisions, identifies priorities, sets outcomes and measures the impact of its plans and activity.

The new evidence base comprises an enhanced strategic assessment, the greater use of partnership data and an ongoing review of key community data to ensure the strategic plan remains fit for purpose and responsive to the issues that are affecting our communities.

The strategic assessment has contributed to the development of the Strategic Plan and will underpin the measurements of its success over the next three years through the new performance framework that will be established next, and outlined below.



## Appendix 1: Outcomes, Delivery Planning and Impact Assessment

The following outcomes and associated measures have been set for each priority, and will be measured at both a county wide, district and locality level (wherever appropriate). For each priority a separate delivery plan exists, or will be developed, to performance manage delivery and monitor the impact of the plan on the outcomes in our theories of change over the next three years.

	Measures	Intended impact
<b>Long-term outcome 1: People feel safe from crime and anti-social behaviour in Norfolk</b>		
1	Number of anti-social behaviour reported to police and councils	Neutral – anti-social behaviour is underreported
2	Feedback from Norfolk residents	Reduction in incidents
3	Feedback from Norfolk residents	Satisfaction with response
<b>Long-term outcome 2: Reduce overall levels of hate crime, fraud and anti-social behaviour</b>		
1	Number of hate crimes reported	Neutral – Hate crime is underreported
2	Number of frauds reported	Neutral – Fraud is underreported
3	Number of anti-social behaviour incidents reported	Neutral – Anti-social behaviour is underreported
<b>Long-term outcome 3: Victims feel confident reporting their experience and are able to cope and recover</b>		
1	Victims feel satisfied with the response to crime and anti-social behaviour from responsible authorities	Increase
2	The public are confident reporting crime and anti-social behaviour to the responsible authorities	Increase
3	Victims who access support service feel they have been supported to cope and recover	Baseline and determine whether or not improvement is needed
<b>Long-term outcome 4: Reduce overall neighbourhood crimes levels</b>		
1	Number of reported burglaries in Norfolk	Reduce
2	Number of reported robberies in Norfolk	Reduce
3	Number of reported vehicle crimes in Norfolk	Reduce
4	Number of reported violent offences in Norfolk	Neutral – violence is underreported
	Reduce levels fly tipping	Reduce
<b>Long-term outcome 5: Reduce reoffending</b>		
1	Number of reoffences	Reduce – not all reoffences will result in a conviction, meaning this is not an accurate measure of reoffences
2	Number of reoffenders	Reduce – not all reoffender will be convicted, meaning this is not an accurate measure of reoffenders
<b>Long-term outcome 6: People are prevented from being drawn into criminal exploitation and terrorism</b>		
1	Children and young people arrested for drug offences	Reduce
<b>Long-term outcome 7: Victims of exploitation are made to feel safe</b>		
1	National Referral Mechanism notifications	Neutral
<b>Long-term outcome 8: People most at risk of criminal exploitation in Norfolk are identified and supported as early as possible</b>		
1	Children and young people screened through the MACE process	Neutral – an increase or decrease may be caused by change in

		exploitation levels or improved identification
2	Modern Slavery offences recorded	Neutral
3	Number of children and young people diverted from the criminal justice system	Neutral
<b>Long term outcome 9: Reduce overall victimisation, risk, harm, perpetration and reoffending for:</b> <ul style="list-style-type: none"> <li>• Rape and sexual offences</li> <li>• Domestic abuse</li> <li>• Serious violence</li> </ul>		
1	Number of reported rapes in Norfolk	Neutral – rape is underreported and trends have been impacted by reporting of historic offences
2	Number of other sexual offences	Neutral – sexual offences are underreported and trends have been impacted by reporting of historic offences
3	Number of historic rapes and sexual offences	Neutral
4	Number of victims referred to sexual violence services by the police	Neutral
6	Number of sexual offences referred to Crown Prosecution Service	Increase
7	Number of sexual offence reports resulting in a conviction	Increase
8	Number of child sexual offences reported	Neutral
9	Number of domestic abuse crimes reported	Neutral – domestic abuse is underreported. Should be reported alongside latest Crime Survey of England and Wales data
10	Number of repeat domestic abuse victims and offenders	Neutral – domestic abuse is underreported. Should be reported alongside latest Crime Survey of England and Wales data
11	Number of hospital admissions for serious violence	Reduce
12	Crimes recorded where a knife was used	Reduce
13	Successful use of stop and search to find weapons	Neutral
14	Number of homicides	Reduce – homicides are already very low in Norfolk

## Appendix 2: What is a Community Safety Partnership?

Community Safety Partnerships were created by the 1998 Crime and Disorder Act, which required a partnership to be created between the responsible authorities. The responsible authorities are Local Authorities (County & District), Police, Probation, Community Rehabilitation Company, Fire, NHS Clinical Commissioning Groups. They have a duty to work together to:

- reduce reoffending
- tackle crime and disorder
- tackle anti-social behaviour (ASB)
- tackle alcohol and substance misuse, and
- tackle any other behaviour which has a negative effect on the local environment.

This duty is underpinned by a requirement on Responsible Authorities to:

- form a Community Safety Partnership (CSP)
- undertake an annual strategic assessment of the crime and disorder in the area
- determine priorities
- consult with the public on the priorities identified
- draw up and publish a partnership plan, revised annually

In Norfolk the 7 district-based CSPs merged in 2012 to form a single Norfolk countywide CSP (NCCSP). This statutory partnership has a number of requirements placed on it, which fall to the Responsible Authorities to ensure delivery:

- identification of a cohort of Prolific and Other Priority Offenders – relating to having a formal responsibility for reducing re-offending
- Chair of the CSP has a formal responsibility to initiate multi-agency reviews of domestic homicides occurring within the CSP area
- at least one public meeting to be held each year, which must be attended by individuals who hold a senior position within each Responsible Authority
- protocol governing information sharing, with each Responsible Authority having a designated liaison officer to facilitate the sharing of information with other partners
- certain defined sets of depersonalised information must be shared quarterly

Following election of the Police & Crime Commissioner (PCC) in 2012, Government grants for local crime & disorder initiatives were transferred from CSPs to PCCs. In addition, a new duty was established requiring the CSP and PCC to cooperate and take account of each other's priorities. Wider partners also participate in the NCCSP, including:

- Police & Crime Commissioner
- Youth Offending Team
- Trading Standards
- Victim Support
- Housing Registered Providers senior representative.

In November 2020 a Memorandum of Understanding between the Office of the Police and Crime Commissioner (OPCCN) for Norfolk and Norfolk County Council was signed which confirmed that the

OPCCN would create a single Community Safety team responsible for supporting and working directly with the Chair of the NCCSP.<sup>4</sup>

Scrutiny of the NCCSP is required at least annually, and is undertaken by the County Council through a sub-panel called the Community Safety Scrutiny Panel, which includes a representative from each district council.

DRAFT

---

<sup>4</sup> [NCCSP MoU \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk/nccsp-mou)

## Appendix 3: Local policy context

The policy landscape in Norfolk has several other key partnerships operating within a similar space to the NCCSP. The key groups and their priorities at the time of writing this strategy are set out in the below table.

Norfolk Strategic Partnership Priorities	
Partnership	Priorities
Norfolk Safeguarding Children Board	<ul style="list-style-type: none"> <li>• Priority areas: <ul style="list-style-type: none"> <li>○ Neglect</li> <li>○ Child Exploitation</li> </ul> </li> </ul>
Norfolk Safeguard Adults Board	<ul style="list-style-type: none"> <li>• Preventing abuse and neglect</li> </ul>
Norfolk Criminal Justice Board	<ul style="list-style-type: none"> <li>• Provide support to Victims and Witnesses throughout the CJS</li> <li>• Prevent crime and reduce the likelihood of re-offending by managing offenders effectively and diverting people away from offending behaviour</li> </ul>
Norfolk Reducing Reoffending Board	<ul style="list-style-type: none"> <li>• Prevention – Intervening early to help to prevent the onset of offending behaviour</li> <li>• Diversion – Diverting people involved in minor offences away from unnecessary contact with the criminal justice system</li> <li>• Offender Management – Ensuring effective delivery of custodial and community sentences to ensure that those convicted of offences are held to account for their actions, whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future</li> <li>• Rehabilitation and Resettlement – Delivering practical support services to help those who are motivated to change to reintegrate successfully into the community and to achieve stable lifestyles away from crime</li> </ul>
Norfolk Health and Wellbeing Board	<ul style="list-style-type: none"> <li>• Tackling inequalities in communities – providing support for those who are most in need and address wider factors that impact on wellbeing, such as housing and crime.</li> </ul>

This page is intentionally left blank

## OVERVIEW & SCRUTINY COMMITTEE – WORK PROGRAMME SETTING 2021-22

<b>Summary:</b>	This reports aims to assist the Committee in setting its draft Work Programme for the 2021-22 municipal year.
<b>Options considered:</b>	Multiple options are presented for consideration by the Committee, as well as allowing options to be raised for consideration during the meeting.
<b>Conclusions:</b>	This report provides options and guidance to aid the Committee in setting its work Programme. The outcome of which will be determined by the Committee.
<b>Recommendations:</b>	<b>To review and agree which items should be added to the Overview &amp; Scrutiny Work Programme for the 2021-22 municipal year.</b>
<b>Reasons for Recommendations:</b>	To make best use of Committee time by agreeing appropriate items of business.

### LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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

Contact Officer, telephone number and email:

Matt Stembrowicz – Scrutiny Officer

Email: [matthew.stembrowicz@north-norfolk.gov.uk](mailto:matthew.stembrowicz@north-norfolk.gov.uk) Tel: 01263 516047

### 1. Aims of the Committee

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

### Mission Statement:

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

## **2. Work Programme Guidance**

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

### T - Timely

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

### O - Organisational Priority

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

### P - Public Interest

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

### I - Influence

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

### C - Cost

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

## **3. Items for Discussion:**

At present, the Committee has space for items from September 2021 to April 2022, though it is prudent to maintain some level of flexibility, in order to allow for review of urgent matters and other items yet to be added to the Cabinet Forward Plan. In addition to statutory reports and planned items, the following have been suggested by Committee Members as potential items for discussion:

- Access to Rural Services - Committee will need to consider scoping this suggestion
- North Walsham Heritage Action Zone Project Monitoring
- Ambulance Response Times/First Responders Briefing – Continue to monitor NHOSC progress, briefing postponed by COVID-19
- Preventative Maintenance Strategy for Council assets
- Planning Performance Review – To include a review of affordable housing/Section 106 delivery

- Economic Development Strategy – Committee will need to consider scoping this suggestion
- Website design/functionality - Committee will need to consider scoping this suggestion (Any specific issues?)

#### Recurring/Expected Items

- Performance Monitoring – Once InPhase access issues are resolved, the Committee could consider placing emphasis on performance relating to specific themes of the Corporate Plan for each quarter.
- Budget setting/MTFS and Budget Monitoring Reports
- Financial Strategies
- MTI Monitoring/Process Review - Completion of MTI projects significantly delayed due to Covid-19, however completion expected in 2021.
- Annual Crime and Disorder Briefing – Committee to determine focus/theme
- Enforcement Board six-monthly updates
- Waste Contract Update – To include update on cost of implementing food waste collection (once known)

This page is intentionally left blank

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
<b>May 2021</b>				
Scrutiny	<b>Safer Norfolk Strategy 2021 – 25 Briefing</b>		To receive a briefing on the new Safer Norfolk Strategy	
Cabinet Scrutiny	<b>Officer Delegated Decisions (March – April 2021)</b>	Emma Denny Sarah Butikofer	To review the officer delegated decisions	
Scrutiny	<b>Sheringham Leisure Centre Project Update</b>	Rob Young Virginia Gay	To update Members on the status of the Sheringham Leisure Centre Project	Monthly
Scrutiny	<b>O&amp;S Draft 2021/22 Work Programme</b>	Matt Stembrowicz Nigel Dixon	To review and approve the draft 2021/22 Work Programme	Annual
Scrutiny Cabinet	<b>Enforcement Board Update</b>	Phillip Rowson Nigel Lloyd/John Toye	To receive an update on the work of the Enforcement Board	Six-monthly
<b>June</b>				
Cabinet Scrutiny Council	<b>Treasury Management Annual Report</b>	Eric Seward Duncan Ellis	To make recommendations to Council	Annual
Cabinet Scrutiny Council	<b>Out-turn report</b>	Eric Seward Duncan Ellis	To make any recommendations to Council – To include an update on savings proposals	Annual
Scrutiny	<b>Sheringham Leisure Centre Project Update</b>	Rob Young Virginia Gay	To update Members on the status of the Sheringham Leisure Centre Project	Monthly
Cabinet Scrutiny	<b>Performance Monitoring Q4</b>	Sarah Bütikofer Helen Thomas	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny Cabinet	<b>Pre-Scrutiny: Housing Strategy TBC</b>	N Debbage/G Connolly G Hayman	To review the Council's Housing Strategy	
<b>July</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
Scrutiny Council	<b>Overview &amp; Scrutiny Committee Annual Report</b>	Matt Stembrowicz	To approve annual summary of Committee work for 2019-20 & 2020-2021	Annual
Scrutiny	<b>Sheringham Leisure Centre Project Update</b>	Rob Young Virginia Gay	To update Members on the status of the Sheringham Leisure Centre Project	Monthly

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
<b>September</b>				
Cabinet Scrutiny	<b>Budget Monitoring P4</b>	Eric Seward Duncan Ellis	To review the budget monitoring position	Periodical
Scrutiny	<b>Planning Performance Review</b>	John Toye Phillip Rowson	Review over five year period against national performance framework (To include a review of affordable housing delivery/section 106 agreements)	Committee Request
Cabinet Scrutiny	<b>Performance Monitoring Q1</b>	Helen Thomas Sarah Butikofer	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
<b>October</b>				
Cabinet Scrutiny Council	<b>Council Tax Discount Determinations</b>	Lucy Hume/Eric Seward	To determine the Council Tax discounts for 2020/21	Annual
Scrutiny	<b>Waste Contract Monitoring</b>	Steve Hems Nigel Lloyd	To monitor performance of Council waste contractor (w/ update on costs of food waste collection)	Annual
<b>November</b>				
Cabinet Scrutiny	<b>Budget Monitoring P6</b>	Eric Seward Duncan Ellis	To review the budget monitoring position	Periodical
Cabinet Scrutiny	<b>Enforcement Board Update</b>	Phillip Rowson Nigel Lloyd/John Toye	To receive an update on the work of the Enforcement Board	Six-Monthly
Scrutiny	<b>Crime and Disorder Briefing</b>	Nigel Dixon Matt Stembrowicz	PCC and district Superintendent to provide a briefing on TBC	Annual

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>December</b>				
Cabinet Scrutiny Council	<b>Treasury Management Half-Yearly Report</b>	Eric Seward Duncan Ellis	To consider the treasury management activities	Six Monthly
Cabinet Scrutiny	<b>Performance Monitoring Q2</b>	Helen Thomas Sarah Butikofer	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny Council	<b>Fees &amp; Charges</b>	Eric Seward Duncan Ellis	To undertake an annual review of the Council's fees and charges	Annual
Cabinet Scrutiny Council	<b>Medium Term Financial Strategy</b>	Eric Seward Duncan Ellis	To review the Medium Term Financial Strategy	Annual Pre- 2022/23 Budget
<b>January 2022</b>				
Cabinet Scrutiny Council	<b>2020/21 Base Budget and Projections for 2021/22 to 2022/23</b>	Eric Seward Duncan Ellis	To review the proposed budget and projections	Annual
<b>February</b>				
Cabinet Scrutiny Council	<b>Treasury Strategy 2019/20</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
Scrutiny				

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>March</b>				
Cabinet Scrutiny	<b>Budget Monitoring P10</b>	Eric Seward Duncan Ellis	To review the budget monitoring position	
Scrutiny Cabinet	<b>Performance Monitoring Q3</b>	Helen Thomas Sarah Butikofer	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
<b>April</b>				
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 (Once complete)	Committee Request

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>Outstanding/ TBC</b>				
Scrutiny	<b>Monitor resource implications for Homelessness Strategy</b>		Scoping Required	Potential Panel Item
Scrutiny	<b>Website design/functionality</b>		Scoping Required - Review the functionality of the Council's website	Committee Request
Scrutiny	<b>Council Asset Maintenance (Preventative) Maintenance Strategy</b>		To review the Council's Asset Maintenance schedule	Committee Request
Scrutiny	<b>Ambulance Response Times/First Responders Briefing</b>		Continue to Monitor work of NHOSC – Potential for future briefing from NCCG & EEAST	Committee Request
Scrutiny	<b>Economic Development Strategy</b>		Scoping Required	Potential Panel Item
Scrutiny	<b>North Walsham Heritage Action Zone Project Monitoring</b>		To monitor progress of the NWHAZ project	Committee Request
Scrutiny	<b>Rural Services (Access)</b>		Scoping Required - Review service gaps and lack of access	Committee Request

This page is intentionally left blank

## Officer Delegated Decisions (March – April 2021)

Summary: This report details the decisions taken by Senior Officers under delegated powers from 1<sup>st</sup> March 2021.

Options considered: Not applicable.

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

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

### 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)*

Delegated decision forms – as completed by the relevant officer
---

Cabinet Member(s) All	Ward(s) affected All
Contact Officer, telephone number and email: Emma Denny, Democratic Services Manager, 01263 516010	

## 1. Introduction

### 1.1 Officer delegated decision making process.

The officer delegated decision making process has been refreshed in light of the Covid-19 pandemic so that decisions that need to be made quickly can be. The reporting of decisions taken in this way has been strengthened, so it is clear that it is an officer decision that is being made, and the consultation requirements around those decisions. These decisions are available to the public through the website and are reported to Members through a weekly information bulletin. Key decisions are reported to Cabinet. The process for reporting and consulting on these decisions is contained in the Constitution at Chapter 6, 5.1 and 5.2 and the publication of these decisions is a legal requirement.

**2. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020**

- 2.1 Following the outbreak of the Covid 19 pandemic, the Council had to realign its resources and the committee meeting cycle was reviewed and adapted to accommodate the business coming through. Committee meetings are being held remotely for the foreseeable future. All decisions taken under delegation from mid-March 2020 onwards are recorded on the Council's website: <https://www.north-norfolk.gov.uk/tasks/democratic-services/officer-delegated-decisions/>

**3. Consultation**

- 3.1 The Constitution requires that for the exercise of any power or function of the Council in routine matters falling within established policies and existing budgets, where waiting until a meeting of the Council, a committee or working party would disadvantage the Council, an elector or a visitor to the District, then the officer exercising the power must consult with the Leader, the relevant portfolio holder and if it relates to a particular part of the District, the local member.
- 3.2 For the exercise of any power or function of the Council, which in law is capable of delegation, in an emergency threatening life, limb or substantial damage to property within the District, the senior officer shall consult with the Leader or the Deputy Leader. The Covid 19 pandemic was considered to fall within this category.
- 3.3 Overview and Scrutiny Committee will receive the delegated decisions list at their meetings so they can fully understand why they were taken and assess the impact on the Council.

**4. Financial and Resource Implications**

As many of the decisions taken by officers under delegated powers were key decisions there is a financial impact. Details are outlined in the signed form.

**5. Legal Implications**

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 require that all decisions, including those taken by officers, must state:

- The decision taken and the date it was made
- The reasons for the decision
- Details of options considered and rejected and the reasons why they were rejected
- Declarations of interest and any dispensations granted in respect of interests

Officers taking a decision under delegation are required to complete a form.

**6. Conclusion and Recommendations**

Several decisions, including key decisions, have been taken by senior officers under delegated authority during the Covid 19 pandemic. Each decision has been recorded and a summary is provided at Appendix A

**Recommendation:**

**Cabinet is asked to receive and note the register of officer decisions taken under delegation.**

This page is intentionally left blank

## Record of Decisions taken under Delegated Authority (Appendix A)

Delegated Power being exercised;  <i>Chapter 6; Full delegation to Chief Officers</i>  <i>Section 5.1: routine matters</i>  <i>Section 5.2 Emergency powers</i>	Key Decision y/n	Officer exercising Delegation	Details of decision made	Consultations undertaken  <i>Section 5.1 : Leader or Portfolio Holder/Local Member</i>  <i>Section 5.2: Leader or Deputy Leader</i>	Date of decision	Date Reported to Council/Cabinet
Section 5.1	No	Assistant Director – Sustainable Growth	To provide a total of £25,000 in financial support to Visit North Norfolk towards the costs of the work the brand manager has undertaken during the periods when VNN have been unable to gain income from membership (£9,000) and a contribution towards the new website provision (£16,000).	S.5.1 – Portfolio Holder	31 Mar 21	10 May 2021
Section 5.1	No	Director for Resources	That there be an extension of a Deed of Settlement, to provide a sum of £44,412 for the month of April 2021 and £32,407 for the month of May 2021 (total £76,819) to cover the identified losses suffered by SLM (Everyone Active) for those two months to support the Council's leisure contractor with its immediate and longer term cash flow issues following the continuing restrictions on the opening of	S.5.1 – Portfolio Holder	31 Mar 21	10 May 2021

## Record of Decisions taken under Delegated Authority (Appendix A)

			leisure facilities in the District. Pending returning the matter to Cabinet to consider a longer period of extension.			
Section 5.1	No	Director for Resources	To approve purchase of land at £90,000 (as agreed by Cabinet on 23 Feb 2021)	S5.1 & S5.2	18.03.21	

## Sheringham Leisure Centre: project update May 2021

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.	Both phases of the project are now contractually due to complete on 16 <sup>th</sup> August 2021.	Metnor are confident of achieving the target date and will continue to evaluate options for accelerating the programme in order to achieve an earlier completion date.  The demolition of Splash is complete and the site levelled ready for the car park to be laid out. The new building is watertight and much of the internal tiling has been completed.  Applications are in train for the discharge of the final detailed Planning Conditions, including acoustic equipment and external signage.
<b>Budget</b>	£12,697,139	£12,832,942	No change to overall budget compared to that previously reported.
<b>Issues log</b>		No new issues have been identified further to those previously reported. The site is operating in a Covid-safe manner.	Demolition of the splash building was completed with no issues arising.  The juxtaposition with the 'enabling' site and access to any future development of that is being re-evaluated, which may necessitate some minor changes to the car park layout.
<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. The risk log will be updated to take account of the current situation and any anticipated risks, with mitigation.	There have been some supply issues but none that have affected the critical path.

<b>Project Governance</b>	<p>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)</p>	<p>The project team and responsibilities remain unchanged and meetings and reporting are occurring as scheduled. Meetings have largely been virtual, however, they have continued and regular site visits have also taken place, as appropriate.</p>	<p>All project meetings have carried on more or less as normal – although held virtually. In accordance with the Council's new project management arrangements a Project Board will soon be established.</p>
<b>Communications</b>	<p>The Communications Plan covers:</p> <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>• 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 are being developed to use this substantial project to showcase the careers featured in the project. Videos are being created as a resource to inspire young people.</li> </ul>	<p>Arrangements for the ceremonial opening of The Reef are currently being considered in conjunction with Everyone Active. A time capsule will be buried at the entrance to the building and local stakeholders are being asked to suggest or contribute items for it.</p>

## ENFORCEMENT UPDATE – JUNE 2021

**Summary:** This report provides the update for Members on a range of enforcement related issues arising from the work of the Enforcement Board and Combined Enforcement Team.

The Council has a far wider range of regulatory and enforcement powers and it should be noted that this report deals only with those covered by the Enforcement Board the Combined Enforcement Team.

This update had not been provided throughout the Covid pandemic as enforcement activities have been impacted by wider Human Rights implications. For example, actions were suspended for six months at the start of the Pandemic. The update will bring members up to date with actions since March 2020.

The report carries a refresher on the background to The Enforcement Board and Combined Enforcement team.

**Conclusions:** The Enforcement Board continues to make significant progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties back into use, across all areas of the District, with both social and economic benefits to the community, and financial benefits to the Council.

As well as the above, the Combined Enforcement Team has achieved considerable success in reducing the backlog on the planning enforcement caseload and ensuring that property level Council Tax enforcement is taken forward at the earliest opportunity.

**Recommendations:** 1. **That Cabinet notes the continued progress of the Enforcement Board and the Combined Enforcement Team.**

**Reasons for Recommendations:** 1. To ensure appropriate governance of the Board's activities  
2. To show the progress of Combined Enforcement Team cases and contribution to the work of the Enforcement Board

Cabinet Members

Ward(s) affected

Cllr John Toye (Planning)

Cllr Nigel Lloyd (Environmental Health)

All Wards

Cllr Eric Seward (Revenues and Benefits)

Contact Officer, telephone number and email: Phillip Rowson, Assistant Director 01263 441263

[phillip.rowson@northnorfolk.gov.uk](mailto:phillip.rowson@northnorfolk.gov.uk)

## **1. Introduction**

- 1.1. The Enforcement Board was set up in 2013 to tackle difficult and longstanding enforcement issues. At that time, there was an additional focus on Long Term Empty (LTE) homes due to the financial issues arising, the initiative ran alongside actions to secure New Homes Bonus payments. In addition, Corporate Plan seek to promote local homes for local need, LTE initiatives can support this aim.
- 1.2. From the lessons learned with cases considered by the Board, the formation of the Combined Enforcement Team (CET) arose, which brought together property level Revenues (Council Tax) and LTE inspections and Planning Enforcement. Strategic Housing Officers now attend the Enforcement Board meetings to ensure that developing housing strategy informs actions taken on LTE and enforcement actions.
- 1.3. The Board is designed to provide cross service working on more complex multi-agency cases which are often by their nature complex nature. Senior management level attendees from Environmental Health, Planning, Revenues Housing Strategy and Legal Services enable the best course of action to be brought to bear on the issues at hand and to be implemented quickly and effectively.
- 1.4. Dealing with difficult cases in this way has delivered more direct formulation of strategies and encouraged innovative approaches to the use of the Council's legislative powers. The Board has helped to ensure enhanced governance, with significant support from officers in both legal and finance teams.
- 1.5. Members do not sit at meetings of the Enforcement Board, due to legal sensitivities around enforcement decisions; where decisions have a wider implication and or risk, senior managers. Relevant members are involved in the decision making process.
- 1.6. A six monthly update on the work of the Board and wider enforcement activity will be provided to Cabinet, and all Members are kept informed of progress on the individual cases being dealt with by the Board, through a confidential case update report stored on the Members' area of the Intranet. These are listed by ward to make access easier for Members.
- 1.7. The Combined Enforcement Team (CET) was set up in 2016 to address both a large backlog of Planning Enforcement cases, and also to take on property level investigation work on Council Tax cases, including much of the Long Term Empty property work referred to above.
- 1.8. The Planning Enforcement backlog has been reduced, faster responses to new cases has been delivered and significant cases have been moved forward. The CET plays a key role in Revenues and LTE's, and also the work of the Board, at the intelligence gathering stage. CET apply the initial pressure on owners to press forward with sale, development or renovation plans to allow early re-occupation.

## **2. Case Progress update**

- 2.1. This section the report gives an update on some specific enforcement cases being handled by the Board. Whilst some cases are covered below, the full details of all cases can be found in the confidential updates on the Members' Intranet area.
- 2.2. The Board continues to meet regularly to ensure good progress is maintained

across the full range of cases under consideration. Currently, the caseload of the Board is 22 ongoing matters across all areas of the district.

- 2.3. Since the reporting pre pandemic, a number of long standing cases have been progressed or completed and key cases of note are highlighted below:
- 2.4. Action by the Board has brought about a commencement of the long standing stalled project for redevelopment at Shannocks Hotel, Sheringham for mixed use retail and residential uses. The actions of The Board have delivered a solution whereby the Council now have a clear schedule under a binding agreement with the developer which will see completion of demolition on or before 1 June 2021; Commencement of development no later than 1 June 2022; completion of development no later than 1 June 2023. The timeline is backed by a successful Compulsory Purchase Order which will give the Council the option to bring forward purchase and development of the site if significant departure. Every expectation is for delivery of this important site on or before June 2023.
- 2.5. Following on going action from the Board the owner of Tattersett Business Park has submitted a pre application enquiry for the redevelopment of the Business Park which will include enabling development proposals to facilitate clearance of the extensive and longstanding tyre dump. The Council will publish the enquiry and its details as soon as the case is made valid. A live enforcement notice remains in force which can be subject to prosecution action should the development proposals not be submitted as an application or be supported by the Council.
- 2.6. Following enforcement action, which was upheld by a Public Inquiry Appeal all businesses have departed the Beeches Farm, Tunstead site. The owners and lessees received support and advice from both Planning and the Economic Growth Teams on appropriate further use of the site.
- 2.7. The Board has been engaged in a complex matter relating to potentially dangerous structures at the grade II listed building, 9 Norwich Street, Fakenham. The Council are moving forward on two fronts in this case., The building is supported by structural props to the front facade. These props have been put in place as a result of concerns expressed from structural engineers and instructions to secure the building. The cost of the props rental is being levied against property owners who are being billed for the long term hire. Regrettably the case is complicated by numerous owners / lessees, progress has been hampered by ownership issues and complexity of the matter. The Board have instructed further structural surveys be undertaken, along with review of potential urgent works and repairs actions via Listed Building legislation. Surveys are completed and awaiting reporting, actions have been reviewed by legal services. Officers will be contacting owners with the outcomes of the survey and requiring commitment for actions to resolve the identified issues on an agreed timeline. Should commitment not be bidding or provided then further actions will be pursued.
- 2.8. An enforcement notice was served at Arcady, Cley next the Sea requiring demolition of an unauthorised dwelling. The enforcement appeal is currently held in abeyance following submission of an application that seeks to deliver remediation of the unauthorised dwelling. The case is due to be determined by the Development Committee in June / July. Should the application be unsuccessful then the appeal process will resume. If the case is approved a legal agreement will be completed requiring the remediation to be delivered to an agreed timetable.
- 2.9. The enforcement notice requiring restoration of Sutton Mill remains in place.

The owner has constructed a replacement mill cap which will complete restoration required under the notice, the cap remains to be installed. Officers are instructed to give a final and binding timeline for the cap to be installed voluntarily or require further legal actions to bring about completion of the required works to this grade II listed building.

- 2.10. A good record of case closure has been achieved since last reporting with LTE properties brought back into use at:
- 14 Melton Street, Melton Constable
  - Maytrees, Heath Road, Hickling
  - 19 Pitt Street, Southrepps
  - Stirling Road, Sculthorpe
- 2.11. Council Tax are progressing charges against a number of outstanding properties both residential and commercial. These actions are primarily on the basis of revenue recovery but also bring about potential resolutions of LTE properties.
- 2.12. Cases for charging are being brought forward at:
- Pine Heath Care Home, High Kelling
  - Tattersett Business Park
  - Michaels House, Sharrington
  - 15 Pitt Street, Southrepps
- 2.13. Of the remaining properties on the Board's agenda, all are progressing with actions being promoted and followed up to bring them back into habitable condition or deliver compliance with required enforcement actions.

### **3. Long Term Empty Homes (LTEs)**

- 3.1. In terms of LTEs, there remains a number of good reasons to act. It is essential that we enable occupation of as much of the District's housing stock as possible, thereby maximising housing provision.

A number of LTEs become the target of anti-social behaviour and the Board has had a number of successes in acting to prevent this and bring homes back into use.

In addition, many LTEs attract New Homes Bonus to the Council when brought back into use, although this is decreasing over time.

The percentage of LTE's in our housing stock remains lower than the national average with less than 1% (546 properties out of 55,267 as at 1 April 2021) in this category at any time. Given the many reasons for properties becoming and/or remaining empty, and the length of time taken for owners to complete issues such as complex probate cases, it is unlikely that the numbers of LTE's will drop below 500 and much of our effort is therefore targeted at preventing these numbers from increasing.

- 3.2. The current challenge with empty homes is to ensure that information held within the Council Tax database is accurate. Owners do not always inform the Council as soon as a property becomes empty, or when they move into a previously LTE property.

This means that the Council may not be collecting what is due in terms of Council Tax and may also be missing out on New Homes Bonus income if the statistical numbers of LTE properties are not kept up to date.

Previous reports have highlighted a major effort by officers to prioritise and process LTE data and to compare this on site with actual occupancy or vacancy of the property. A number of anomalies were found to exist and officers have worked to improve digital processes and accuracy of data. This resulted in a significant reduction in the number of reported long term empty properties

- 3.3. In addition, a wider piece of work regarding data matching across the Council will be undertaken as part of the Digital Transformation Programme. This will be rolled out as wider digital investment enables better sharing of the Council's larger data sets as the Programme moves forward.
- 3.4. As well as the data centred tools for dealing with LTEs, the Council is able to bring a number of options forward to incentivise owners to bring them back into use as early as possible. The Council Tax system allows for both discounts (for instance, where major renovation makes properties inhabitable), and levy payments. In the case of levy payments, where a house has been unoccupied for over two years the Council Tax rises by 100% and after five years by another 200% and after ten years by another 300%.

In addition, there are schemes available to enable financial assistance for those who are renovating LTE's where there is a genuine need for such help. Potentially, such a grant scheme will be the subject of a future report.

#### **4. Combined Enforcement Team Update**

- 4.1. As noted above, the Combined Enforcement Team was set up to bring consistency of approach and efficiencies in the way the Council deals with Empty Homes, Council Tax Completions and Planning Enforcement, as these are mainly property level inspection based cases.
- 4.2. Empty Homes work is important to maximise New Homes Bonus but the introduction of new build properties and larger developments into Council Tax banding also helps to maximise the collection of Council Tax. The team carry out regular inspections of known developments to ensure properties are brought into banding at the earliest opportunity.
- 4.3. The work of the Combined Enforcement Team underpins much of the work of the Enforcement Board, both in terms of finding new cases to be worked on but also in moving forward many of the current caseload.
- 4.4. The team work with Council tax colleagues to ensure owners of long-term empty properties receive chasing letters promoting the need to for all types of accommodation. The team actively target properties where owners have failed to respond to these letters, specifically trying to identify properties most likely to have a damaging effect on neighbourhoods and communities. These properties ensure a regular throughput of properties for the Enforcement Board.
- 4.5. The team's planning enforcement caseload currently stands at 290 live cases, since 1 January 2020 we have closed 264 cases. As previously advised we have a number of involved and challenging cases which are taking up large amounts of officer time with a number of potential criminal prosecutions that may be taken forward. The ongoing demands on staff are significant.
- 4.6. Staff have had recent refresher training in collecting evidence, criminal investigations and PACE with RIPA training due at the end of May.
- 4.7. Service transformation – It is recognised that not all enquiries are dealt with in

a timely manner as the team would like. Whilst triaging of cases remains on the basis of the adopted enforcement plan officers recognise that all cases are important to those making their concerns known to the council. We are intending to more effectively manage incoming customer enquiries by progressively moving to a web based form. This will help capture key details from customers and allow us to prioritise our work more effectively and optimise customer interactions. At the moment we get most reports via the e mail system which results in incomplete and limited information.

The Enforcement plan will also be reviewed and will benefit the understanding of the service. The web pages can be expanded to help with self-service and service expectation.

## **5. Performance Management**

- 5.1. Members continue to be kept informed of enforcement board cases being taken forward in their wards and Group Leaders are also being kept informed of all cases. This continues to be well received.
- 5.2. Where appropriate, Town and Parish Councils are also kept informed of progress and where there is an obvious legal risk or implication, the relevant Portfolio holder is also informed, as well as the local member.
- 5.3. The Overview and Scrutiny Committee will continue to consider the Enforcement Board update report to provide additional oversight.

## **6. Financial Implications and Risks**

- 6.1. The work of the Enforcement Board is partly driven by the need to maximise revenue from both Council Tax and, for Long Term Empty Properties, the New Homes Bonus scheme. Significant contributions have already been made by bringing properties back into use and/or back into Council Tax banding, in the four years the Board has been working
- 6.2. There is also a reputational risk involved, if we lose legal action. Whilst this can be mitigated by good process and evidence gathering etc., we are seeking to be innovative in our use of legal powers and will not always win the case at hand. Consideration of risk and use of cost benefit analysis when considering significant actions is promoted.
- 6.3. The Enforcement Board Reserve covers the costs of dealing with these cases and in general, most of the costs concerned are recovered. However, formal action takes place in a number of cases, where some costs are simply not recoverable.
- 6.4. As the engagement of the enforcement team has accelerated there has been the need for significant additional legal input to the cases and although much of the cost is recovered, this has been underwritten by the Reserve.

## **7. Sustainability**

The actions promote better use of existing housing stock and other buildings, and updating of buildings with contemporary insulation and building techniques which will reduce energy consumption. Promotion of an effective LTE strategy will reduce the need for new build development in the district.

## **8. Equality and Diversity**

There are no equality and diversity implications directly resulting from the recommendations or options considered in this report.

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

Some of the work being undertaken by the Board has a direct link to criminal activity, around deliberate Council Tax avoidance. In addition, a number of empty properties have been associated with anti-social behaviour, which of course will be removed when properties are brought back into use.

**10. Conclusions**

The Enforcement Board continues to make significant progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties back into use, across all areas of the District, with both social and economic benefits to the community, and financial benefits to the Council.

As well as the above, the combined Enforcement Team has achieved considerable success in reducing the backlog on the planning enforcement caseload and ensuring that property level Council Tax enforcement is taken forward at the earliest opportunity.


This page is intentionally left blank

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 May 2021 to 30 June 2021

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
June 2021					
Cabinet  Council	07 June 2021  23 June 2021	Equality & Diversity Policy	Sarah Butikofer Karen Hill Assistant Director	Customer Focus	
Cabinet	07 June 2021	BSF / NNSCF Annual Review	Virginia Gay Sonia Shuter Health & Communities Manager	Customer Focus Environment	
Cabinet	12 April 2021	Property Transactions	Nicky Debbage Renata Garfoot	Financial Sustainability Local Homes for Local Need	 Possible Exempt information
Cabinet	07 June 2021	Decisions taken under delegated authority	All Emma Denny DS Manager		
Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
June 2021					



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 May 2021 to 30 June 2021

<b>Cabinet</b>	<b>07 Jun 2021</b> <b>16 Jun 2021</b> <b>23 Jun 2021</b>	<b>Out-turn report</b>	<b>Eric Seward</b> <i>Duncan Ellis</i> <i>Head of Finance &amp; Assets</i>	<i>Financial Sustainability</i>	
<b>Cabinet</b>	<b>07 Jun 2021</b> <b>16 Jun 2021</b> <b>23 Jun 2021</b>	<b>Treasury Management Annual Report</b>	<b>Eric Seward</b> <i>Lucy Hume</i> <i>Chief Technical Accountant</i>	<i>Financial Sustainability</i>	
<b>Cabinet</b>	<b>07 Jun 2021</b> <b>16 Jun 2021</b> <b>23 Jun 2021</b>	<b>Managing Performance Q4</b>	<b>Sarah Butikofer</b> <i>Helen Thomas</i> <i>Policy &amp; Performance Mgt Officer</i>		
<b>July 2021</b>					
<b>Cabinet</b>	<b>05 July 2021</b>	<b>Housing Strategy</b>	<b>Greg Hayman</b> <i>Nicky Debbage</i> <i>Housing Strategy &amp; Delivery Manager</i>	<i>Local Homes for Local People</i>	
<b>Scrutiny</b>	<b>14 July 2021</b>				
<b>Council</b>	<b>21 July 2021</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)

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

## Overview & Scrutiny April 2021 Outcomes & Action List

	ACTION BY	PROGRESS/COMPLETION
<p><u>10. NORTH NORFOLK DISTRICT COUNCIL'S ACTIONS IN THE RECOVERY PHASE OF THE CORONAVIRUS PANDEMIC</u></p> <p><b>RESOLVED</b></p> <p>1. To review and note the report.</p>	Overview & Scrutiny Committee	April 2021
<p><u>11. UK COMMUNITY RENEWAL AND LEVELLING UP FUNDS</u></p> <p><b>RESOLVED</b></p> <p>1. To note the opportunities presented to North Norfolk by the new UK Community Renewal and Levelling Up programmes.</p> <p>2. To endorse the proposals made that a programme of complementary projects be developed in respect of the future planned growth of North Walsham and Fakenham as sustainable locations for future housing and business development at scale supported by provision of key transport, health, education community and green infrastructure and submitted to the County Council as lead body for endorsement and onward submission to the Government.</p> <p>3. To endorse the Cabinet resolution that in developing any proposals, the Council establishes a Strategic Stakeholder Board and Steering Groups for North Walsham and Fakenham to support project .</p>	Overview & Scrutiny Committee	April 2021

<p><u>12. PRE-SCRUTINY: NNDC DRAFT ENVIRONMENTAL CHARTER</u></p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li><b>1. To recommend to Cabinet that consideration is given to developing and including a Charter Mark system setting standards across the spectrum of environmental improvements sought, such as: Energy Conservation; Renewable Energy Generation and Storage; Water Capture, Usage and Quality; Flood Prevention and Mitigation, Reductions in Single Use Materials and Carbon Capture projects. Such a system should link up with relevant Planning Policy standards, include an annual award/recognition scheme and seek accreditation with an external environmental body.</b></li> <li><b>2. To recommend to Cabinet that consideration is given to increasing the educational and public engagement opportunities to promote active commitment to the Charter and the wider climate change agenda..</b></li> <li><b>3. To endorse the draft Environmental Charter for consultation with the Environment Forum, prior to a revised draft being considered by Cabinet and Council for adoption.</b></li> </ol>	<p>Environmental Policy Officer</p> <p>Environmental Policy Officer</p> <p>Overview &amp; Scrutiny Committee</p>	<p>May 2021</p> <p>May 2021</p> <p>April 2021</p>
<p><u>13. SHERINGHAM LESIURE CENTRE PROJECT UPDATE: APRIL 2021</u></p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li><b>1. To receive and note the update.</b></li> </ol>	<p>Overview &amp; Scrutiny Committee</p>	<p>April 2021</p>