

Cabinet



Please contact: Emma Denny

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Thursday 27th May 2021

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Monday, 7 June 2021 at 10.00 am.**

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

Members of the public who wish to ask a question or speak on an agenda item are requested to arrive at least 15 minutes before the start of the meeting. It will not always be possible to accommodate requests after that time. 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 516010, Email:emma.denny@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 should 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.

Emma Denny
Democratic Services Manager

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

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



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

Chief Executive: Steve Blatch
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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

1 - 6

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 10th May 2021.

3. PUBLIC QUESTIONS AND STATEMENTS

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

4. ITEMS OF URGENT BUSINESS

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

5. DECLARATIONS OF INTEREST

7 - 8

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 (see attached guidance and flowchart)

6. MEMBERS' QUESTIONS

To receive oral questions from Members, if any

7. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

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

8. RECOMMENDATIONS FROM PLANNING POLICY & BUILT HERITAGE WORKING PARTY

The following recommendations were made to Cabinet at the meeting of the Planning Policy & Built Heritage Working Party meeting held on 17th May 2021:

THE GLAVEN VALLEY CONSERVATION AREA APPRAISALS & MANAGEMENT PLANS 2021

1. That Cabinet adopts the five Glaven Valley Appraisals for statutory planning purposes and for the Appraisal documents to become material considerations in the planning process.
2. That Cabinet agrees the proposed boundary changes as recommended in the draft Appraisal documents and that they be published in accordance with the Planning (Listed Buildings & Conservation Areas) Act 1990.

3. That Cabinet agrees the proposed Local Listings as identified within the draft Appraisal documents.

9. ADOPTION OF THE RYBURGH NEIGHBOURHOOD PLAN (RNP)

9 - 14

Summary:

The purpose of this report is to formally “make” the Ryburgh Neighbourhood Plan as part of the statutory Development Plan for North Norfolk. The Plan was subject to independent examination and successful referendum on the 6th May 2021. The Council has a legal duty to now make the Plan within 8 weeks of the day after the referendum was held, unless it considers that doing so would breach European Union Obligations.

Recommendations:

That Cabinet:

1. **Note the outcome of the referendum of 6th May 2021;**
2. **Adopt the Ryburgh Neighbourhood Plan as part of the statutory Development Plan for North Norfolk;**
3. **That the attached Decision Statement is approved under Regulation 19 of the Neighbourhood Planning (General) Regulations 2012 as amended and authorised for publication and release in order to bring to the attention of the qualifying body, the people who live, work and or carry out business in the Neighbourhood Plan Area;**
4. **Authorise the required consequential changes to the adopted policies map and the required consequential changes to the referendum version of the neighbourhood plan through delegated powers to the Planning Policy Team Leader.**

Cabinet Member(s)	Ward(s) affected
Sarah Butikofer - Leader of the Council, John Toye Planning Portfolio Holder	Ryburgh (Stibbard ward)
Contact Officer, telephone number and email: Iain Withington, Planning Policy Team Leader 01263 516034 iain.withington@north-norfolk.gov.uk	

10. NORTH NORFOLK SUSTAINABLE COMMUNITIES FUND - ANNUAL REVIEW 15 - 22

- Summary:
- In March 2020 Cabinet approved a recommendation to:
- Change the name of the Big Society Fund to the North Norfolk Sustainable Communities Fund (NNSCF).
 - Refocus the NNSCF to encourage a wider and more diverse range of projects from communities across North Norfolk.
 - Give additional weight to projects with positive environmental outcomes which demonstrates the Council's commitment to the Climate Emergency it declared in 2019.
 - To support the delivery of identified Council priorities in respect of Quality of Life and Climate, Coast and Environment.

This report provides an overview of the North Norfolk Sustainable Communities Fund during its first year of operation.

Recommendations: Cabinet to receive the report and note the contribution that the NNSCF makes on Council priorities as well as the impact that Covid 19 has had on applications to the NNSCF and the provision and delivery of community projects.

Reasons for Recommendations: To ensure the NNSCF continues to reflect Council priorities to build sustainable communities and respond to the Climate Emergency declared by the Council in

Cabinet Member(s) Cllr. Virginia Gay	Ward(s) affected All
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Officer - Sonia Shuter – Health and Communities Manager

11. MANAGING PERFORMANCE Q4 2020/21

23 - 90

Summary: The Managing Performance Report attached, as Appendix A, will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview, assesses the impact that Covid-19 has had on both these aspects of Council performance, and the actions being taken to address these issues and proposes any further action needed.

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

Conclusions: With the second national Covid-19 lockdown in November 2020 (and subsequently the third lockdown from 4th January 2021), Coronavirus has continued to have a significant impact on the Council's capacity and ability to achieve all of the objectives in the Corporate Plan Delivery Plan 2019-2023 and some impact on service operational performance during Quarter 4 covering the period January to March 2021.

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

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

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

12. NORTH NORFOLK DISTRICT COUNCIL EQUALITY, DIVERSITY AND INCLUSION POLICY 2021 91 - 102

Summary: All public authorities are required to publish one or more equality objectives, at least every four years, which they think should help them to meet the aims of the Public Sector Equality Duty. In addition, the Equality Act 2010 requires that people be treated fairly at work or when using services. The Equality, Diversity and Inclusion Policy 2021 sets out the Council's approach to demonstrate its compliance with the Act.

Options considered: The Council is legally required to publish its equality objectives. It is doing this alongside the publication of its refreshed Equality, Diversity and Inclusion Policy 2021.

Recommendations: To recommend to Full Council the formal adoption of its Equality Objectives and the Equality, Diversity and Inclusion Policy 2021.

Reasons for Recommendations: The Council is legally required to publish Equality Objectives. It is doing this alongside the publication of its refreshed Equality, Diversity and Inclusion Policy 2021. The Equality Objectives and Equality, Diversity and Inclusion Policy will need to be formally adopted by Full Council

Cabinet Member(s) Cllr S Butikofer, Leader	Ward(s) affected – all
Contact Officer, telephone number and email: Karen Hill, Assistant Director of People Services, 01263 516183, karen.hill@north-norfolk.gov.uk	

13. DISPOSAL OF A PROPERTY

103 - 114

Summary: The Council acquired a property under a voluntary arrangement following non-compliance of an Urgent Works Notice under section 54 Planning (Listed Buildings and Conservation Area) Act (1990)

Following a feasibility study and options appraisal, Officers supported a disposal of the property. In accordance with the Councils Disposal policy, the property has since been advertised for sale on the open market seeking offers from potential purchases.

Options considered: A previous offer to acquire the property which had been approved by Cabinet 12 April 2021 is no longer progressing and a number of further offers have been received and assessed. These are outlined in the exempt appendix.

A feasibility study and options appraisal considered a number of alternative options which would require significant financial investment and resource.

Conclusions: Following the property having being advertised for sale on the open market best and final offers have been received. These offers have been qualified and assessed. Acceptance of the recommended offer will result in a requirement for the purchaser to complete works to the property as outlined in the Urgent Repairs Notice and will bring the property back into habitable use.

Recommendations:

1. That Cabinet approves the disposal of the property as outlined in the exempt appendix.
2. That should there be any further changes to the offer made or the potential purchaser, to delegate to the s151 Officer, in consultation with the Portfolio Holder, to dispose of the property for any value exceeding the original purchase price (plus any additional costs incurred).

Reasons for The disposal is in accordance with the

Recommendations: Council's Disposal policy and the offer is deemed to be the best financial consideration reasonably obtainable at the current time.

Cabinet Member(s) Cllr E Seward	Ward(s) affected Walsingham
Contact Officer, telephone number and email: Renata Garfoot, Asset Strategy Manager, 01263 516086 Renata.garfoot@north-norfolk.gov.uk	

14. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

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

15. PRIVATE BUSINESS

CABINET

Minutes of the meeting of the Cabinet held on Monday, 10 May 2021 in the Council Chamber - Council Offices at 10.00 am

Committee

Members Present:

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

Members also attending:

Cllr N Dixon

Officers in Attendance:

Chief Executive, Democratic Services Manager, Democratic Services and Governance Officer - Scrutiny and Assistant Director for Finance, Assets, Legal (& Monitoring Officer)

71 UPDATE FROM THE LEADER

The Leader thanked Cllr Kershaw and Cllr Seward for standing in for her during a very difficult time.

She welcomed members back to the Council Chamber, saying that NNDC was one of the first local authorities to hold a physical meeting following the change in the rules. The Leader spoke about her concerns around holding meetings in person and her disappointment that Central Government had not responded to the requests from all parties across the UK asking them to extend virtual meetings for a couple of months to allow all members to attend and keep safe. She thanked everyone for their patience and understanding whilst the Council adapted to a different way of working.

72 MINUTES

The minutes of the meeting held on 12th April were approved as a correct record, subject to the following amendment:

Minute 63 – paragraph 1: ‘were announced’ to be removed as it was repetitious.

73 PUBLIC QUESTIONS AND STATEMENTS

None received.

74 ITEMS OF URGENT BUSINESS

The Leader said that there was one item of urgent business:

Leisure Contract – Proposed extension to the Deed of Settlement to reflect the ongoing impact of COVID19 on the performance of the Leisure Operating Contract.

As there was an exempt appendix, the Leader proposed taking this item at the end of the meeting.

75 DECLARATIONS OF INTEREST

Cllr Shires declared the following non-pecuniary interest in Agenda Item 4 – urgent business:

Membership of Victory Leisure Centre in North Walsham

76 MEMBERS' QUESTIONS

None received.

77 RECOMMENDATIONS FROM PLANNING POLICY & BUILT HERITAGE WORKING PARTY

Cllr J Toye, Portfolio Holder for Planning, introduced this item. He explained that the additional recommendation regarding the Norfolk Strategic Planning Framework and surface and foul water drainage, which had been agreed at the previous meeting of Cabinet (minute 59) had not been supported when it was taken through to the wider Strategic Planning Forum. He reassured members that the Council's Local Plan would cover this issue and would be stronger than the wider strategic framework. Discussions on this issue at County level would continue and he proposed that the Council continued to sign up to the framework.

He then spoke about the recommendations before Members. He said that the Council continued to work hard regarding renewable and low carbon energy.

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

RESOLVED

Local Plan Draft Policy Approaches to Sustainable Development.

To endorse the revised Policy below delegating responsibility for drafting such an approach, including that of finalising the associated policies to the Planning Manager:

SD7 – Renewable and Low Carbon Energy

North Walsham Western Extension: Public Engagement

That delegated authority is given to the Planning Policy Manager on the final timing and content of the engagement material following consultation with the Chair of the Planning Policy and Built Heritage Working Group and North Walsham Members.

78 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

The Chairman of Overview & Scrutiny Committee, Cllr Dixon, introduced this item. He outlined the two recommendations, highlighting the proposal for the Council to establish a charter mark scheme. He said the Committee had a very positive view of the Environment Charter and the discussion had been positive and constructive.

Cllr Dixon conveyed his disappointment that the Equality and Diversity Policy was not on the Cabinet agenda for this month. He asked when it would be coming forward.

The Leader replied that it would be considered at the next meeting on 7th June.

Cllr N Lloyd, Portfolio Holder for Environment and Climate Change, said that he welcomed the feedback from the Overview & Scrutiny Committee. He said that consideration would be given to adopting a charter mark scheme but that it would involve a lot of work. Regarding the recommendations to strengthen educational engagement opportunities, he said that this was emphasised throughout the charter and underpinned it.

The Leader said that it was important to start moving forwards with the Environment Charter now.

Cllr Hayman said that he welcomed the feedback from the committee and said that environmental issues should be above party politics and he hoped that everyone would sign up to it and engage with each other to support it.

It was proposed by Cllr N Lloyd, seconded by Cllr R Kershaw and

RESOLVED to accept the following recommendations:

1. 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. 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.

79 OFFICER DELEGATED DECISIONS MARCH TO APRIL 2021

The Leader advised members that this item detailed for the public record the decisions taken by senior officers under delegated powers from 1st March 2021 onwards.

AGREED

To receive and note the report.

80 ENVIRONMENTAL CHARTER

Cllr N Lloyd, Portfolio Holder for Environment and Climate Change, introduced this

item. He said that engagement on the charter had been extensive and had involved staff and member workshops and a public forum. Feedback on the forum had been excellent with 85% of attendees rating it very highly. He said that the overwhelming view was that people wanted the Council to get on with progressing the charter and moving forwards with the green agenda.

Cllr Dixon said that he agreed with Cllr Hayman's earlier comments regarding it being a non-political issue. He added that the Council had the scope and power to progress this and should do so.

It was proposed by Cllr N Lloyd, seconded by Cllr J Toye and

RESOLVED

To approve the Environmental Charter

81 APPRENTICESHIP SCHEME

The Leader introduced this item. She explained that the proposals would build on an existing scheme and was aimed at growing the Council's apprenticeship offer, growing and developing the skills that the organisation needed.

Cllr Toye said that the Council had a reputation for being a good employer and this scheme would give people an opportunity to develop their skills in a supportive environment.

It was proposed by Cllr S Butikofer, seconded by Cllr J Toye and

RESOLVED

To set aside a contribution of £200,000 to assist with the funding of apprentices salaries. This contribution should be allocated from the Delivery Plan Reserve.

Reason for the Decision:

The release of the reserve monies will allow the Council to continue to grow our apprenticeship offer, investing in the futures of the young people in the district and will also ensure that the Council is developing the skills and talent that it needs now and in the future.

82 URGENT BUSINESS - LEISURE CONTRACT - PROPOSED EXTENSION TO THE DEED OF SETTLEMENT TO REFLECT THE ONGOING IMPACT OF COVID19 ON THE PERFORMANCE OF THE LEISURE OPERATING CONTRACT.

The Leader said that she hoped to keep the discussion in public session but that if any member wished to speak on the exempt appendix, then the meeting would need to move into private business.

She invited Cllr Gay, Portfolio Holder, Portfolio Holder for Leisure, Wellbeing and Culture to introduce the report. Cllr Gay said that agreeing the extension of the Deed of Settlement for the Council's leisure contract was in accordance with Government guidance and removed the potential for contractual claims by the operator. She thanked the officers for their hard work in preparing the report to a tight deadline.

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

RESOLVED

That Cabinet extend the Deed of Settlement with Everyone Active based on the proposed figures for the financial year 2021/22.

Reason for the decision:

To finance any financial liability which becomes due from the Delivery Plan Reserve.

83 EXCLUSION OF PRESS AND PUBLIC

84 PRIVATE BUSINESS

The meeting ended at Time Not Specified.

Chairman

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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.

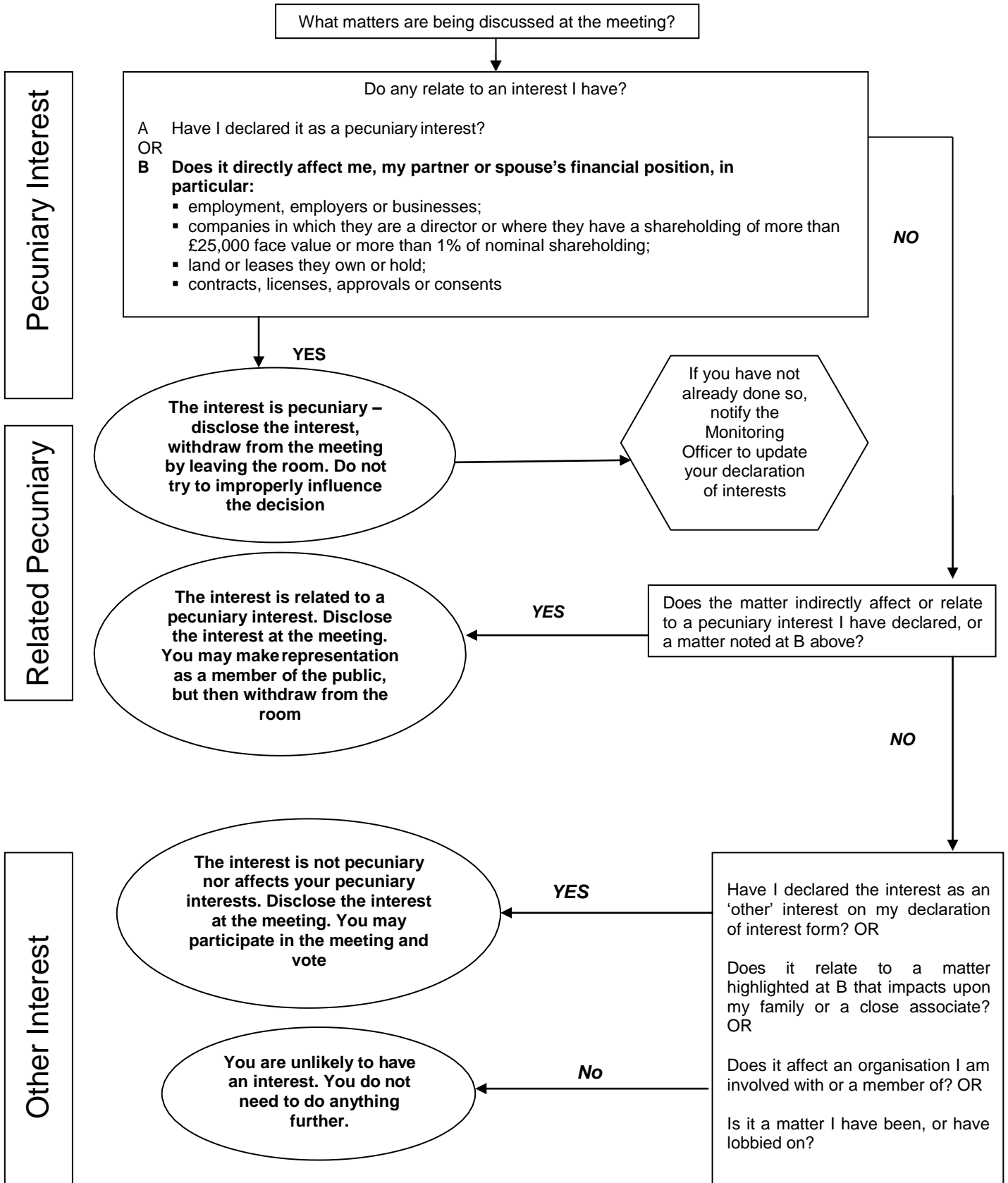
FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF

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



Adoption of the Ryburgh Neighbourhood Plan (RNP)

Summary: The purpose of this report is to formally “make” the Ryburgh Neighbourhood Plan as part of the statutory Development Plan for North Norfolk. The Plan was subject to independent examination and successful referendum on the 6th May 2021. The Council has a legal duty to now make the Plan within 8 weeks of the day after the referendum was held, unless it considers that doing so would breach European Union Obligations.

Recommendations: **That Cabinet:**

- 1. Note the outcome of the referendum of 6th May 2021;**
- 2. Adopt the Ryburgh Neighbourhood Plan as part of the statutory Development Plan for North Norfolk;**
- 3. That the attached Decision Statement is approved under Regulation 19 of the Neighbourhood Planning (General) Regulations 2012 as amended and authorised for publication and release in order to bring to the attention of the qualifying body, the people who live, work and or carry out business in the Neighbourhood Plan Area;**
- 4. Authorise the required consequential changes to the adopted policies map and the required consequential changes to the referendum version of the neighbourhood plan through delegated powers to the Planning Policy Team Leader.**

Cabinet Member(s)	Ward(s) affected
Sarah Butikofer - Leader of the Council, John Toye Planning Portfolio Holder	Ryburgh
Contact Officer, telephone number and email: Iain Withington, Planning Policy Team Leader 01263 516034 iain.withington@north-norfolk.gov.uk	

1. Introduction

1.1 The provisions of the Localism Act 2011 introduced new powers to allow local communities to prepare Neighbourhood Development Plans and shape future development within their area. North Norfolk District Council positively supports communities to be involved in producing a Neighbourhood

Development Plan and actively encourages community led development. Ryburgh Parish Council as the qualifying body is the second Parish Council to bring forward a successful Neighbourhood Plan in the District and to reach formal 'adoption' stage.

- 1.2 Neighbourhood Plans should be bespoke and specific, addressing land use planning issues on a local level in support of the delivery of the North Norfolk Local Plan. They should not promote less development than set out in the strategic policies for the area and should actively seek opportunities to allocate additional growth and provide more locally derived policies based on appropriate evidence. The policies can help shape sustainable development by influencing local planning decisions as part of the statutory Development Plan.
- 1.3 All Neighbourhood Development Plans are required to be legally compliant and meet a set of requirements referred to as 'the basic conditions'; these are that they:
 - have regard to national policies and advice contained in guidance issued by the Secretary of State;
 - contribute to the achievement of sustainable development;
 - are in general conformity with the strategic policies contained in the development plans for the area (Herefordshire Local Plan – Core Strategy);
 - do not breach, and be otherwise compatible with EU obligations;
 - are not be likely to have a significant effect on a European site either alone or in combination with other plans or projects.
- 1.4 The parish of Ryburgh have been preparing a neighbourhood plan since the February 2017.
- 1.5 The Plan was submitted to North Norfolk District Council, NNDC in April 2020 and publicised under Regulation 16 of the Neighbourhood Planning Regulations (General) 2012 as amended.
- 1.6 In June 2020, Mr Christopher Collison, BA (Hons), MBA, MRTPI, MIED, IHBC was appointed by NNDC, with the consent of the Parish Council, to undertake independent examination of the submitted Draft Plan. The examination concluded in August 2020.
- 1.7 The examiner's report concluded that subject to the incorporation of necessary modifications, the Draft Neighbourhood Development Plan met the 'basic conditions' and the other matters set out in paragraph 8 of Schedule 4B of the Town and Country Planning Act 1990 and should proceed to referendum.
- 1.8 On the 2nd September 2020 the Decision Statement, a report outlining the examiner's modification, the reasons for them and Councils acceptance of them, confirming that the Plan could proceed to referendum was published.

- 1.9 Regulations and updated national guidance linked to the Coronavirus Act 2020 meant that the referendum could not take place until 6th May 2021.
- 1.10 All Neighbourhood Development Plans are required to gain a majority of those voting in favour (50% plus) at a local referendum in order to proceed and be considered for adoption by the Local Planning Authority. If the Plan receives a positive result, then the local planning authority has a legal duty to bring the plan into force within an eight-week period following the day after the referendum was held, unless it considers that doing so would breach European Union Obligations.
- 1.11 **A positive outcome was reached by the local community. 43.31% of the electorate voted at the referendum with 213 supporting and 32 against.**
- 1.12 The referendum version of the Plan, and examiners report and supporting evidence can be found at:
- <https://www.north-norfolk.gov.uk/ryburghnp>
- 1.13 On adoption of the RNP there is the requirement to update the adopted policies map which accompanies the Local Plan. This policies map illustrates geographically the application of the policies in the adopted Development Plan for the District. The adoption of the policies map is to ensure compliance with paragraph 9 of the Local Planning Regulations 2012. Such updates to the policies map are likely to be required each time a Neighbourhood Development Plan is adopted.

2. Process for “making” the Ryburgh Neighbourhood Plan.

- 2.1 In order to comply with regulations, once the Plan is made by the District Council a Decision Statement must be published on the District Council's website. This Decision Statement must also be made available using other available means to demonstrate that the District Council has resolved to make the Neighbourhood Plan. The Council must formally “make” the Parish Council aware of its decision and bring it to the attention of any other person or organisation who asked to be informed about the decision. A copy of the Decision Statement is attached at Appendix A.
- 2.2 The Council must also publish a copy of the made Neighbourhood Plan and make it available on the website and through other media. The Council is required to formally resolve to make the Neighbourhood Plan through its Cabinet to meet the obligations set out in legislation.

3 Recommendations

That Cabinet:

- 1. Note the outcome of the referendum of 6th May 2021;**
- 2. Adopt the Ryburgh Neighbourhood Plan as part of the statutory Development Plan for North Norfolk;**
- 3. That the attached Decision Statement is approved under Regulation 19 of the Neighbourhood Planning (General) Regulations 2012 as amended and authorised for publication and release in order to bring to the attention of the qualifying**

body, the people who live, work and or carry out business in the Neighbourhood Plan Area;

- 4. Authorise the required consequential changes to the adopted policies map and the required consequential changes to the referendum version of the neighbourhood plan through delegated powers to the Planning Policy Team Leader.**

4 Legal Implications and Risks

- 4.1 A failure to “make” the Neighbourhood Plan and within the decreed time limit would mean that the council would be in breach of their legal duty.
- 4.2 Section 38A(1) of the Planning and Compulsory Purchase Act 2004 (as amended) (as enabled by Part 6, Chapter 3, Section 116 of the Localism Act 2011) grants local communities the right to set polices through a neighbourhood plan as part of the planning system for determining planning applications. It is not a legal requirement but a right which communities can choose to use. On adoption it forms part of the statutory development plan and sits alongside the Local Plan.
- 4.3 Under section 38A (4) of the Planning and Compulsory Purchase Act 2004 (as amended), local planning authorities have a legal duty to make a neighbourhood development plan following a positive referendum result. The only exception to this is if the Council considers that it would be incompatible with any European Union obligations or Human Rights conventions.
- 4.4 The policies map illustrates geographically the application of the policies in the adopted development plan. The adoption of the policies map is to ensure compliance with Regulation 9 Town and Country (Local Planning) (England) Regulations 2012.
- 4.5 In accordance with the provisions of Regulation 19 of the Neighbourhood Planning (General) Regulations 2012, once the neighbourhood plan is formally made by the Council’s ‘Decision Statement’, setting out the decision to make the Plan and their reasons for it, it is required to be published on the Council’s website, and elsewhere if it’s considered necessary, to publicise such decision to those who live and work in the neighbourhood area.

5 Financial Implications and Risks.

- 5.1 The Council’s support for neighborhood planning is contained in existing the Local Plan Budget supplemented by MHCLG grant. There are no further financial implications within this report. The local planning authority is responsible for financing the independent examination and referendum for each neighbourhood plan.

Appendices

Appendix A

Decision Statement on the Ryburgh Neighbourhood Plan.

North Norfolk District Council
Ryburgh Neighbourhood Plan
Regulation 19 Decision Statement

North Norfolk District Council has resolved to “make” the Ryburgh Neighbourhood Plan. The Ryburgh Neighbourhood Plan has been brought into legal force and forms part of the statutory Development Plan for the parish of Ryburgh. In accordance with Planning Law, decisions on relevant planning applications must now be made in accordance with policies in the Ryburgh Neighbourhood Plan and wider Development Plan unless material considerations indicate otherwise.

The Ryburgh Neighbourhood Plan was submitted to NNDC in April 2020. Publicity was undertaken in accordance with the Neighbourhood Planning (General) Regulations 2012 (as amended). A report following independent examination of the Plan was published August 2020. The report found that subject to the incorporation of recommended modifications, the Plan passed the necessary legal tests and could proceed to a local referendum. The District Council accepted these recommendations in full and amended the Plan accordingly. A local referendum was held at the first opportunity in the Parish on 6th May 2021. A majority voted in favour of the Plan being used by the Council in making decisions on planning applications within the Neighbourhood Area.

The submission version of the Ryburgh Neighbourhood Plan as modified following Independent examination, complies with the legal requirement governing the making of Neighbourhood Development Plans introduced through the Localism Act 2011 and associated Regulations. Accordingly, I hereby confirm that the Ryburgh Neighbourhood Plan, has been made under delegation by the Leader of the Council.

Decisions on planning applications in Ryburgh Neighbourhood Planning Area must now be made in accordance with policies in the Plan and wider Development Plan unless material considerations indicate otherwise. The “made” version of the Ryburgh Neighbourhood Plan can be viewed on the District Council’s web site:

<https://www.north-norfolk.gov.uk/ryburghnp>

Sarah Butikofer

Leader of the Council

7th June 2021

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North Norfolk Sustainable Communities Fund

Summary: In March 2020 Cabinet approved a recommendation to:

- Change the name of the Big Society Fund to the North Norfolk Sustainable Communities Fund (NNSCF).
- Refocus the NNSCF to encourage a wider and more diverse range of projects from communities across North Norfolk.
- Give additional weight to projects with positive environmental outcomes which demonstrates the Council's commitment to the Climate Emergency it declared in 2019.
- To support the delivery of identified Council priorities in respect of Quality of Life and Climate, Coast and Environment.

This report provides an overview of the North Norfolk Sustainable Communities Fund during its first year of operation.

Recommendations: Cabinet to receive the report and note the contribution that the NNSCF makes on Council priorities as well as the impact that Covid 19 has had on applications to the NNSCF and the provision and delivery of community projects.

Reasons for Recommendations: To ensure the NNSCF continues to reflect Council priorities to build sustainable communities and respond to the Climate Emergency declared by the Council in 2019.

Cabinet Member(s) Cllr. Virginia Gay	Ward(s) affected All
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Officer - Sonia Shuter – Health and Communities Manager

1. Introduction

- 1.1 The North Norfolk Sustainable Communities Fund (NNSCF), which replaced the Big Society Fund was launched in June 2020. Sustainable Communities are places in which people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life.

- 1.2 The Big Society Fund was originally financed from a proportion of the second homes council tax returned by Norfolk County Council. This funding has now ceased, and the finances to support NNSCF are being taken from accrued community reserves of approximately £1m. The annual budget is normally £225,000 however last year an additional £50,000 was allocated to the NNSCF resulting in a budget of £275,000. Any unspent budget is returned to the reserves.
- 1.3 The Council declared a Climate Emergency across the District in April 2019. In addition to enhancing the sustainability of local communities, projects funded by the NNSCF should reflect the priorities of the Council in respect of climate change. Additional weighting is given to projects that clearly demonstrate that they have focussed on carbon reduction, reducing the environmental impact of their project and / or conserving or enhancing the biodiversity of their local environment.
- 1.4 To reflect the priorities of the Council in respect of quality of life, weighting is also given to applications which promote, encourage or support healthy lifestyles, increase accessibility and promote the physical, mental and social wellbeing of communities.
- 1.5 To widen access to the Fund amongst all communities across North Norfolk, and to allow for a wider range of beneficial projects to be supported, equal priority is given to revenue and capital projects.
- 1.6 A simplified application process was set up for smaller revenue or capital projects below £1,000.
- 1.7 In order to make best use of the funding available, all applications are expected to identify a level of match funding commensurate with the type and size of the organisation and value of the project.

2. North Norfolk Sustainable Communities Fund 2020 / 2021

- 2.1 The NNSCF Panel is politically balanced and consists of seven members of NNDC appointed by NNDC's Cabinet.
- 2.2 The Panel meets quarterly in June, September, December and March to consider grant applications over £1,000 and up to a maximum limit of £15,000. The Panel recommends that grant applications are either approved, not approved or deferred. Grants recommended for approval will identify the amount of funding to be awarded and any conditions that should be applied to the grant award. Recommendations made by the Panel will be submitted to the Leader of the Council, as the Senior Executive Member for approval and authorisation within one week of the Panel meeting.
- 2.3 The Chair and or Vice of the Panel meet monthly to consider grant applications under £1,000. The Chair and or Vice Chair of the Panel recommends that grant applications under £1,000 are approved, not approved or deferred. Grants recommended for approval will identify the amount of funding to be awarded and any conditions that should be applied to the grant award. Recommendations made by the Chair and or Vice Chair will be submitted to the Leader of the Council as the Senior Executive Member

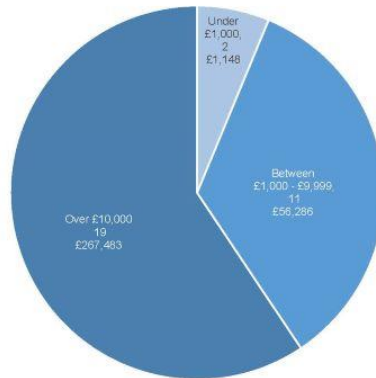
for approval and authorisation within one week of the recommendation being made.

3. NNSCF applications

3.1 In the last financial year, the Panel met remotely in September, December and March to consider applications to the NNSCF. Due to the impact of Covid 19 and the refocus of the fund, the Panel did not meet in June 2020. In addition the Chair and Vice Chair of the NNSCF met virtually when needed to consider applications under £1,000.

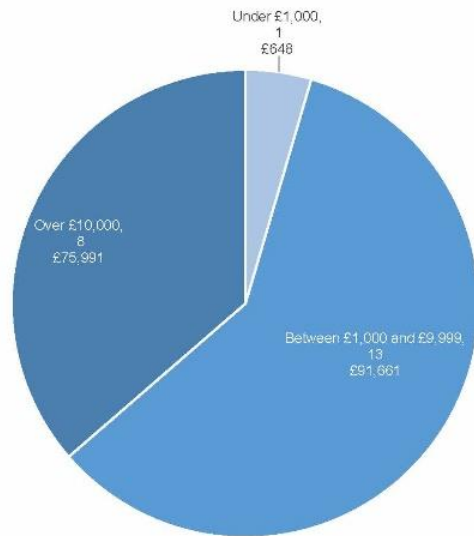
3.2 Thirty two organisations in total submitted grant applications to the NNSCF requesting funding of £324,917. This was 18.5% more than the budget allocation of £275,000.

Breakdown of Grant Requests to the North Norfolk Sustainable Communities Fund
2020-21



3.3 Of the thirty two applications received in the last financial year, two applications were not presented to the Panel as they were either incomplete or withdrawn by the applicant. In total, twenty two applications were awarded a grant. Four applications were deferred pending further information, three of which were subsequently awarded a grant. Eight applications were not approved although one resubmitted a new application which was subsequently approved. Grants awarded from the NNSCF during its first year of operation totaled £168,300

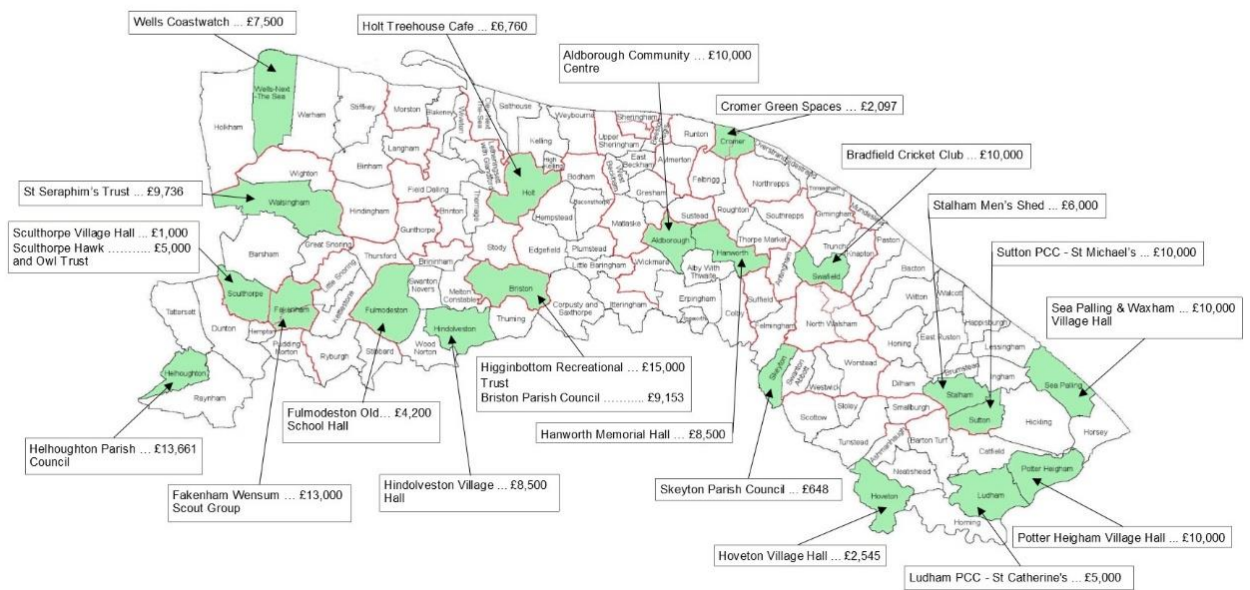
Breakdown of Awards Made by North Norfolk Sustainable Communities Fund
2020-2021



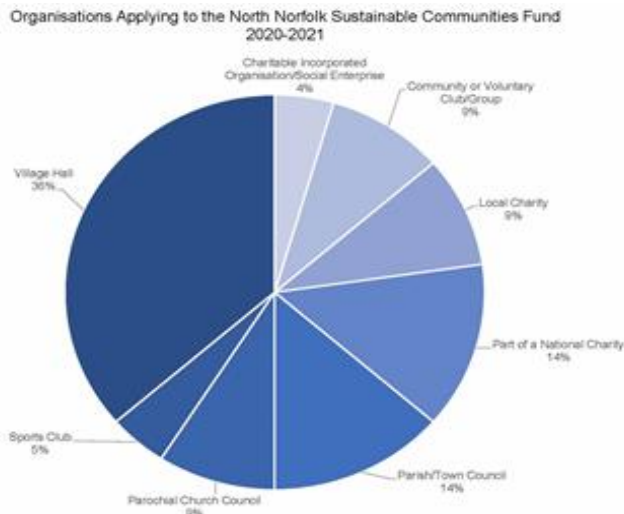
3.4 Parishes awarded a North Norfolk Sustainable Communities Fund grant



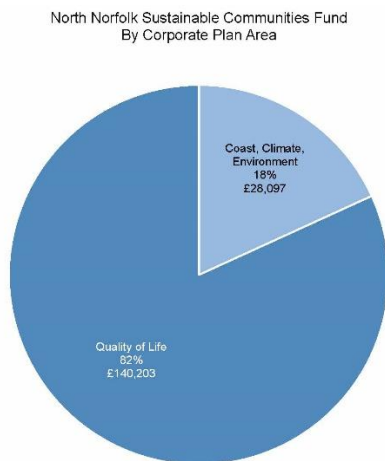
North Norfolk Sustainable Communities Fund
Grant Awards 2020-2021



3.5 Type of organisations applying to the North Norfolk Sustainable Communities Fund



3.6 NNSCF applications in relation to Corporate Plan priority



Over 80% of the projects awarded funding related to the Quality of Life Corporate Plan priority. It is acknowledged that greater promotion needs to take place to encourage more applications for projects that meet the Coast, Climate and Environment priority as well as support the delivery of the North Norfolk District Council Environmental Charter.

4. Impact of Covid on applications, projects and organisations

Compared to the last year of the Big Society Fund, there has been a decrease in applications to the North Norfolk Sustainable Communities Fund during its first year of operation. It is recognized that the NNSCF is a new fund and it may take time for it to become established. However, the main reason for the reduction in applications is due to the impact of Covid 19. Organisations advised that due to uncertainty re Covid and practical issues such as committee members being able to meet to discuss an

application or the ability to get quotes for the works, they decided to delay applying to the Fund.

Organisations applying for a NNSCF are being asked to complete a Covid Impact Form as part of application and monitoring process. This asks:

- How has Covid 19 affected the organisations and the service it provides
- What impact has been noticed on the users of the service
- What is the potential long term impact on services provided or are any changes in service due to Covid anticipated.
- If any financial support has been received from NNDC and how it has been used.
- What actions have been taken to mitigate against the impact of Covid
- What is the anticipated impact of Covid on the organisations long term sustainability

Feedback has shown that Covid continues to have a significant impact of the majority of community organisations. Government grant funding has helped mitigate against loss of income. However, the continued uncertainty around another wave and potential lockdown is causing a lack of confidence limiting organisations' desire and ability to commit funds or progress projects. There is also a concern that users of services awarded funding will not return once lockdowns ease as they will lack confidence to return to previous activities. Where feasible some organisations have adapted their offer to include a web based service. This has helped retain users and in some cases attracted new users. As restrictions ease, lock down lifts and confidence is restored it is expected that there will be an increase in applications to the fund in the next financial year.

Continued publicity and promotion of the NNSCF particularly to encourage applications in respect of environmental projects will continue.

5. Financial Implications and Risks

The funding for the NNSCF is taken from allocated reserves. It is envisaged that if the normal annual grant budget of £225,000 is spent. There are sufficient reserves for the Fund to continue for approximately four years.

6. Equality and Diversity

- 6.1 There are no identified equality or diversity implications. The need to increase accessibility is integral to the NNSCF. One of the Panel Members, Cllr. Spagnola offers advice and support to applicants to ensure projects are as inclusive and accessible as possible.

7. Crime and Disorder

There are no crime and disorder implications

8. Conclusion

- 8.1 The NNSCF was launched in the midst of the Covid pandemic. This clearly had an impact on the confidence of organisations to apply for and progress

projects. Despite this grants totaling £168,300 were awarded to twenty two organisations to fund projects that will support sustainable communities.

- 8.2 Closer engagement with NNDC's newly appointed Environmental Policy Officers will help promote the NNSCF as well as encourage and support more applications for projects that will contribute towards achieving NNDCs Coast, Climate and Environment priority and the Environmental Charter.

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Managing Performance Quarter 4 2020/2021

Summary: The Managing Performance Report attached, as Appendix A, will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview, assesses the impact that Covid-19 has had on both these aspects of Council performance, and the actions being taken to address these issues and proposes any further action needed.

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

Conclusions: With the second national Covid-19 lockdown in November 2020 (and subsequently the third lockdown from 4th January 2021), Coronavirus has continued to have a significant impact on the Council's capacity and ability to achieve all of the objectives in the Corporate Plan Delivery Plan 2019-2023 and some impact on service operational performance during Quarter 4 covering the period January to March 2021.

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

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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

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

2. Overview

- 2.1 This report covers the fourth quarter of the 2020/21 reporting year – i.e. the period covering January, February and March 2021.

Over the last 12 months, the Council has stepped up and responded to the challenges faced by the Covid-19 pandemic whilst continuing to deliver its high standards of service.

Our achievements:

- We immediately set up strategic engagement through the Norfolk Resilience Forum structures so that the Council's local response was co-ordinated with and supported national policy and messaging
- During the first lock down, set up and operated a Community Support Programme for local residents who were shielding and self-isolating. A Community based response through local Co-ordination Centres provided support with non-emergency requests for assistance, including the delivery of almost 500 food parcels and over 5000 prescriptions whilst helping to support others in securing food deliveries from local and national retailers.
- Administered over £26m of Business Rate Relief payments, £120m of Government Business Grants and a significant number of hardship payments to local residents in receipt of some benefits.
- Our Housing Team provided support for rough sleepers under the national "Everybody In" programme to provide a safe place for street homeless during the national lockdown.
- We managed closures and openings of our facilities across the District i.e. car parks and public toilets.
- Equipment and support was given to officers and members so that they could adapt to working at home and holding virtual meetings.
- Last summer, we supported the safe re-opening of the district's town centres and high streets, beaches, promenades and Broad's areas for local residents, day trippers and the many thousands of people who took staycation holidays as the global Coronavirus pandemic significantly impacted on foreign travel.
- Much of the Council's outward-facing public services provision i.e. of public car parks, toilets, beach safety and management, cleansing was focussed on managing very large numbers of visitors to the District especially in our coastal areas.
- The Council worked with local Town and Parish Councils to put in place social distancing measures i.e. providing hand sanitising stations, installing street decals and introduced high frequency cleaning and "fogging" and believe that the Council's efforts in this regard were widely recognised as incidents of infection in the District remained amongst the

lowest in the country throughout the summer months, despite large numbers of visitors coming to North Norfolk.

Corporate Plan delivery:

Local Homes for Local Need:

- In 2020/21 a total of 108 new affordable homes were delivered in the district
- There are lots more homes in the pipeline with the forecast for 2021/22 of 183 to be completed - although some of these may not be completed by end of March 2022
- New housing development at Laundry Loke – a large general needs development of 43 new homes in NW completed in March 21 and now fully occupied
- A number of rural exception schemes offering affordable homes to local people – including completion at Edgefield, the last of the 5 linked Broadland Schemes that recently won a RTPI award
- Meadow Walk, a development by Housing21 of 66 affordable flats with on-site care for older people wanting a secure future proof home
- The Council has increased its own stock of temporary accommodation units to provide better options for homeless households, there are now 7 homes in use with plans to increase this further to 14

Climate, Coast and the Environment:

- The Environment and Climate Change agenda is progressing at pace.
- EV charging points have been put in place in 5 locations across the District, and photovoltaic panels have been installed on the District Council offices.
- We are developing plans to tackle our carbon footprint and those of our business partners.
- We have planted 20,000 trees and already have plans in the pipeline for another 40,000.
- Have held two major Environment Forum events and these will continue as community interest and engagement grows.

Boosting Business Sustainability and Growth:

- Supported our business community with the delivery of new business units in North Walsham thereby creating new jobs and helping other businesses to expand.
- Reached out to forgotten sectors in the governments support plan, and provided them with essential grants to enable them to plan for the future i.e. Outdoor Education Centres offering an invaluable resource for the education and mental wellbeing of young people across the district.
- The Council has acted as a gateway to promote uptake of the governments Kickstart scheme across the District helping 16 – 24 year olds into employment. So far around a hundred new opportunities have been created by working in partnership.
- We have been successful in obtaining outside investment into the area including the £3m North Walsham Heritage Action Zone programme,

delivering improvements to the town centre with further improvements expected in the next few months and year.

Quality of Life:

- Commencement of the new £12m Sheringham Leisure Centre, The Reef. Expected completion Summer 2021.

3. Contents of the Managing Performance Quarterly Report

The contents of the report have been amended slightly to focus on the Key Performance Indicators as outlined in the Corporate Plan.

Chief Executive's Overview	Overview of the Chief Executive outlining the progress in achieving the corporate plan and managing services
Key	Key to delivery plan action symbols and performance measure symbols
Delivery Plan Overview	Dashboard showing the RAG status (Red, Amber, Green) of all Delivery Plan Actions
Key Priorities	Current actions for eighteen priority objectives upon which focus will be maintained in the coming months alongside the Council's ongoing response to the COVID situation. This report details the Cabinet's priorities given the current situation.
Local Homes for Local Need	Delivery Plan actions progress reports under the theme
Boosting Business Sustainability and Growth	Delivery Plan actions progress reports under the theme
Customer Focus	Delivery Plan actions progress reports under the theme
Climate, Coast and the Environment	Delivery Plan actions progress reports under the theme
Financial Sustainability and Growth	Delivery Plan actions progress reports under the theme
Quality of Life	Delivery Plan actions progress reports under the theme
Key Performance Indicators	Shows performance for the Corporate Plan Key Performance Indicators (KPIs). The performance levels shown are the year-to-date figures for monthly, quarterly and annual figures.
Performance Focus	This section of the report shows all the performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are the year-to-date

	figures for monthly, quarterly and annual measures.
All other performance measures	This section of the report shows performance for all other monthly, quarterly and annually operational performance measures. The performance levels shown are for the year-to-date figures for monthly, quarterly and annual measures.

4. Conclusion

With the second national Covid-19 lockdown in November 2020 (and subsequently the third lockdown from 4th January 2021), Coronavirus has continued to have a significant impact on the Council’s capacity and ability to achieve all of the objectives in the Corporate Plan Delivery Plan 2019-2023 and some impact on service operational performance during Quarter 4 covering the period January to March 2021.

Whilst local rates of infection were high during the period January to the middle of February 2021 they fell steadily during the second half of February and March to low levels ie less than 20 cases per 100,000 on a rolling 7 days basis, such that apart from supporting local vaccination delivery with partners and making preparation for a busy tourism season most of the council’s focus has been on the delivery of main stream services and objectives outlined in the Council’s Corporate Plan as detailed in the appendix to this report.

5. Implications and Risks

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

6. Financial Implications and Risks

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

7. Sustainability

There are no negative sustainability implications of this report.

8. Equality and Diversity

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

9. Section 17 Crime and Disorder considerations

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

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Managing Performance

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Managing Performance

Quarterly Report Chief Executive's Overview

This report covers the fourth quarter of the 2020/21 reporting year – i.e. the period covering January, February and March 2021.

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Quality of Life:

- Commencement of the new £12m Sheringham Leisure Centre, The Reef. Expected completion Summer 2021.

Actions and Performance Measure Keys

Actions - key to symbols

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

Measures - key to symbols

Key

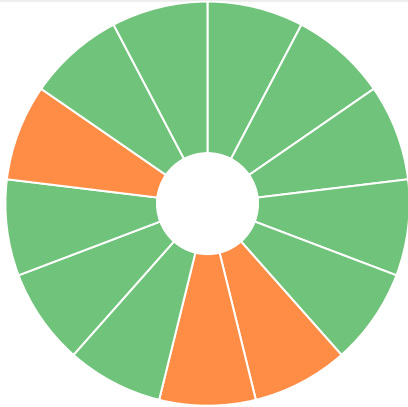
Performance	Direction of Change
 Performance better than target	 Value Increasing (Smaller is Better)
 Performance just off target	 Value Decreasing (Smaller is Better)
 Performance worse than tolerance	 Value Increasing (Bigger is Better)
 No information	 Value Decreasing (Bigger is Better)
 Missing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

Delivery Plan 2019-2023

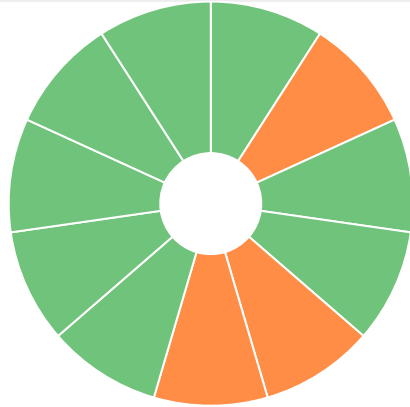


Overview

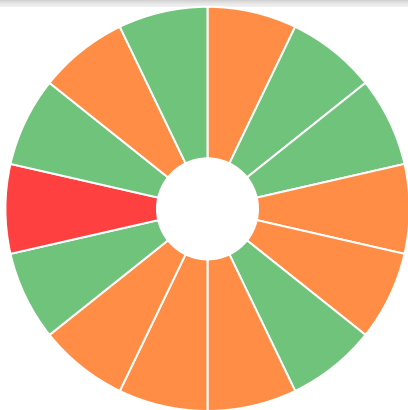
Local Homes for Local Need



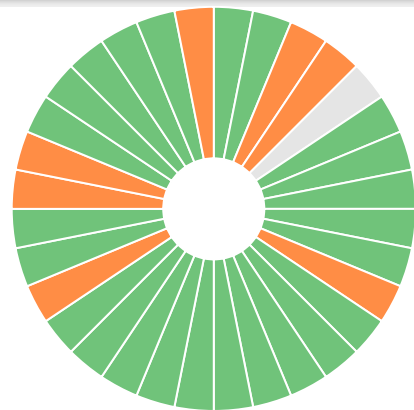
Boosting Business Sustainability and Growth



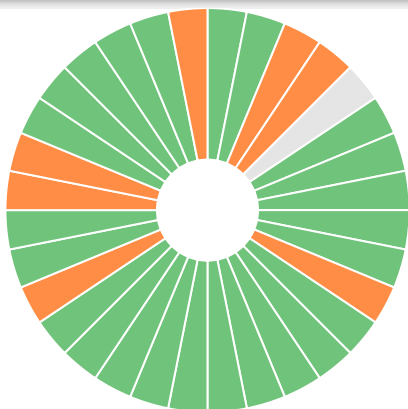
Customer Focus



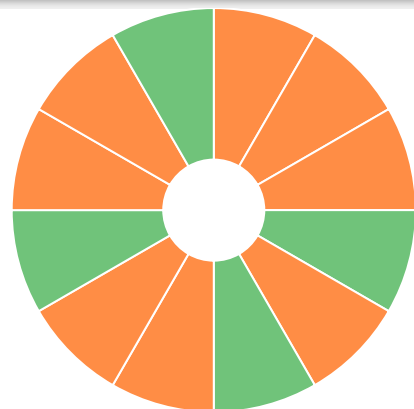
Climate, Coast and the Environment



Financial Sustainability and Growth



Quality of Life



Key Priorities

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

Latest Update



		31/03/2021
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	<p>A revised version of the Local Plan has been agreed by the Working Party and Cabinet and is being drafted for the next stage of formal public consultation (Reg 19). This is anticipated in Sept 2021 following which the Plan will be submitted for Independent examination. Comments made at Reg 19 stage are considered by the Inspector although the LPA retains the opportunity to suggest further modifications to the Plan through the examination process.</p> <p>The Plan aims to address housing need and demand in full, seeks to minimise the impacts of new developments on Climate Change and the character of the District.</p> <p>A first stage of public consultation on the proposed urban extension at North Walsham commenced on the 24th of May to inform the content of a Development Brief that will be prepared for the site.</p>
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Performance	★
	Comments	Stakeholder workshops took place in February and March 2021. A first draft of the housing strategy is now complete and with Stakeholders for further comment.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	★
	Comments	The Council has been awarded £140,000 grant to help toward the purchase of four one-bed homes for single homeless (or at risk of homelessness). Two properties have been purchased and the remaining two are due to complete by the end of April. Cabinet have agreed the use of £500,000 underspend to purchase further units, one Flagship disposal unit has been identified.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance	★
	Comments	Regular dialogue with Flagship allows early identification of disposals. Purchase of one property agreed with two more potential purchases. These will be for use as temporary accommodation.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021

<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	★
	Comments	The Growth Sites Delivery Strategy has been delayed during the pandemic. However, the Part 1 Report, which is evidenced focused and in part supports the emerging Local Plan development, is at first draft stage, with minor revisions to be made before progressing to Part 2 which focuses on development plans for identified sites.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance	●
	Comments	This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support
	Owner	Stuart Quick
	Stage	Parked
	Start Date	04/02/2020
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance	★
	Comments	<p>The Council has continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>The announcement of the third lockdown created a natural hiatus in the immediate promotion of North Norfolk, in accordance with national restrictions to which people were asked to stay local. However, a 'North Norfolk Uncovered' campaign started in April. For the first couple of months this has carried the Visit Britain theme, 'Escape the Everyday' so we can tie into the national marketing platform.</p> <p>Whilst we envisage a strong uplift in 'staycation' visits to the district, we will continue to act in line with all Government advice as Covid-19 restrictions are further eased.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021

<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance ★ Comments Owner Stage Start Date Due Date	A first draft of the Customer Service Strategy including the Customer Charter has been produced and updated to take account of initial comments from internal stakeholders. Awaiting further feedback and then the draft will be formatted using the corporate policy template. The draft Customer Service Strategy and Customer Charter will then be for internal consultation with management Teams & Staff Representative Groups. It is planned for the final draft to be ready by the end of May with a view to adopt the strategy by the end of Summer 2021. David Williams In Progress 04/02/2020 31/08/2021
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance ★ Comments Owner Stage Start Date Due Date	A first draft of the Customer Service Strategy including the Customer Charter has been produced and updated to take account of initial comments from internal stakeholders. Awaiting further feedback and then the draft will be formatted using the corporate policy template. The draft Customer Service Strategy and Customer Charter will then be for internal consultation with management Teams & Staff Representative Groups. It is planned for the final draft to be ready by the end of May with a view to adopt the strategy by the end of Summer 2021. David Williams In Progress 04/02/2020 31/05/2021
<input checked="" type="checkbox"/> 3.1.6 Digital By Design	Performance ★ Comments Owner Stage Start Date Due Date	Progress continues with a number of projects. These include web forms to support the new waste contract, a Council Wide Customer satisfaction survey webform. The transition of the on-line payments system to GovPay is now completed which will simplify and standardise customer on-line payments. Sean Kelly In Progress 01/06/2020 31/03/2022
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance ● Comments Owner Stage Start Date Due Date	The PID has been presented to CLT. Deferred during 2021 due to Covid-19. Proposals to undertake survey in March 2022 to be developed so the survey can be conducted in quarter 1 2022. David Williams In Progress 04/02/2020 31/12/2021

<p>> <input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy</p>	Performance	●
	Comments	The scope and responsibility for this area of the Council's work is currently under review as a result of the re-structuring and Covid-19. This will now be revisited as part of the Council's Covid-19 recovery plan.
	Owner	Steve Blatch
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	29/06/2021
<p><input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy</p>	Performance	★
	Comments	The Communications Plan has been approved and the communications team has accordingly devised new content and new audience figure objectives for the Council's social media channels. We have also agreed improved communications objectives with reference to keeping Members informed of key media matters and are currently updating the Council's media and social media protocols.
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<p>> <input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan</p>	Performance	★
	Comments	Draft report received April 2021.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
<p><input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme</p>	Performance	★
	Comments	The due date for this project has been moved from the 31st December 2020 to 31st May 2021.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/05/2021
<p><input checked="" type="checkbox"/> 4.5.4 Tree planting implementation</p>	Performance	★
	Comments	NNDC have now planted 20,000 trees, have approximately another 40,000 trees worth of project in the pipeline and are working with some major stakeholders on tree planting initiatives.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/10/2020
	Due Date	31/12/2022
<p><input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points</p>	Performance	●
	Comments	Electric vehicle charging points have been installed at district council carparks in Cromer, Fakenham, Holt, Sheringham and Wells as well as at the Council's Holt Road offices during 2020/21. A scheme was proposed in North Walsham but sufficient power supply was identified as being a problem so alternative locations in the town are being identified.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021

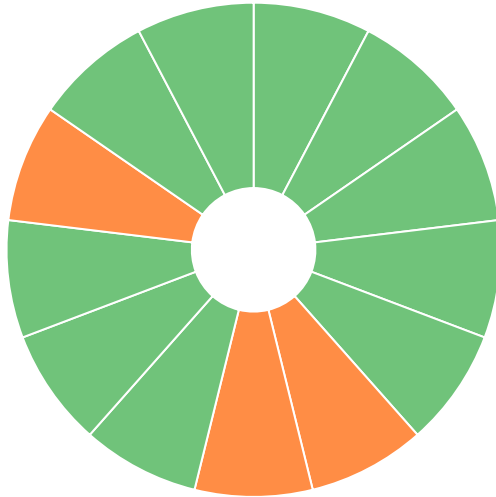
<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Performance	●
	Comments	Work on this objective has been delayed due to the need to focus on the Council's Covid-19 response and support for local businesses. It is proposed that this work will be progressed during the 2021/22 civic year.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	●
	Comments	Work on this objective has been delayed due to the need to focus on the Council's Covid-19 response and support for local businesses. It is proposed that this work will be progressed during the 2021/22 civic year.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2021
<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	★
	Comments	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> • The Cedars – a condition survey has been produced to identify the costs of restoring the building to habitable use.. A scoping option report has been completed following a workshop held with elected members and stakeholders to agree a preferred 'office type' use for the listed buildings. • A landscape design consultant team, led by Influence Environmental Ltd, has been appointed to design, develop and oversee the community engagement and construction phase of the town centre placemaking • A Building Improvement Grant is presently in development. This scheme will support the repair and restoration of buildings, shop fronts and underutilised spaces • A separate funding application has been submitted and approved by Historic England. The funding is awarded to an independent Cultural Consortium and will deliver cultural programming to complement the main HSHAZ scheme.
	Owner	Jenni Jordan
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024
<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	★
	Comments	The demolition of Splash is now complete and finalisation of the landscaping/Car Park of the Reef has now been brought forward to the end of August 21. The budget position remains unchanged. A communication and marketing campaign is being developed with Everyone Active in the lead up to the opening of the new facility to promote its role in helping people to maintain their health and fitness.
	Owner	Kate Rawlings
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	12/08/2021

<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance Comments Owner Stage Start Date Due Date	★ All Green Flags retained in 2020/21.and we are awaiting the results for 2021/22.There was an expectation that all blue flags would be retained. Since the end of March we have received notification that for 2021 Blue Flags have been awarded to Sheringham, Cromer, East Runton, West Runton, Mundesley and Sea Palling. Karl Read In Progress 20/06/2020 not set
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance Comments Owner Stage Start Date Due Date	n/r Lucy Hume Not Started 01/06/2021 30/04/2022
<input checked="" type="checkbox"/> 6.3.2 Explore options for investing in medical centre development/health care facilities	Performance Comments Owner Stage Start Date Due Date	✔ Part of the project is moving forward with a specialist developer who has acquired part of the site and is seeking to deliver an housing with extra care facility. A small parcel of land that forms part of the overall site has come to the market. The Council made a bid to acquire a small parcel of land which would form part of the medical hub site. The offer was rejected and negotiations continue. Discussions continue with NWCCG based on their emerging estates strategy which has been delayed due to Covid-19. Renata Garfoot Completed 04/02/2020 31/12/2020
<input checked="" type="checkbox"/> > 6.3.3 Take a strategic approach to commercial development opportunities	Performance Comments Owner Stage Start Date Due Date	● Renata Garfoot In Progress 04/02/2020 31/03/2022

Local Homes for Local Need







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




Latest Update



31/03/2021

<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	<p>A revised version of the Local Plan has been agreed by the Working Party and Cabinet and is being drafted for the next stage of formal public consultation (Reg 19). This is anticipated in Sept 2021 following which the Plan will be submitted for Independent examination. Comments made at Reg 19 stage are considered by the Inspector although the LPA retains the opportunity to suggest further modifications to the Plan through the examination process.</p> <p>The Plan aims to address housing need and demand in full, seeks to minimise the impacts of new developments on Climate Change and the character of the District.</p> <p>A first stage of public consultation on the proposed urban extension at North Walsham commenced on the 24th of May to inform the content of a Development Brief that will be prepared for the site.</p>
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 1.1.2 Action regarding brownfield sites	Performance	✔
	Comments	n/r
	Owner	Phillip Rowson
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2020
<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Performance	★
	Comments	Stakeholder workshops took place in February and March 2021. A first draft of the housing strategy is now complete and with Stakeholders for further comment.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.2.2 Improve conditions and energy efficiency in private sector housing	Performance	★
	Comments	<p>Agreeing the interventions the Council will make will form part of the Housing Strategy which is now expected to complete by 30th June 2021. The deadline for this action should be moved back to coincide with the Housing Strategy. Good progress has been made with actions that support the delivery of this objective.</p> <ol style="list-style-type: none"> 1. The Building Research Establishment has completed a report on the condition of housing in the district. 2. The Norfolk Warm Homes Partnership (which includes all Norfolk Districts) has been successful in securing £1.24 million of Green Homes Grant to help improve thermal efficiency of homes occupied by low income households.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021

<input checked="" type="checkbox"/> 1.2.3 Seek to identify and analyse the condition of private sector housing stock	Performance	
	Comments	
	Owner	Graham Connolly
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 1.2.4 Investigate the viability of methods to help reduce fuel poverty	Performance	
	Comments	Identification of actions related to the Housing Strategy development. Propose revised due to date to 30 June 2021..
	Owner	Sonia Shuter
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.3.1 Develop a business case for a housing company	Performance	
	Comments	Changes to local authority borrowing powers as well as the Council having very limited land holdings means that the business case for establishing a housing company is not considered to be strong. As the Council develops its portfolio of temporary accommodation consideration will be given to the most appropriate vehicle in which to hold and manage this stock.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.4.1 Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan	Performance	
	Comments	n/r
	Owner	Lisa Grice
	Stage	Completed
	Start Date	01/10/2019
	Due Date	30/06/2020
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	
	Comments	The Council has been awarded £140,000 grant to help toward the purchase of four one-bed homes for single homeless (or at risk of homelessness). Two properties have been purchased and the remaining two are due to complete by the end of April. Cabinet have agreed the use of £500,000 underspend to purchase further units, one Flagship disposal unit has been identified.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.5.1 Investigate ways to support and assist affordable housing providers	Performance	
	Comments	8/4/21 February Cabinet approved a loan to Homes for Wells to allow the purchase of four properties to be rented to key workers. This loan establishes a model that the Council can use to support housing associations deliver affordable homes in the district.
	Owner	Graham Connolly
	Stage	Completed
	Start Date	04/02/2020
	Due Date	28/02/2021

<input checked="" type="checkbox"/> 1.5.2 Explore ways to help households into owner-occupation	Performance	
	Comments	The actions to deliver this will form part of the housing strategy which is due to complete in June 2021. Completion date for this action moved from February to June 2021.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance	
	Comments	Regular dialogue with Flagship allows early identification of disposals. Purchase of one property agreed with two more potential purchases. These will be for use as temporary accommodation.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.6.1 Deliver, with partners, 500 units of Housing-with-Care/ExtraCare	Performance	
	Comments	The 66 home site in Fakenham achieved practical completion in March and the rented and shared ownership homes are currently being advertised. We are looking for other sites with possibilities in North Walsham, Stalham and Wells under consideration.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024


Boosting Business Sustainability and Growth

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

Latest Update



		31/03/2021
<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	Performance	★
	Comments	The Draft Plan includes a range of policies supporting all aspects of business growth including tourism, retailing, delivering growth on designated employment sites and supporting the expansion of existing businesses.
	Owner	Mark Ashwell
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023)	Performance	●
	Comments	Delayed due to Covid-19 pandemic. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy. Therefore it is considered that the position of the report is reviewed in June, when potentially there may be further easing of restrictions which will open up more elements of the local economy
	Owner	Stuart Quick
	Stage	Parked
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	★
	Comments	The Growth Sites Delivery Strategy has been delayed during the pandemic. However, the Part 1 Report, which is evidenced focused and in part supports the emerging Local Plan development, is at first draft stage, with minor revisions to be made before progressing to Part 2 which focuses on development plans for identified sites.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 2.4.1 Analyse evidence of local business needs and opportunities and engage local businesses	Performance	★
	Comments	Covid-19 has had a significant impact on local businesses. A number of workstreams have been established in which the council is actively engaged and evidence is being acquired through. This includes a Business Impact Survey which was conducted between 12 May and 13 June which received 319 response. On 20 January, in collaboration with other Norfolk local authorities, the Council launched a further business survey, so that notable changes can be observed, to temperature check the current business sentiment in light of the further lockdown and to better understand the present needs of local businesses. This information may in part inform decision making around future business support schemes.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/12/2021

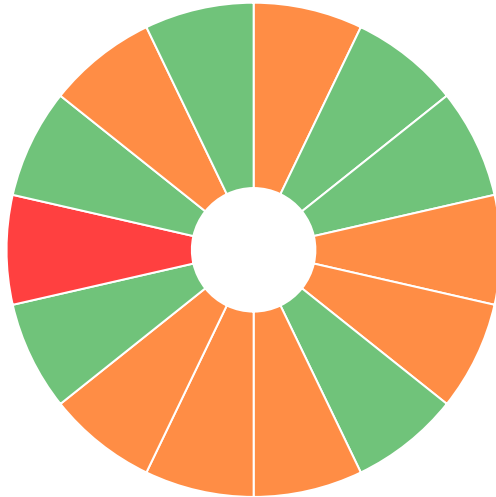
<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	Performance	
	Comments	The focus of the Economic Growth Team has predominantly on delivering Government Covid-19 support grants and discretionary schemes for local business during the Covid-19 lockdown. For the immediate future, the focus will remain on supporting providing the Local Restrictions Grant/Additional Restrictions Grants and providing immediate business support as required.
	Owner	Stuart Quick
	Stage	Parked
	Start Date	04/02/2020
	Due Date	31/01/2021
	<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance
Comments		This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support
Owner		Stuart Quick
Stage		Parked
Start Date		04/02/2020
Due Date		30/04/2021
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism		Performance
	Comments	<p>The Council has continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>The announcement of the third lockdown created a natural hiatus in the immediate promotion of North Norfolk, in accordance with national restrictions to which people were asked to stay local. However, a 'North Norfolk Uncovered' campaign started in April. For the first couple of months this has carried the Visit Britain theme, 'Escape the Everyday' so we can tie into the national marketing platform.</p> <p>Whilst we envisage a strong uplift in 'staycation' visits to the district, we will continue to act in line with all Government advice as Covid-19 restrictions are further eased.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
	<input checked="" type="checkbox"/> 2.6.1 Work with partners to identify skills deficiencies & monitor apprenticeships	Performance
Comments		The Covid-19 pandemic has continued to have an impact on apprenticeships, to which it is anticipated that this will take time to recover. Whilst we continue to work with businesses to support this, we are presently further engaged in delivering a local 'Kickstart' programme. This Government initiative is intended to support 16-24yr olds into work by providing a 6 month paid placement.
Owner		Stuart Quick
Stage		In Progress
Start Date		04/02/2020
Due Date		31/12/2021





<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	Performance	★
	Comments	Delayed due to Covid-19 pandemic. The inclusive Growth Coalition is due to refresh the delivery plan, in the light of the consequences of the pandemic. It is deemed even more important than ever, especially a renewed focus on skills; however, tangible progress locally has been stalled due to diversion of the team into Covid-19 response activity.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.3 Workforce development, skills and apprenticeship plan	Performance	★
	Comments	Project objectives refined as part of the Covid-19 response and the launch by Government of the national KickStart programme. The District Council has registered as a delivery partner of this programme through the Economic Growth Team and is now actively working with businesses to support young people into employment
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	18/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 2.7.1 Market towns initiative	Performance	✔
	Comments	
	Owner	Matthew Stembrowicz
	Stage	Completed
	Start Date	04/02/2020
	Due Date	01/01/2021






Customer Focus

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

Latest Update



		31/03/2021
<input checked="" type="checkbox"/> 3.1.1 Undertake a Customer Contact Survey	Performance	
	Comments	This is not a key priority currently. The action has been deferred due to Covid-19.
	Owner	David Williams
	Stage	Parked
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	
	Comments	A first draft of the Customer Service Strategy including the Customer Charter has been produced and updated to take account of initial comments from internal stakeholders. Awaiting further feedback and then the draft will be formatted using the corporate policy template. The draft Customer Service Strategy and Customer Charter will then be for internal consultation with management Teams & Staff Representative Groups. It is planned for the final draft to be ready by the end of May with a view to adopt the strategy by the end of Summer 2021.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	
	Comments	A first draft of the Customer Service Strategy including the Customer Charter has been produced and updated to take account of initial comments from internal stakeholders. Awaiting further feedback and then the draft will be formatted using the corporate policy template. The draft Customer Service Strategy and Customer Charter will then be for internal consultation with management Teams & Staff Representative Groups. It is planned for the final draft to be ready by the end of May with a view to adopt the strategy by the end of Summer 2021.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2021
<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance	
	Comments	This action has not started and will require discussions with the HR Manager and the completion of an initial draft project proposal. It is proposed that the training will be coordinated with the new Customer Service Strategy & Charter. This has been rescheduled once the customers services strategy and charter has been approved therefore due date has been moved from July to end of September
	Owner	David Williams
	Stage	Not Started
	Start Date	04/05/2020
	Due Date	30/09/2021

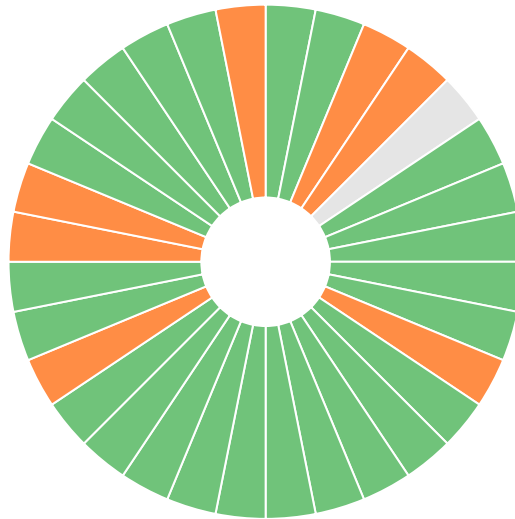
<input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter	Performance	
	Comments	The Customer Charter has not yet been developed or adopted so no monitoring of implementation can take place yet. The due date has been amended accordingly.
	Owner	Helen Thomas
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.1.6 Digital By Design	Performance	
	Comments	Progress continues with a number of projects. These include web forms to support the new waste contract, a Council Wide Customer satisfaction survey webform. The transition of the on-line payments system to GovPay is now completed which will simplify and standardise customer on-line payments.
	Owner	Sean Kelly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance	
	Comments	The PID has been presented to CLT. Deferred during 2021 due to Covid-19. Proposals to undertake survey in March 2022 to be developed so the survey can be conducted in quarter 1 2022.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere	Performance	
	Comments	This work cannot be carried out yet as it is dependent on action 3.2.1 Undertake an annual Residents Survey in order to have the north Norfolk figures to compare against other councils. Due to Covid-19 it has been rescheduled to be completed by 31 December 2021. The completion date for this action has been reset to 31 March 2022.
	Owner	Helen Thomas
	Stage	Not Started
	Start Date	29/05/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	
	Comments	The scope and responsibility for this area of the Council's work is currently under review as a result of the re-structuring and Covid-19. This will now be revisited as part of the Council's Covid-19 recovery plan.
	Owner	Steve Blatch
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	29/06/2021

<input checked="" type="checkbox"/> 3.4.2 Establish Town & Parish Council Forum	Performance	★
	Comments	The Town and Parish Council Forum is now moving to a 'remote/virtual' format with a meeting scheduled for 24th May 2021. It is then intended that these will move forwards on a quarterly basis.
	Owner	Emma Denny
	Stage	Completed
	Start Date	01/09/2019
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions	Performance	▲
	Comments	Delayed due to Covid-19.
	Owner	Emma Denny
	Stage	Not Started
	Start Date	01/03/2021
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.4 Establish Environment Panels	Performance	★
	Comments	An Environmental Forum is due to be held on the 23rd April 2021
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/10/2019
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance	●
	Comments	
	Owner	Rob Holmes
	Stage	In Progress
	Start Date	01/10/2019
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance	★
	Comments	The Communications Plan has been approved and the communications team has accordingly devised new content and new audience figure objectives for the Council's social media channels. We have also agreed improved communications objectives with reference to keeping Members informed of key media matters and are currently updating the Council's media and social media protocols.
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021

Climate, Coast and the Environment

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

Latest Update



		31/03/2021
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	★
	Comments	Work has started to re-commence the Environment Forum events and a list of organisations and stakeholders who may be keen to work with the Council is being formulated. In the next few months an engagement plan will be developed
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.1.2 Develop an action plan, draft, adopt and publish Environment Charter	Performance	★
	Comments	Charter was presented to Cabinet on the 10th May following public and internal consultation.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 4.1.3 Promote energy efficiency and behavioural change towards greater sustainability	Performance	●
	Comments	Environment Forum presented the Charter to the delegates and explained ways in which the public could support the Council on it's journey towards a low-carbon future
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	Performance	●
	Comments	Awareness of environmental challenges has been addressed via the Council's Environment Forum. Ongoing discussions are taking place between stakeholders and partners about how to disseminate information regarding the environmental challenges faced across the District. The due date of 30 June 2021 has been removed because this action is an ongoing piece of work throughout the period of the Corporate Plan.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.1.5 Monitor and review the implementation of the Environmental Charter and Action Plan	Performance	
	Comments	n/r
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	20/06/2021
	Due Date	31/12/2021

<input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future	Performance	★
	Comments	A key objective of the new Local Plan is to manage the impacts of development on climate change and ensuring that the growth proposed is climate resilient. Policies relating to minimising flood risk, minimising risks associated with coastal erosion, controlling the location of development to limit unnecessary travel, and a comprehensive set of building construction standards lie at the heart of the strategy and respond to the Council's declaration of a Climate Emergency.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.2.2 Protect and enhance the natural and built environment	Performance	✔
	Comments	n/r
	Owner	Phillip Rowson
	Stage	Completed
	Start Date	04/02/2020
	Due Date	30/06/2020
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	★
	Comments	Draft report received April 2021.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	The newly appointed Environmental Policy Officer has requested to have input into this section of the committee report template. It is hoped that the revised template will be finalised shortly to reflect this input and agreed by Senior Management and Members. The due date for this has been amended from November 2020 to May 2021 to allow the newly appointed Environmental Policy Officer to be established in post.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	24/05/2021

<input checked="" type="checkbox"/> 4.3.3 Measure, monitor and report on the change in the Council's emissions and review action plan	Performance	★
	Comments	<p>Baseline carbon emissions data has been completed by the Carbon Trust. This is a key milestone and piece of work as it will feed into the Action Planning work that the team are starting to develop.</p> <p>The draft Environmental Charter has been shared with 90 staff and Members Across the Council and is due to be taken to Overview and Scrutiny committee on the 23rd April and Cabinet on the 10th May</p> <p>The due date from this project has been moved from the 31st December 2020 to 14th December 2023 (end of Environmental Policy Officer contract) to reflect the ongoing nature of this workstream.</p>
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.3.4 'Green energy' initiatives	Performance	●
	Comments	
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.1 Agree the vision and business plan for Coastal Partnership East	Performance	★
	Comments	The Head of Coastal Partnership East is developing business case themes to assist delivery of key priorities to be presented to the Coastal Partnership East Board by the autumn of 2021.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.4.2 Establish evidence of coastal change impacts, interpret and communicate this to policymakers	Performance	★
	Comments	Anglia Coastal Monitoring Programme funding confirmed for one year and discussions are ongoing regarding the analysis of data. UEA research secondment in place to develop an understanding of coastal climate impacts evidence base. Recommend deleting the due date of 31 March 2021 for this action as this will be ongoing work throughout the life of the Corporate Plan.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set

		31/03/2021
<input checked="" type="checkbox"/> 4.4.3 Local coastal communities - adaptive responses to coastal change and resilience	Performance	★
	Comments	An expression of interest for the Innovative Resilience Fund has been successful. This £8m project will be developed further to outline a business case to be submitted to the project governance process. Recommend deleting the due date of 31 March 2021 for this action as this will be ongoing work throughout the life of the Corporate Plan.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.4 Develop innovative coastal management approaches	Performance	★
	Comments	An expression of interest for the Innovative Resilience Fund has been successful. This £8m project will be developed further to outline a business case to be submitted to the project governance process. Recommend deleting the due date of 31 March 2021 for this action as this will be ongoing work throughout the life of the Corporate Plan. Reply
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2023
<input checked="" type="checkbox"/> 4.4.5 Continue to implement local actions to manage the coast	Performance	★
	Comments	Maintenance of coastal assets has continued over the last quarter and this has been supplemented by a response to assist with clearing windblown sand where required. Recommend deleting the due date of 31 March 2021 for this action as this will be ongoing work throughout the life of the Corporate Plan.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy regarding coastal management	Performance	★
	Comments	Submitted a response to the DEFRA winter floods consultation. Engaged with the LGA Coastal SIG and Coastal Groups Network in developing action plans to support the EA flood and coastal Erosion Risk Management Strategy.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2023
<input checked="" type="checkbox"/> 4.5.1 Collect and analyse data	Performance	★
	Comments	This is an ongoing piece of work that will continuously be developed over the next few years.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	14/12/2023

		31/03/2021
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	★
	Comments	The due date for this project has been moved from the 31st December 2020 to 31st May 2021.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/05/2021
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	Performance	★
	Comments	This is an ongoing piece of work that will continuously be developed over the next few years - various community planting schemes have already been developed and delivered.
	Owner	Annie Sommazzi
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/05/2021
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	★
	Comments	NNDC have now planted 20,000 trees, have approximately another 40,000 trees worth of project in the pipeline and are working with some major stakeholders on tree planting initiatives.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/10/2020
	Due Date	31/12/2022
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	●
	Comments	Electric vehicle charging points have been installed at district council carparks in Cromer, Fakenham, Holt, Sheringham and Wells as well as at the Councils Holt Road offices during 2020/21. A scheme was proposed in North Walsham but sufficient power supply was identified as being a problem so alternative locations in the town are being identified.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 4.6.2 Assess demand/growth in the use of electric vehicles and roll-out of further charging points	Performance	★
	Comments	Works are ongoing. Feasibility and options for future locations to be discussed with the Environmental Policy Officer. Proposals for future installation sites will enable comprehensive individual assessment of existing electrical infrastructure and overall suitability.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021

		31/03/2021
<input checked="" type="checkbox"/> 4.6.3 Include policies on EV and EV infrastructure in the Local Plan and in asset management plans	Performance	★
	Comments	The draft Local Plan includes policies requiring all new dwellings and commercial schemes where vehicles are parked to include EV charging points.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	28/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.6.4 Review staff/member travel policies and future options that will reduce emissions	Performance	●
	Comments	Due date amended from January 2021 to June 2021.
	Owner	James Claxton
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	Performance	●
	Comments	This will form part of wider communications on environmental objectives, undertaken by the new environmental post holders and forms part of the overall Environmental Charter content
	Owner	Robert Young
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	07/09/2021
<input checked="" type="checkbox"/> 4.7.1 Implement the waste contract	Performance	✔
	Comments	n/r
	Owner	Scott Martin
	Stage	Completed
	Start Date	04/02/2020
	Due Date	30/04/2020
<input checked="" type="checkbox"/> 4.7.2 Waste & cleansing contract - investigate going beyond the minimum necessary	Performance	★
	Comments	<p>We continue to discuss with Serco, the opportunities for additional services such as the collection of waste electrical items from the kerbside and the re-use of good quality bulky items (furniture etc.) rather than the disposal. The introduction of these has been problematic due to the covid situation.</p> <p>We are also actively pursuing opportunities for electric vehicles as part of the Serco fleet and orders have now been placed for a number of such vehicles to be deployed on the contract.</p> <p>Due date has been removed as this activity will continue throughout the life of the corporate plan.</p>
	Owner	Scott Martin
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set

<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance	★
	Comments	<p>During quarter four we have supported the opening of a new community fridge in Sheringham and good progress has been made with another for Stalham. These initiatives can assist in the overall reduction of waste.</p> <p>Sites have been identified for trials of new style recycling bins for flats and/or other communal bin areas. These trials will be rolled out during the next quarter and are designed to improve the capture of recyclable materials that are currently going into residual waste and also reduce contamination of the recycling bins.</p> <p>Due date has been removed as this activity will continue throughout the life of the corporate plan.</p>
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	not set
	<input checked="" type="checkbox"/> 4.7.4 Establish data collection systems analyses	Performance
Comments		
Owner		Scott Martin
Stage		Completed
Start Date		01/06/2020
Due Date		31/12/2020

<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance	★
	Comments	<p>During quarter fur we have supported the opening of a new community fridge in Sheringham and good progress has been made with another for Stalham whcih should open in the next couple of months. These initiatives can assist in the overall reduction of waste.</p> <p>We also supported the very first WRAP Food Waste Action Week 1 – 7 March, through social media channels also and linking with Food Savvy (hubbub and Norfolk & Suffolk food waste initiative). Covid Lockdown prevented further 'on the ground' work such as roadshows that would have otherwise been useful to promote the initiative. Through linking to the FOOD SAVVY Norfolk and Suffolk campaign, we encouraged people to share their tips and stories and also promoted home composting for the unavoidable food waste such as vegetable peelings.</p> <p>Community Fridges also used the resources on their social media pages and we intend on continuing to use the message 'Wasting Food Feeds Climate Change' at all the Community fridges to de-stigmatise their intention as a place to share food and divert from waste, rather than the widely held perception of a Foodbank.</p> <p>Sites have been identified for trials of new style recycling bins for flats and/or other communal bin areas. These trials will be rolled out during the next quarter and are designed to improve the capture of recyclable materials that are currently going into residual waste and also reduce contamination of the recycling bins.</p>
	Owner	Scott Martin
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2021





<input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Performance	●
	Comments	<p>The North Norfolk element of this contract has now achieved accreditation to ISO 14001 in respect of the Environmental Management System.</p> <p>There have been some delays to the implementation of the carbon reduction measures to the depot buildings, predominantly related to Covid19 impact but work on these should now proceed as lockdown restrictions ease.</p> <p>Eight all electric small vans have been ordered for the Supervisor and Toilet Cleaner roles following the identification of new vehicles to the market which had sufficient range to meet the contract specification requirements. Serco are also in discussion with NNDC around the installation of charging points in key locations to ensure that vehicles can be charged during the day to extend the range further.</p> <p>Officers have applied through Serco to trial an all-electric 16t tail lift lorry with a view to deployment across bin delivery and bulky waste collections within NN and across the wider contract and this will inform Serco's approach locally and nationally.</p>
	Owner	Steve Hems
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	30/04/2022






Quality of Life

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

Latest Update



		31/03/2021
<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Performance	
	Comments	Work on this objective has been delayed due to the need to focus on the Council's Covid-19 response and support for local businesses. It is proposed that this work will be progressed during the 2021/22 civic year.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	
	Comments	Work on this objective has been delayed due to the need to focus on the Council's Covid-19 response and support for local businesses. It is proposed that this work will be progressed during the 2021/22 civic year.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2021
<input checked="" type="checkbox"/> 5.2.2 Implement the Quality of Life Strategy	Performance	
	Comments	It is proposed that this work will be progressed during the 2021/22 civic year.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	
	Comments	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> • The Cedars – a condition survey has been produced to identify the costs of restoring the building to habitable use.. A scoping option report has been completed following a workshop held with elected members and stakeholders to agree a preferred 'office type' use for the listed buildings. • A landscape design consultant team, led by Influence Environmental Ltd, has been appointed to design, develop and oversee the community engagement and construction phase of the town centre placemaking • A Building Improvement Grant is presently in development. This scheme will support the repair and restoration of buildings, shop fronts and underutilised spaces • A separate funding application has been submitted and approved by Historic England. The funding is awarded to an independent Cultural Consortium and will deliver cultural programming to complement the main HSHAZ scheme.
	Owner	Jenni Jordan
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024

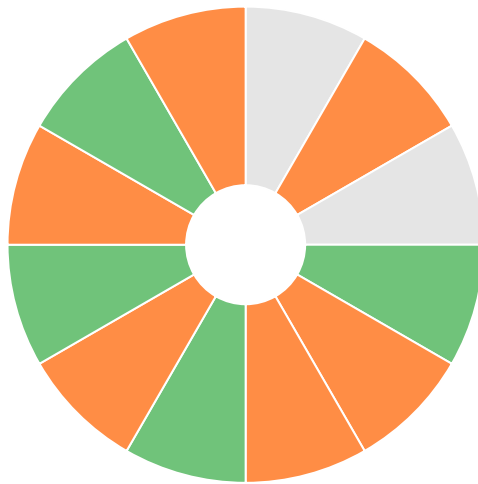
<input checked="" type="checkbox"/> 5.4.1 Formulate and publish an accessibility guide	Performance	
	Comments	The due date was amended from 1 March 2020 to 31 December 2021 to reflect the expansion of the scope of this action.
	Owner	Sonia Shuter
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	
	Comments	The demolition of Splash is now complete and finalisation of the landscaping/Car Park of the Reef has now been brought forward to the end of August 21. The budget position remains unchanged. A communication and marketing campaign is being developed with Everyone Active in the lead up to the opening of the new facility to promote its role in helping people to maintain their health and fitness.
	Owner	Kate Rawlings
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	12/08/2021
<input checked="" type="checkbox"/> 5.6.1 Maintain and enhance the physical structure of Cromer Pier and a programme of events	Performance	
	Comments	We are expecting to tender these works during June, works will commence following the tender process and subject to budget confirmation.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	Performance	
	Comments	Tenders have been accepted to provide new public toilets at Stearmans Yard, Wells and Queen's Road, Fakenham.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	
	Comments	All Green Flags retained in 2020/21.and we are awaiting the results for 2021/22.There was an expectation that all blue flags would be retained. Since the end of March we have received notification that for 2021 Blue Flags have been awarded to Sheringham, Cromer, East Runton, West Runton, Mundesley and Sea Palling.
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	not set





<input checked="" type="checkbox"/> 5.9.1 Deliver the first Mammoth Marathon	Performance	●
	Comments	It has been decided to postpone until 15 May 2022. This is due to Covid restrictions, and the un certainty of being able to organise the event under the current restrictions.
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	15/05/2022
	<input checked="" type="checkbox"/> 5.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	Performance
Comments		<p>Continual monitoring and sharing funding opportunities to support a range of projects with impact QoL. QoL survey is yet to be undertaken however ongoing work continues to support community partnerships and collaborative projects.</p> <p>Funding and support is ongoing for several other QoL objectives such as:</p> <ul style="list-style-type: none"> • North Walsham HAZ – Secured £90,000 funding from HE and ACE for the cultural programming (announcement embargoed until May) with equal match funding being secured from in-kind and other grants and sources. Produced a community engagement plan and delivery strategy. Continually exploring funding opportunities additional funding for other programme strands. • Cromer Pier and Pavilion programme of events – Several external funding opportunities have been identified and shared with the Pavilion Theatre. TSSG funding was awarded to support the Strictly Variety Xmas Show. • Identifying and sharing potential funding to support Blue and Green Flag sites including exploring funding for the development of a sensory garden in Holt country park. Also leading on development of Deep History Coast initiative improving the understanding and accessibility of our coast and its historic importance, including; building better partnership working with NMS and developing an associated learning programme, sponsoring the 2022 Break GoGo discover Art Trail, developing a new visitor leaflet and working with local business to utilise the DHC promotional brand to meet the health and wellbeing needs of the local community and attract visitors to the area. • Mammoth Marathon- Leading on the charity partnerships and supporting development of corporate sponsorship
Owner		Laura Blackwell
Stage		Not Started
Start Date		02/11/2020
Due Date		not set
<input checked="" type="checkbox"/> 5.11.1 Community support initiatives review		Performance
	Comments	
	Owner	Sonia Shuter
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2020

Financial Sustainability and Growth

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

Latest Update



		31/03/2021
<input checked="" type="checkbox"/> 6.1.1 Establish a baseline against which to review and control fees and charges	Performance	
	Comments	n/r
	Owner	Lucy Hume
	Stage	Not Started
	Start Date	30/06/2021
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.2 Develop a public convenience policy	Performance	
	Comments	Tenders have been accepted to provide new public toilets at Stearmans Yard, Wells and Queen's Road, Fakenham.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	
	Comments	n/r
	Owner	Lucy Hume
	Stage	Not Started
	Start Date	01/06/2021
	Due Date	30/04/2022
<input checked="" type="checkbox"/> 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance	
	Comments	There are no further updates since the previous report, officers will feed in to any further consultations in respect of business rates as they are released.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.5 Undertake service reviews to improve efficiency and reduce costs	Performance	
	Comments	Zero Based Budgeting will be explored for the 2022-23 budget process. This has been delayed due to the COVID response and the reprioritisation of the Delivery Plan. A detailed plan covering the implementation of Zero Based Budgeting will be produced in the summer.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 6.2.1 Develop a Financial Sustainability Strategy	Performance	
	Comments	Savings and Income generation workshop held with O&S Members. These ideas are being explored in addition to those generated by OMT and will inform the Financial Sustainability Strategy.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021

<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance	★
	Comments	Due to Covid-19 the preparation of the 2021/22 budget has not proposed any changes to car park charging for the forthcoming financial year, this area will however be considered for the following financial year.
	Owner	Duncan Ellis
	Stage	Parked
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.2.3 Explore the opportunities to generate income from advertising and sponsorship	Performance	●
	Comments	Briefing meeting to be undertaken to enable Estates to move forward with this priority
	Owner	Renata Garfoot
	Stage	Parked
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 6.3.2 Explore options for investing in medical centre development/health care facilities	Performance	✔
	Comments	Part of the project is moving forward with a specialist developer who has acquired part of the site and is seeking to deliver an housing with extra care facility. A small parcel of land that forms part of the overall site has come to the market. The Council made a bid to acquire a small parcel of land which would form part of the medical hub site. The offer was rejected and negotiations continue. Discussions continue with NWCCG based on their emerging estates strategy which has been delayed due to Covid-19.
	Owner	Renata Garfoot
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	Performance	●
	Comments	
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 6.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	Performance	★
	Comments	Works are ongoing. Feasibility and options for future locations to be discussed with the Environmental Policy Officer. Proposals for future installation sites will enable comprehensive individual assessment of existing electrical infrastructure and overall suitability.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 6.4.2 Explore the potential for the installation of photo voltaics (PV) on the Council's assets	Performance	●
	Comments	This is an ongoing piece of work that will be informed by the Action Plan which is currently in development.
	Owner	Annie Sommazzi
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2021

Performance achieving targets

Key Performance Indicators

This report shows performance for the Corporate Plan Key Performance Indicators (KPIs). The performance levels shown are the year-to-date figures for monthly, quarterly and annual measures.

		Mar 2021
AP 001 Level of investment made in upgrading public conveniences (£)	Performance (YTD)	!
	Actual (Period) (YTD)	14,660.20
	Target (YTD)	
	Direction of change (YTD)	n/a
	Owner	Russell Tanner
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ Organisational Resources ■ 5 - Quality of Life
AP 002 Number of changing places facilities provided	Performance (YTD)	●
	Actual (Period) (YTD)	0
	Target (YTD)	1
	Direction of change (YTD)	✗
	Owner	Russell Tanner
	Comments	One facility due to be delivered in 2020/21. Contract recently awarded for Stearmans Yard, Wells and Queen's Road, Fakenham for delivery in 2021/22.
	Objective/ Department	<ul style="list-style-type: none"> ■ Organisational Resources ■ 5 - Quality of Life
CS 001 Number of complaints	Performance (YTD)	★
	Actual (Period) (YTD)	280
	Target (YTD)	451
	Direction of change (YTD)	✗
	Owner	Jane Wisson
	Comments	Due to inclement weather conditions and the ongoing Covid 19 pandemic some services have found that they have seen an increase in complaints during certain short periods during the year. This has seen an increase in complaints for Council Tax due to significant additional workloads during the fourth quarter period whilst responding to and administering the Governments various grant schemes to support businesses forced to close due to the pandemic which impacted upon their usual processing speeds. The bad weather recently also meant additional complaints around missed bins for the EHO service.
	Objective/ Department	<ul style="list-style-type: none"> ■ Customer Service Improvement ■ 3 - Customer Focus
EC 001 Council carbon footprint (tCO2e)	Performance (YTD)	?!
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Annie Sommazzi
	Comments	The most recent figure available at present is 6,633 tonnes for 2018/19.
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 4 - Climate, Coast and the Environment

		Mar 2021
EC 002 Number of trees planted	Performance (YTD)	!
	Actual (Period) (YTD)	12,675
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Annie Sommazzi
	Comments	NNDC have now planted 20,116 trees, have approximately another 40,000 trees worth of project in the pipeline and are working with some major stakeholders on tree planting initiatives.
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 4 - Climate, Coast and the Environment
EG 011 Number of businesses supported	Performance (YTD)	★
	Actual (Period) (YTD)	912
	Target (YTD)	200
	Direction of change (YTD)	↓✓
	Owner	Stuart Quick
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 2 - Boosting Business Sustainability and Growth
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	410
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Lisa Grice
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ People Services
HS 001 Number of affordable homes built	Performance (YTD)	★
	Actual (Period) (YTD)	108
	Target (YTD)	100
	Direction of change (YTD)	↓✓
	Owner	Nicky Debbage
	Comments	Outturn for 2020/21 is 108 affordable homes. This is above the 100 target but considerably lower than the start of year forecast, this is due to a number of schemes slipping into 2021/22
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 1 - Local Homes for Local Need
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	●
	Actual (Period) (YTD)	102,453
	Target (YTD)	103,625
	Direction of change (YTD)	↓✓
	Owner	Karl Read
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ 5 - Quality of Life ■ Environmental and Leisure Services

		Mar 2021
LE 015 Number of Blue Flag beaches	Performance (YTD)	★
	Actual (Period) (YTD)	6
	Target (YTD)	6
	Direction of change (YTD)	→
	Owner	Karl Read
	Comments	Since the end of March we have been awarded six Blue Flags again for 2021.
	Objective/ Department	<ul style="list-style-type: none"> ■ 5 - Quality of Life ■ Environmental and Leisure Services
LE 016 Number of Green Flag open spaces	Performance (YTD)	★
	Actual (Period) (YTD)	3
	Target (YTD)	3
	Direction of change (YTD)	→
	Owner	Karl Read
	Comments	All Green Flags retained in 2020/21.awaiting results for 2021/22.
	Objective/ Department	<ul style="list-style-type: none"> ■ 5 - Quality of Life ■ Environmental and Leisure Services
NN 001 Affordability indicator - ratio of median house price to median gross annual earnings	Performance (YTD)	?!
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Nicky Debbage
	Comments	2020/21 data not available, due March 2022. The ratio for 2019/20 was 9.53.
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 1 - Local Homes for Local Need
PP 001 Number of new homes built of all tenures	Performance (YTD)	★
	Actual (Period) (YTD)	481
	Target (YTD)	420
	Direction of change (YTD)	↕
	Owner	Mark Ashwell
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ Planning ■ 1 - Local Homes for Local Need

		Mar 2021
CE 001 Number of very long term empty homes (2 years or more as at 1st day of each month)	Performance (YTD)	!
	Actual (Period) (YTD)	158
	Target (YTD)	
	Direction of change (YTD)	↑x
	Owner	Bob Wade
	Comments	The number has decreased from 174 on 31 March 2020 to 151 on 31 March 2021. The reasons for this are likely to be due, in part at least, to the market but also the financial impact of the council tax levy, amongst other things. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Combined Enforcement Team Leader and the Revenues Manager monitors these properties. Given current capacity within the teams legal interventions are constrained not least given the time and complexity of tackling this issue. A new Housing strategy will include this issue but any resources will need to be targeted given local housing needs and recognise that there are rarely instant solutions in bringing long term empties back into use via the corporate Enforcement board.
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ Planning
CE 003 Number of long term empty homes (6 months or more as at 1st day of each month)	Performance (YTD)	!
	Actual (Period) (YTD)	537
	Target (YTD)	
	Direction of change (YTD)	↑x
	Owner	Bob Wade
	Comments	The number has decreased from 629 on 31 March 2020 to 546 on 31 March 2021. The reasons for this are likely to be due, in part at least, to the market but also the financial impact of the council tax levy, amongst other things. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Combined Enforcement Team Leader and the Revenues Manager monitors these properties. Given current capacity within the teams legal interventions are constrained not least given the time and complexity of tackling this issue. A new Housing strategy will include this issue but any resources will need to be targeted given local housing needs and recognise that there are rarely instant solutions in bringing long term empties back into use via the corporate Enforcement Board.
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ Planning

Performance Focus

This section of the report shows all the performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are the year-to-date figures for monthly, quarterly and annual measures.



Latest Update

		Mar 2021
AS 003 Occupancy rate of Council-owned rental properties - Concessions	Performance (YTD)	▲
	Actual (Period) (YTD)	66.67
	Target (YTD)	80.00
	Direction of change (YTD)	↕✗
	Owner	Renata Garfoot
	Comments	New licences commenced as at 01/04/2021 and will show in the next reporting period.
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	▲
	Actual (Period) (YTD)	44.10
	Target (YTD)	5.00
	Direction of change (YTD)	↕✗
	Owner	Renata Garfoot
	Comments	Year end data to be confirmed. The team continues to monitor debts in accordance with debt recovery policy and is actively pursuing debts with tenants..
EG 010 Number of businesses engaged via business support events	Performance (YTD)	▲
	Actual (Period) (YTD)	64
	Target (YTD)	200
	Direction of change (YTD)	↕✓
	Owner	Stuart Quick
	Comments	There has been a reduction in the number of business engaged via business support events due to the consequent restrictions of the pandemic, resulting in fewer engagement activities. Moreover, the focus of the Economic Growth Team has been on grants and funding to support business survival. However, the Team have continued to promote events and activities delivered by our business support partners, which have predominantly been held remotely.
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	36.95
	Target (YTD)	80.00
	Direction of change (YTD)	↕✗
	Owner	Emily Capps
	Comments	There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response.

		Mar 2021
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	36.90
	Target (YTD)	80.00
	Direction of change (YTD)	↕
	Owner	Emily Capps
	Comments	There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response.
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance (YTD)	▲
	Actual (Period) (YTD)	57.5
	Target (YTD)	41.0
	Direction of change (YTD)	↕
	Owner	Jeny Carroll
	Comments	
LE 010 Number of Adult Visitors to Parks and Countryside Events	Performance (YTD)	▲
	Actual (Period) (YTD)	0
	Target (YTD)	525
	Direction of change (YTD)	→
	Owner	Karl Read
	Comments	Events have still not returned to the park due to Covid-19 restrictions.
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance (YTD)	▲
	Actual (Period) (YTD)	0
	Target (YTD)	1,024
	Direction of change (YTD)	→
	Owner	Karl Read
	Comments	Events have still not returned to the park due to Covid-19 restrictions.
LE 012 Total number of Visitors to Parks and Countryside Events	Performance (YTD)	▲
	Actual (Period) (YTD)	0
	Target (YTD)	60
	Direction of change (YTD)	→
	Owner	Karl Read
	Comments	Events have still not returned to the park due to Covid-19 restrictions.
LE 013 Income from events organised at Country Parks	Performance (YTD)	▲
	Actual (Period) (YTD)	0.00
	Target (YTD)	4,760.00
	Direction of change (YTD)	→
	Owner	Karl Read
	Comments	Events have still not returned to the park due to Covid-19 restrictions.








This report does not contain any data

All other management performance measures











This report shows performance for all other monthly, quarterly and annual operational management performance measures. The performance levels shown are the year-to-date figures for monthly, quarterly and annual measures.



Latest Update

		Mar 2021
AS 001 Occupancy rate of Council-owned rental properties - Industrial	Performance (YTD)	
	Actual (Period) (YTD)	81.82
	Target (YTD)	85.00
	Direction of change (YTD)	→
	Owner	Renata Garfoot
	Comments	Currently seeking tenants for new units purchased Dec 20. Land previously used as a compound vacant. All other industrial buildings occupied.
AS 002 Occupancy rate of Council-owned rental properties - Retail	Performance (YTD)	
	Actual (Period) (YTD)	78.21
	Target (YTD)	78.00
	Direction of change (YTD)	
	Owner	Renata Garfoot
	Comments	Those units that are currently vacant require works to make them lettable, the team is actively seeking tenants to occupy these units.
AS 005 Rate of Return - Industrial	Performance (YTD)	
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Renata Garfoot
	Comments	Data not currently available.
AS 006 Rate of Return - Retail	Performance (YTD)	
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Renata Garfoot
	Comments	Data not currently available to update this measure.
AS 007 Percentage of assets that have a Stock Condition Survey rating of A-B	Performance (YTD)	
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Renata Garfoot
	Comments	Data not currently available.
AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time	Performance (YTD)	
	Actual (Period) (YTD)	100.00
	Target (YTD)	100.00
	Direction of change (YTD)	→
	Owner	Lucy Hume
	Comments	There were no priority 1 recommendations due on or before 31 March 2021.

		Mar 2021
AU 002 Percentage of Priority 2 (Important) audit recommendations completed on time	Performance (YTD)	★
	Actual (Period) (YTD)	90.00
	Target (YTD)	70.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from Internal Audit team.
AU 004 Percentage of audit days delivered	Performance (YTD)	★
	Actual (Period) (YTD)	100.00
	Target (YTD)	100.00
	Direction of change (YTD)	↕
	Owner	Lucy Hume
	Comments	
BC 001 Building Control income (£)	Performance (YTD)	●
	Actual (Period) (YTD)	349,262.00
	Target (YTD)	379,992.00
	Direction of change (YTD)	↕
	Owner	Stuart Tate
	Comments	
BE 027 (HB1) Average time for processing new claims (housing benefit and council tax support)	Performance (YTD)	★
	Actual (Period) (YTD)	12.67
	Target (YTD)	20.00
	Direction of change (YTD)	↕
	Owner	Trudi Grant
	Comments	The service has continued to process applications for Housing Benefit and Council Tax Support promptly. Our target to make a decision on a new application for benefits is 21 days. In March our average time to process new claims was 12 days and for the year our average was 13 days. The service is pleased to continue to perform well and within targets despite the significant increase to the number of applications over the last year.
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	★
	Actual (Period) (YTD)	10.00
	Target (YTD)	14.00
	Direction of change (YTD)	↕x
	Owner	Trudi Grant
	Comments	



		Mar 2021
CE 002 Number of long term empty homes (6 months or more as at October each year)	Performance (YTD)	
	Actual (Period) (YTD)	564
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Bob Wade
	Comments	This is the yearly indicator reported in October each year to Government and the figures have decreased from 572 in October 2019 to 564 in October 2020. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Combined Enforcement Team Leader and the Revenues Manager monitors these properties. This work has reduced because of the extra work created by the pandemic eg business grant work. The figures are based on what council tax data has been processed to date and it should be noted that there are backlogs currently in this service area which will affect these figures reported.
CS 003 Average wait time (minutes) - Customer Services	Performance (YTD)	
	Actual (Period) (YTD)	0.00
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.
CS 004 Average transaction time (minutes) - Customer Services	Performance (YTD)	
	Actual (Period) (YTD)	9.11
	Target (YTD)	10.00
	Direction of change (YTD)	
	Owner	Stuart Harber
	Comments	
CS 006 Percentage of customers who were quite / extremely satisfied-helpful pleasant and courteous	Performance (YTD)	
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	
	Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.
CS 007 Percentage of customers who were quite/extremely satisfied - competent/knowledgeable/p	Performance (YTD)	
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	
	Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.



		Mar 2021
CS 008 Percentage of customers who were quite or extremely satisfied with the time taken	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	➔
	Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.
CS 009 Percentage of customers who were quite or extremely satisfied they got everything they need	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	➔
	Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.
DM 024 (24m) Percentage of non-major planning applications determined within time period	Performance (YTD)	★
	Actual (Period) (YTD)	82.93
	Target (YTD)	80.00
	Direction of change (YTD)	✖
	Owner	Phillip Rowson
	Comments	
DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	★
	Actual (Period) (YTD)	0.77
	Target (YTD)	10.00
	Direction of change (YTD)	✔
	Owner	Phillip Rowson
	Comments	
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within time period	Performance (YTD)	n/a
	Actual (Period) (YTD)	15
	Target (YTD)	
	Direction of change (YTD)	✖
	Owner	Phillip Rowson
	Comments	
EG 001 Number of new jobs created	Performance (YTD)	!
	Actual (Period) (YTD)	215
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Stuart Quick
	Comments	
EG 004 Number of VAT registered businesses	Performance (YTD)	?!
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Stuart Quick
	Comments	2020/21 data not available yet, due October 2021. 2019/20 number of businesses 4,955.



		Mar 2021
EG 006 Business Expansion / land developed / premises filled (sqm)	Performance (YTD)	!
	Actual (Period) (YTD)	47,290
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Stuart Quick
	Comments	
-> EG 007 Number of visitors to North Norfolk	Performance (YTD)	?!
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Stuart Quick
	Comments	2020/21 data not available yet, due October 2021. The latest figure available is for 2019/20 - 9,919,200.
-> EG 008 Value of visitors in North Norfolk (£)	Performance (YTD)	?!
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Stuart Quick
	Comments	2020/21 data not available yet, due October 2021. The latest figure available is for 2019/20 - £528,931,378.
EG 009 Grants awarded (£)	Performance (YTD)	★
	Actual (Period) (YTD)	58,500,323.38
	Target (YTD)	0.00
	Direction of change (YTD)	✓
	Owner	Stuart Quick
	Comments	
EP 001a Percentage of responses to nuisance complaints within 2 working days	Performance (YTD)	★
	Actual (Period) (YTD)	80.43
	Target (YTD)	80.00
	Direction of change (YTD)	✗
	Owner	Emily Capps
	Comments	
HC 005 Number of grants awarded from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	21
	Target (YTD)	
	Direction of change (YTD)	✓
	Owner	Sonia Shuter
	Comments	
HC 006 Amount of funding investment from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	168,647.16
	Target (YTD)	
	Direction of change (YTD)	✓
	Owner	Sonia Shuter
	Comments	

		Mar 2021
HO 001 Number of people on the housing waiting list - total	Performance (YTD)	!
	Actual (Period) (YTD)	2,894
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
HO 006 Numbers on the housing waiting list	Performance (YTD)	n/a
	Actual (Period) (YTD)	2,867
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
HO 008 Numbers on the Housing Options Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	1,981
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
HO 009 Numbers on the Transfer Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	476
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
HR 007 Working days lost due to sickness absence - whole authority days per FTE	Performance (YTD)	★
	Actual (Period) (YTD)	5.90
	Target (YTD)	6.00
	Direction of change (YTD)	↕
	Owner	James Claxton
	Comments	Target achieved for quarter and for year. Significant improvement when compared to last year's figures.
HS 002 Number of affordable homes granted planning permission	Performance (YTD)	n/a
	Actual (Period) (YTD)	172
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Nicky Debbage
	Comments	
HW 003 Number of Disabled Facilities Grants completed	Performance (YTD)	n/a
	Actual (Period) (YTD)	86
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Karen Hill
	Comments	

		Mar 2021
HW 004 Number of Disabled Facilities Grants approved	Performance (YTD)	n/a
	Actual (Period) (YTD)	83
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Karen Hill
	Comments	
HW 005 Average Disabled Facilities Grant spend (£)	Performance (YTD)	n/a
	Actual (Period) (YTD)	42,697
	Target (YTD)	
	Direction of change (YTD)	n/a
	Owner	Karen Hill
	Comments	
IT 001 Number of transactions made via the Council website	Performance (YTD)	!
	Actual (Period) (YTD)	46,039
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Rob Holmes
	Comments	
LS 003 Legal Services fee income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	329,651.00
	Target (YTD)	72,000.00
	Direction of change (YTD)	↕
	Owner	Cara Jordan
	Comments	
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days	Performance (YTD)	●
	Actual (Period) (YTD)	82.31
	Target (YTD)	90.00
	Direction of change (YTD)	↘
	Owner	Cara Jordan
	Comments	
MJ 001 (24m) Percentage of major planning applications determined within time period	Performance (YTD)	★
	Actual (Period) (YTD)	75.93
	Target (YTD)	60.00
	Direction of change (YTD)	↘
	Owner	Geoff Lyon
	Comments	
MJ 002 (24m) Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	10.00
	Direction of change (YTD)	→
	Owner	Geoff Lyon
	Comments	

		Mar 2021
MJ 002 (n24m) Major - quality: Number of decisions allowed on appeal	Performance (YTD)	n/a
	Actual (Period) (YTD)	0
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Geoff Lyon
	Comments	
PL 001 Planning income (£)	Performance (YTD)	
	Actual (Period) (YTD)	737,155.00
	Target (YTD)	801,504.00
	Direction of change (YTD)	↕
	Owner	Phillip Rowson
	Comments	
PP 002 Number of homes granted planning permission (all tenure types)	Performance (YTD)	n/a
	Actual (Period) (YTD)	5,019
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Mark Ashwell
	Comments	
RV 009 Percentage of Council Tax collected	Performance (YTD)	
	Actual (Period) (YTD)	98.01
	Target (YTD)	98.40
	Direction of change (YTD)	↕
	Owner	Sean Knight
	Comments	The provisional council tax collection figure of 97.99% has now been confirmed as 98.01% as part of the QRC4 Government Return. This collection is below the target set of 98.4% for 2020/21 because of the covid19 support provided including decisions to stop taking recovery action ahead of courts and Enforcement Agents being cancelled by government. A soft reminder process was set up in August 2020 to start contacting customers regarding outstanding council tax. The first court of the financial year was held in November 2020. It is expected that recovery may take up to three years to recover from this as it becomes harder to collect each year with debtors having more to pay over a shorter timescale.

		Mar 2021
RV 010 Percentage of non-domestic rates collected	Performance (YTD)	
	Actual (Period) (YTD)	98.41
	Target (YTD)	99.10
	Direction of change (YTD)	
	Owner	Sean Knight
	Comments	The provisional Non-Domestic (Business) Rates (NDR) collection figure of 98.37% has now been confirmed as 98.41% as part of the QRC4 Government Return. This collection is below the target set of 99.1% for 2020/21 because of the covid19 support provided including decisions to stop taking recovery action ahead of courts and Enforcement Agents being cancelled by government. A soft reminder process was set up in August 2020 to start contacting customers regarding outstanding NDR. The first court of the financial year was held in November 2020. It is expected that recovery may take up to three years to recover from this as it becomes harder to collect each year with debtors having more to pay over a shorter timescale.

		Apr 2021
EG 003 Non-Domestic (Business) Rates Base (total number of properties)	Performance (YTD)	
	Actual (Period) (YTD)	7,901
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Stuart Quick
	Comments	

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North Norfolk District Council Equality, Diversity and Inclusion Policy 2021

Summary: All public authorities are required to publish one or more equality objectives, at least every four years, which they think should help them to meet the aims of the Public Sector Equality Duty. In addition, the Equality Act 2010 requires that people be treated fairly at work or when using services. The Equality, Diversity and Inclusion Policy 2021 sets out the Council's approach to demonstrate its compliance with the Act.

Options considered: The Council is legally required to publish its equality objectives. It is doing this alongside the publication of its refreshed Equality, Diversity and Inclusion Policy 2021.

Recommendations: To recommend to Full Council the formal adoption of its Equality Objectives and the Equality, Diversity and Inclusion Policy 2021.

Reasons for Recommendations: The Council is legally required to publish Equality Objectives. It is doing this alongside the publication of its refreshed Equality, Diversity and Inclusion Policy 2021. The Equality Objectives and Equality, Diversity and Inclusion Policy will need to be formally adopted by Full Council

Cabinet Member(s) Cllr S Butikofer, Leader	Ward(s) affected – all
Contact Officer, telephone number and email: Karen Hill, Assistant Director of People Services, 01263 516183, karen.hill@north-norfolk.gov.uk	

1. Introduction

- 1.1. All public authorities are required to publish one or more equality objectives, at least every four years, which they think should help them to meet the aims of the Public Sector Equality Duty. In addition the Equality Act 2010 requires that people be treated fairly at work or when using services.
- 1.2. The best way of setting out the Council's commitment to and approach to equality is through the publication of an Equality Policy.
- 1.3. The Council does not have a policy resource or specific expertise in equality, diversity and inclusion. Norfolk County Council has a policy team with specific expertise in a wide range of areas covering equality, diversity and inclusion. The County Council offers a service to assist organisations in the

development of their equality policy at very reasonable rates and this service has been commissioned to assist in the production of the equality policy for this Council.

2. Overview

- 2.1. The Equality, Diversity and Inclusion Policy 2021 sets out the Council's approach to demonstrate compliance with its legal obligation under the Equality Act 2010. The Council is setting out 4 Equality Objectives to be published alongside the refreshed Equality Policy in compliance with the Public Sector Equality Duty, as follows;
 1. This Council will review access to its services in order to develop a range of access points and modes with a view to making its services as responsive and accessible as possible to all service users
 2. This Council will review its consultation and engagement activities to ensure that the voices of local communities are at the heart of strategy and policy development and service design
 3. This Council will work in partnership with residents, community representatives, businesses, voluntary and statutory partners and external organisations to promote equality, diversity and inclusion to improve the health and wellbeing of residents and to eradicate exploitation, prejudice and discrimination
 4. This Council will lead by example in promoting and celebrating the diversity of our communities and seek to reflect the diversity of the North Norfolk District Council area in our workforce
- 2.2 The 4 Equality Objectives relate to the Council in its role as a community leader, service provider and employer. It is intended that these commitments can be formed into actions to be delivered as part of an annual action planning process over the next 4 years. Progress against these objectives will be assessed and as appropriate new objectives proposed.
- 2.3 The Council is also conscious that data gathering relating to the protected characteristics and on equality, diversity and inclusion more generally, needs to be improved to inform the further development of equality objectives. The Council will undertake a review of the Equality Objectives and action plans once data from the 2021 Census is available in order to ensure their continued relevance in progressing these agendas.
- 2.4 The Council will strengthen its response to equality, diversity and inclusion in the development of key corporate strategies including the Engagement Strategy, Customer Services Strategy and Customer Charter and Quality of Life Strategy. The Engagement Strategy will determine how we will engage and consult with residents and communities of interest and in particular hard to reach groups which are most vulnerable to suffering disadvantage. The Customer Services Strategy will determine how we design our services to ensure that they are as responsive as possible and accessible to all. The Quality of Life Strategy will seek to ensure that there is a good quality of life for all residents of the district and seek where possible to level up where there is evidence that some residents or communities are suffering disadvantage.

- 2.5 The Council will publish its Equality, Diversity and Inclusion Policy 2021 and Equality Objectives and will make the documents available for comment to its employees and communities via the Intranet and Internet.

3. Corporate Plan Objectives

- 3.1. Customer Focus – the Council has a legal responsibility under the Equality Act 2010 to ensure that people are treated fairly when using services. It will be important therefore to ensure a robust consideration of the needs of customers with protected characteristics in the design and delivery of services. The new Customer Services Strategy will be a key corporate strategy through which the Council can deliver against its equality objectives.
- 3.2. Quality of Life – equality, diversity and inclusion are key factors in health and wellbeing and quality of life. The new Quality of Life Strategy will be a key corporate strategy through which the Council can deliver against its Equality Objectives.

4. Conclusion

The Council is legally required to publish its Equality Objectives and it is doing so alongside a refreshed Equality Policy. The Equality Objectives and Equality Policy will need to be formally adopted by Full Council.

5. Medium Term Financial Strategy

There are no direct financial implications related to the Equality, Diversity and Inclusion Policy or Equality objectives.

6. Financial and Resource Implications

There are no financial implications. The Equality, Diversity and Inclusion Policy will inform how the Council conducts its business as a community leader, service provider and employer and will lead to consideration of these issues being a part of its mainstream activity.

7. Legal Implications

The Council is legally required to publish its Equality objectives. If the Council did not fulfill its legal requirement it could be subject to legal challenge. The Council also needs to protect itself against legal challenge in respect of its duty to ensure that people are treated fairly at work or when using services. The best way to ensure that the Council protects itself is to positively promote equality, diversity and inclusion through a Policy and support this work through education and training.

8. Risks

Equality, diversity and inclusion are key factors in health and wellbeing and quality of life. If the Council does not engage positively in these agendas it will be less effective in its community leadership role, as a service provider and as an employer

9. Sustainability

Embracing equality, diversity and inclusion will have a positive impact on sustainability. Our communities and businesses will thrive and we will see a lower turnover in staff and increased productivity.

10. Equality and Diversity

The Equality, Diversity and Inclusion Policy 2021 and Equality Objectives set out the Council's commitment to equality and diversity and inclusion.

11. Section 17 Crime and Disorder considerations

Community Safety, zero tolerance of discrimination and harassment and supporting vulnerable groups are key aspects of equality, diversity and inclusion resulting in reduced community tensions and reduced levels of crime and disorder.

Equality, Diversity & Inclusion Policy 2021

Introduction

1. **North Norfolk District Council** is committed to promoting equality of opportunity for the people and communities of North Norfolk. We respect and value difference in our communities and across our workforce. We want everyone to feel included and able to play their part in making North Norfolk the best place to live, learn, work and visit.
2. This policy is the minimum standard to which the North Norfolk District Council aspires to. We do not and will not tolerate unlawful discrimination, harassment or victimisation in service delivery or employment on the grounds of any protected characteristic, or other characteristic which disadvantage or reduces access to services, by reason of their circumstances.

This includes and not exclusive of:

- Age
- Mental Health
- Religion and belief
- Gender reassignment
- Marriage and civil partnership
- Disability
- Race
- Sex
- Sexual orientation
- Pregnancy and maternity.

We will not treat anyone less favourably than any other, on the grounds of any protected characteristic, except when such treatment is within the law and determined by lawful requirements.

3. This means that we will:

- Promote equality of opportunity between people who share a protected characteristicⁱ and people who do not share it.
- Take steps to remove barriers or inequalities that may already exist for people with protected characteristics or people who are recognised by law to experience disadvantageⁱⁱ.
- Never treat anyone less favourably than any other, except when such treatment is within the law and determined by lawful requirements.
- Never tolerate prejudice or unlawful discrimination, harassment, victimisation or bullying on any grounds, and take action to eradicate it if ever it occurs in service delivery, employment or the community as a whole.
- Promote understanding tackle prejudice and foster positive relations between different communities.
- Engage with our different local communities fairly and proportionately.

- Promote a workforce culture that values and respects difference and fosters inclusivity.
- Encourage people who share a protected characteristic to participate in public life or in any other activity in which participation is disproportionately low.

Accessibility and inclusive design

2. We are committed to providing public services and a workforce environment that can be accessed, understood and used to the greatest extent possible by all people regardless of their ability or disability.
3. When reviewing or redesigning our public services or workforce environment (or any building, product or service in that environment, such as premises, technology, information, communication and culture) we will be guided by the following:
 - (a) Provide the same means of use to enable access for all users: identical whenever possible; equivalent when not
 - (b) Avoid segregating or stigmatising any users
 - (c) Provisions for privacy, security and safety shall be equally available to all users
 - (d) Ensure dignity in use for all users.

Reasonable adjustments for disabled people

4. Where something the Council does places a disabled personⁱⁱⁱ at a substantial disadvantage compared to a non-disabled person, we will take all reasonable steps to try to avoid that disadvantage or make reasonable adjustments wherever appropriate. This may mean changing the way we work, providing extra equipment or removing physical or other barriers to opportunities.

Discharging our responsibilities under the Public Sector Equality Duty

5. When exercising our public functions, we will have due regard to the [Public Sector Equality Duty](#)^{iv} and we will comply with the specific duties, by:
 - Publishing information each year by the 31st January to demonstrate our compliance with the Public Sector Equality Duty
 - Publishing relevant and proportionate equality objectives at least every four years, to deliver the aims of this policy.

Elected Member and staff learning and development

6. North Norfolk District Council provides induction training for all new elected members and staff, which includes an introduction to equality, diversity and inclusion. Continuing professional development is also available – for more information see [Sign In \(north-norfolk.gov.uk\)](http://Sign In (north-norfolk.gov.uk))

This policy affects:

7. Elected members and all workers (including employees, consultants, temporary workers, agency staff and other third parties working on behalf of North Norfolk District Council) are required to comply with this policy.
8. Suppliers, sub-contractors and agencies in our supply chain are also required to comply.
9. We expect all elected members and staff to take responsibility for familiarising themselves with this policy and conducting themselves in an appropriate manner.

This policy applies to the following public functions:

10. The policy applies to (but is not limited to) the planning, design, operation, construction and delivery of services, the provision of goods, facilities and services, exercising of public functions, recruitment and selection, conditions of service, benefits, facilities and pay, training and development, opportunities for promotion, conduct at work, employment policy, procedures and guidance, and termination of employment.

Relevant legislation

11. In implementing this policy we will have regard to our legal obligations under relevant legislation, including the [Equality Act 2010](#), the Public Sector Equality Duty and the [Public Sector Bodies \(Websites and Mobile Applications\) \(No. 2\) Accessibility Regulations 2018](#).

Communication

12. This policy will be made available via North Norfolk District Council's website and intranet.

Review

13. We will keep this policy and any associated codes of practice under annual review.

Complaints

14. We regard any breach of this policy as a serious matter to be dealt with through agreed procedures and this may result in disciplinary action. We encourage anyone who has a complaint concerning a breach of this policy to bring this to our attention immediately: [Complaints Procedure](#).

Further Information

For further information, please contact:

James Claxton, HR Manager, james.claxton@north-norfolk.gov.uk, 01263 516352 or Karen Hill, Assistant Director People Services, karen.hill@north-norfolk.gov.uk, 01263 516183

Related North Norfolk District Council policies:

The following documents should be considered in conjunction to this policy:

- Family Friendly Policy
- Transgender Policy
- Disciplinary Policy
- Absence and Attendance Policy
- Bullying, Harassment and Grievance Policies
- Recruitment Policy

In addition to other key employment policies and the Staff Handbook.

i The protected characteristics are set out in the Equality Act 2010:

Characteristic	Who and what this covers
Age	Adults and children, or specific/different age groups
Disability	<p>A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.</p> <p>This may include but is not limited to:</p> <ul style="list-style-type: none"> • People with mobility issues (e.g. wheelchair or cane users; people of short stature; people who do not have mobility in a limb etc) • Blind and partially sighted people • People who are D/deaf or hearing impaired • People with learning disabilities • People who have mental health issues • People who identify as neurodiverse (this refers to neurological differences including, for example, dyspraxia, dyslexia, Attention Deficit Hyperactivity Disorder, the autistic spectrum and others). • People with some long-term health conditions which meet the criteria of a disability.
Gender reassignment	<p>People who identify as transgender (defined as someone who is proposing to undergo, is undergoing or has undergone a process or part of a process to reassign their sex. It is not necessary for the person to be under medical supervision or undergoing surgery).</p> <p>You should also consider the needs of people who identify as non-binary (a spectrum of gender identities that are not exclusively masculine or feminine).</p>
Marriage/civil partnerships	People who are married or in a civil partnership. They may be of the opposite or same sex.
Pregnancy & Maternity	Maternity refers to the period after birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.
Race	<p>Race refers to a group of people defined by their race, colour, or nationality (including citizenship) ethnic or national origins.</p> <p>A racial group can be made up of two or more distinct racial groups, for example a person may identify as Black British, British Asian, British Sikh, British Jew, Romany Gypsy or Irish Traveller.</p>

Religion/belief	Belief means any religious or philosophical belief or no belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour. Denominations or sects within a religion can be considered a protected religion or religious belief.
Sex	This covers men and women. You should also consider the needs of people who identify as intersex (people who have variations in sex characteristics) and people who identify as non-binary (a spectrum of gender identities that are not exclusively masculine or feminine).
Sexual orientation	People who identify as straight/heterosexual/lesbian, gay or bisexual.

ii **Other characteristics**

In addition to the protected characteristics set out in the Equality Act 2010, UK law recognises that people with other characteristics may also experience disadvantage or reduced access to services, by reason of their circumstances, such as members of the armed forces community.

In 2019 the Council passed a motion that accepted the request from the Ministry of Housing and Local Government to adopt the following non legally binding working definition of anti-Semitism:

‘Anti-Semitism is a certain perception of Jews, which may be expressed as hatred towards Jews. Rhetorical and physical manifestations of anti-Semitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities’.

iii **The definition of disability**

The definition of disability is set out in the Equality Act 2010, Part 6: ‘A physical or mental impairment which has a substantial and long term effect on a person’s ability to carry out normal day to day activities’. A person must meet all elements of this definition in order to satisfy the requirements of the Equality Act 2010 and trigger the duty to make reasonable adjustments.

iv **The Public Sector Equality Duty**

Under the Equality Act 2010, public bodies like North Norfolk District Council must in the exercise of their public functions have due regard to:

- Eliminating discrimination, harassment, victimisation
- Advancing equality of opportunity between people who share a ‘protected characteristic’ and people who do not share it;
- Fostering good relations between people who share a protected characteristic and people who do not share it.

This is called the '**public sector equality duty**'. In essence, the duty simply requires North Norfolk District Council to thoroughly consider the equality issues of every proposal, action or decision before going ahead with it.

A 'proposal', 'action' or 'decision' means anything that is a public function – in other words, something that impacts on people who live, work, learn in or visit North Norfolk – such as planning, changing or commissioning services; policies, strategies and procedures; buying equipment; projects; recruitment/workforce management and budget decisions.

North Norfolk District Council has discretion about how it implements the duty. However, it must be able to provide evidence that due regard was genuinely given to equality prior to decisions being made.

Many public bodies summarise their efforts to give 'due regard to equality' in a document called an '**equality impact assessment**' (**EqIA**) – because this is an easy way to analyse and evidence the different ways a proposal, action or decision might impact on people with protected characteristics.

However, an EqIA is not the only way of giving due regard to equality. For example, the minutes of a meeting could demonstrate that full consideration has been given to equality issues.

Who is responsible for giving due regard to equality – or undertaking equality impact assessments?

The officer responsible for the proposal, action or decision should ensure that the duty is implemented and is brought to the attention of the relevant decision-maker/s (whether elected members or officers with delegated responsibility).

Elected members must give due regard to equality on every decision they make. If the duty is not properly discharged, the decision may be subject to legal challenge or judicial review.

Elected Members can and should challenge officers if they believe that adequate information has not been provided about the potential equality issues of a proposal or recommendation.

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Disposal of property

Summary: The Council acquired a property under a voluntary arrangement following non-compliance of an Urgent Works Notice under section 54 Planning (Listed Buildings and Conservation Area) Act (1990)

Following a feasibility study and options appraisal, Officers supported a disposal of the property. In accordance with the Councils Disposal policy, the property has since been advertised for sale on the open market seeking offers from potential purchases.

A previous offer to acquire the property which had been approved by Cabinet 12 April 2021 is no longer progressing and a number of further offers have been received and assessed. These are outlined in the exempt appendix.

Options considered: A feasibility study and options appraisal considered a number of alternative options which would require significant financial investment and resource.

Conclusions: Following the property having being advertised for sale on the open market best and final offers have been received. These offers have been qualified and assessed. Acceptance of the recommended offer will result in a requirement for the purchaser to complete works to the property as outlined in the Urgent Repairs Notice and will bring the property back into habitable use.

Recommendations:

1. That Cabinet approves the disposal of the property as outlined in the exempt appendix.
2. That should there be any further changes to the offer made or the potential purchaser, to delegate to the s151 Officer, in consultation with the Portfolio Holder, to dispose of the property for any value exceeding the original purchase price (plus any additional costs incurred).

Reasons for Recommendations: The disposal is in accordance with the Council's Disposal policy and the offer is deemed to be the best financial consideration reasonably obtainable at the current time.

Cabinet Member(s) Cllr E Seward	Ward(s) affected Walsingham
Contact Officer, telephone number and email: Renata Garfoot, Asset Strategy Manager, 01263 516086 Renata.garfoot@north-norfolk.gov.uk	

1. Introduction

- 1.1 The property was brought to the Council's Enforcement Board during 2015 over concerns that the owners' of the property were either unwilling or unable to preserve the fabric of the building which is of listed status.
- 1.2 In 2016 the Council served an Urgent Works Notice under section 54 Planning (Listed Buildings and Conservation Area) Act (1990). This required urgent works to be done within a three-month period and a Repairs Notice for the remainder of the works was issued under section 48 of the same Act, allowing 12 months for these works to be completed.
- 1.3 The previous owners had requested the works be deferred to enable them to sell the property as they were unable to complete the works listed in the notice. Having not sold the property and with the continuing deterioration the Councils Cabinet in 2018 solved for officers to undertake negotiations to acquire the property through a voluntary disposal or by way of a compulsory purchase order.
- 1.4 The former owners agreed to a voluntary disposal of the property to the Council and following legal completion of the property, a feasibility study to investigate the potential opportunities with the property was undertaken. Having consider the findings of the study, subsequent options appraisal, level of investment required to repair and refurbish the property, Officers supported a disposal of the property.

2. Disposal

- 2.1 Officers appointed an experienced and local estate agent, following a procurement exercise to advertise the freehold property for sale on the open market during 2020/21
- 2.2 During this time there have been a number of viewings and whilst a previous offer made by a potential purchaser to acquire the property was approved by Cabinet, that offer is no longer progressing. The property has continued to be marketed during that time which has resulted in a number of interested parties. Best and final offers from the interested parties had been requested and subsequently been qualified by the Agents and assessed by the Estates Team.
- 2.3 The Estates Team recommend the offer as described in the exempt appendix is accepted.
- 2.4 Once the disposal transaction is complete the purchaser will undertake a refurbishment programme and covenants will be included in the legal contract requiring the purchase to complete the works as outlined in the Urgent Works Notice.
- 2.5 The proposed disposal of the property is in accordance with the Councils Disposal policy, which provides a framework through which the Council can effectively manage its portfolio.
- 2.6 The Council will seek to dispose of its assets where it is in the best interest of the Council. In the case of this property, the asset does not contribute to the delivery of Council services and is a risk to the Council due to its dilapidated

condition. The disposal, will enable the property to be repaired, improved and brought back into use, which will enhance that area of the community.

3. Conclusion

- 3.1 The property was acquired as the former owners were unable to undertake the substantial repairs needed to ensure the preservation of the property which has continued to worsen as time passes.
- 3.2 Whilst the Council could have undertaken the repairs and renovation as the feasibility study and options appraisal demonstrated, it would result in a substantial capital outlay and resource requirement.
- 3.3 A disposal of the property will see the property repaired in accordance with the Urgent Works Notice and brought back into habitable use.
- 3.4 Whilst a previous offer was accepted this is no longer progressing and having continued to market the property a number of interested parties have made their best and final offers (as outlined in the exempt appendix) which have been qualified and assessed.

4. Implications and Risks

- 4.1 When disposing of land and property assets, Section 123 of the Local Government Act 1972 requires the Council to achieve the best consideration reasonably obtainable.
- 4.2 The property has been advertised for sale for approximately 12 weeks on the open market with an experienced estate agent and therefore officers are satisfied that best consideration has been reasonable obtained.
- 4.3 Eastlaw will act on behalf of the Council in relation to the disposal transaction and covenants requiring the purchaser to undertake the Urgent Works Notice will be included within the contract. Monitoring of this covenant will be undertaken to ensure the essential works are completed.
- 4.4 There is a risk with all land and property disposal's that it does not legally complete and if this was to occur, the Council could either commence remarketing or revisit options to undertake the repairs itself.

5. Financial Implications and Risks

- 5.1 Financial details regarding the offer are included in the exempt appendix.
- 5.2 The offers are made subject to contract and is not legally binding until exchange of contracts.

6. Sustainability

- 6.1 The sale of the property will see the building be repaired and brought back into habitable use and such works to the property will be required to meet current Building Regulation standards.

7. Equality and Diversity

7.1 There are no direct equality and diversity issues with this proposal.

8. Section 17 Crime and Disorder considerations

8.1 There are no direct crime and disorder considerations with this proposal.

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

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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