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# Overview & Scrutiny Committee



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Tuesday, 8 June 2021

A meeting of the Overview & Scrutiny Committee of North Norfolk District Council will be held in the Council Chamber - Council Offices on Wednesday, 16 June 2021 at 9.30 am.

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

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

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

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

#### Emma Denny Democratic Services Manager

**To:** Mr N Dixon, Mr S Penfold, Ms L Withington, Mr H Blathwayt, Mr P Heinrich, Dr V Holliday, Mr N Housden, Mrs E Spagnola, Mr A Varley, Mr C Cushing, Mr A Brown and Mr P Fisher

All other Members of the Council for information.

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



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

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

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

#### AGENDA

#### 1. TO RECEIVE APOLOGIES FOR ABSENCE

#### 2. SUBSTITUTES

#### 3. PUBLIC QUESTIONS & STATEMENTS

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

**4. MINUTES** 1 - 10

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 19<sup>th</sup> May 2021.

#### 5. ITEMS OF URGENT BUSINESS

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

#### 6. DECLARATIONS OF INTEREST

11 - 12

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

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

To consider any petitions received from members of the public.

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

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

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

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

At the AGM held on Wednesday 26<sup>th</sup> May 2021, Council accepted the recommendation to appoint Cllr E Spagnola to the NCC NHOSC as the NNDC representative.

**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 4<sup>th</sup> 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** To ensure the objectives of the Council are

**Recommendations:** achieved.

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

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

Cabinet Member(s) Ward(s) affected

Cllr Sarah Bütikofer All

Contact Officer, telephone number and email: Steve Blatch, Chief

Executive

Email:- steve.blatch@north-norfolk.gov.uk

Tel:- 01263 516232

# 11. NORTH NORFOLK DISTRICT COUNCIL EQUALITY, DIVERSITY AND 81 - 92 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**The Council is legally required to publish **Recommendations:**Equality Objectives. It is doing this alongside

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) Ward(s) affected – all

Cllr S Butikofer, Leader

Contact Officer, telephone number and email: Karen Hill, Assistant Director of People Services, 01263 516183, karen.hill@north-norfolk.gov.uk

#### 12. SHERINGHAM LEISURE CENTRE PROJECT UPDATE: JUNE 2021 93 - 96

To receive and note the update.

**Summary:** This report aims to provide the Council with

an outline of the role of the Overview & Scrutiny Committee, and a summary of the work undertaken throughout both the 2019-20 and 2020-21 municipal years, as a result of reporting delays caused by the Covid-19

Pandemic.

**Options considered:** N/a.

**Conclusions:** Throughout 2019/20 and 2020/21, the

> Committee fulfilled its obligation to provide oversight of Council business and hold Cabinet to account. Whilst Covid-19 had a significant impact on the Committee's 2020-21 Work Programme, the Committee adapted quickly to remote working and

continued to deliver effective scrutiny.

Recommendations: 1. It is recommended that Council notes

the report, affirms the work of the Overview & Scrutiny Committee and

considers any concerns raised.

Reasons for

To inform Council of the work of the Recommendations: Overview & Scrutiny Committee in 2019/20

and 2020/21.

Cabinet Member(s): Ward(s) affected:

N/a

Contact Officer, telephone number and email:

Matthew Stembrowicz

Democratic Services & Governance Officer (Scrutiny)

Email: Matthew.Stembrowicz@north-norfolk.gov.uk Tel: 01263 516047

#### **WORK PROGRAMMES**

#### 14. THE CABINET WORK PROGRAMME

105 - 108

To note the upcoming Cabinet Work Programme.

#### 15. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

109 - 116

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

#### 16. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

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

#### **20VERVIEW & SCRUTINY COMMITTEE**

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 19 May 2021 in the Council Chamber - Council Offices at 9.30 am

**Committee** Mr N Dixon (Chairman) Ms L Withington (Vice-Chairman)

**Members Present:** 

Mr H Blathwayt Mrs W Fredericks
Mr P Heinrich Mr N Housden
Mr G Mancini-Boyle Mrs E Spagnola
Mr C Cushing Mr A Brown

Mr P Fisher

Members also Mr N Lloyd (Observer) Mr J Toye (Observer)

attending: Mrs S Bütikofer (Observer)

Officers in Democratic Services and Governance Officer - Scrutiny (DSGOS), Attendance: Chief Executive (CE), Democratic Services Manager (DSM), Director

for Communities (DFC) and Assistant Director for Planning (ADP)

#### 1 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr A Varley.

#### 2 SUBSTITUTES

None.

#### 3 PUBLIC QUESTIONS & STATEMENTS

None received.

#### 4 MINUTES

Minutes of the meeting held on 21<sup>st</sup> April 2021 were approved as a correct record and signed by the Chairman.

#### 5 ITEMS OF URGENT BUSINESS

The DSGOS informed Members that an urgent item had been shared in advance of the meeting to request that the Committee makes a recommendation to Council on which OSC Members to appoint as representatives to the NCC NHOSC. He added that the document shared in advance suggested maintaining the current appointments.

It was proposed by Cllr W Fredericks and seconded by Cllr P Heinrich to recommend to Council that Cllr E Spagnola be appointed as the NNDC representative to the NCC NHOSC with Cllr W Fredericks as substitute.

#### **RESOLVED**

To recommend to Council that Cllr E Spagnola is appointed as the NNDC representative to the NCC Norfolk Health Overview & Scrutiny Committee, and

#### that CIIr W Fredericks is appointed as substitute.

#### 6 DECLARATIONS OF INTEREST

Cllr A Brown declared a pecuniary interest for item 14 of the agenda and stated that he would withdraw from the meeting for this item.

#### 7 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

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

None received.

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

The Chairman noted that at the meeting held on 12<sup>th</sup> April 2021, Cabinet had approved the Committee's recommendations in relation to the draft Environmental Charter.

# 10 NORFOLK COUNTY COMMUNITY SAFETY PARTNERSHIP: DRAFT SAFER NORFOLK PLAN 2021-2024

The DFC introduced the report and informed Members that he was presenting as the NNDC representative on behalf of the Norfolk Community Safety Partnership (CSP). It was stated that the Partnership was formed in 2012 when the District Community Safety Partnerships had been merged, and that a key aspect of its work was to undertake an annual strategic assessment to determine priorities, and to consult with the public on the issues identified. This was then used in the development of the Safer Norfolk Plan to replace the last Plan adopted in 2018. It was noted that the landscape had changed significantly since the last plan was developed, as Covid-19 had caused a substantial shift in community safety requirements. The DFC stated that changes in legislation and the election of a new PCC could also be expected to impact the development of the new Plan. He added that the Plan had been developed using the Cambridge Harm Index, to consider the impact of more harmful crimes. It was reported that the priorities outlined in the Plan included serious violence including domestic abuse, sexual abuse and county lines linked violence, preventing extremism, criminal exploitation, neighbourhood crimes, hate crimes and fraud. The DFC stated that the Plan would go out for public consultation for eight weeks from 24th May, and had already been reviewed by the CSP Scrutiny Panel.

#### Questions and Discussion

- i. The Chairman noted that many priorities raised in the Plan would be funded by the PCC, and that Committee had not had an update on the Plan or Partnership for some time.
- ii. Cllr C Cushing referred to the average number of road traffic incidents and stated that he was therefore surprised that the Plan did little to address speeding offences. The DFC replied that whilst road fatalities had not been identified as a priority by the CSP, he expected it would be a Police priority handled separately, though could be fed back as a concern if necessary. He

added that the OPCCN had committed funding of £500k to tackle the priorities raised within the Plan, and that a memorandum of understanding had been agreed with NCC to ensure improved joint working practices going forward. The Chairman noted that road safety incidents were regularly raised at Parish level meetings, and it was therefore important to raise its omission from the Plan.

- iii. Cllr W Fredericks noted that there was little understanding of how the CSP operated, which caused concern that the Plan could change following the election of a new PCC.
- iv. Cllr N Housden stated that it was important to understand how the Plan would be implemented, as he was aware of fraud incidents with little support for victims and no clear agency responsible for dealing with these crimes.
- v. The DFC responded to concerns and stated that the Plan was a strategic level document developed to identify CSP priorities, as opposed to an operational document that established policing priorities. In response to Cllr W Fredericks' question, he added that the election of a new PCC could influence the direction of the Plan, however the document transcended the OPCC as it was based on the strategic assessment of issues from all CSP partners.
- vi. The Chairman suggested that concerns raised should be shared with the CSP and the OPCCN to ensure that all CSP partners were aware, with responses shared at a future meeting.
- vii. Cllr N Housden reiterated that it was important to see a detailed agency specific response on how the plan would be implemented. The DFC replied that it would be appropriate for the Committee to seek clarification on this matter in order to scrutinise performance of the CSP. He added that the new CSP Team would allocate officers to each District to improve communication between authorities, potentially leading to more regular updates. The Chairman suggested that it would be helpful to identify these officers and determine how many would be available. He added that it would also be important to know how outcomes would be recorded.
- viii. Cllr G Mancini-Boyle referred to the £500k funding made available and asked how this figure had been determined, and how many Police would work on the Plan's priorities. The DFC replied that the funding would be available across the County for partner agencies to apply for to fund specific community safety initiatives. He added that in terms of delivering the Plan, the CSP had been established in 2012 with District representatives. It was noted that steering groups had been established to lead specific elements of the Plan, to which officers with the relevant expertise had been assigned. The DFC noted that the Council's representatives were currently under review following the management restructure. He added that there were no plans to create a single liaison team, as the Plan was too broad for this to be effective, though it was accepted that there was a need for greater representation from the CSP at District level.
- ix. Cllr A Brown stated that he was confident of the Plan, other than its successful delivery depending heavily on external organisations that were subject to resourcing limitations.

- x. The CE explained that NNDC was a member of the CSP which recognized that no one authority had complete responsibility or control for ensuring delivery of the Plan, as the structure brought together agencies to contribute to making Norfolk safer. He added that the questions raised were relevant, and whilst not all priorities within the Plan would be relevant for the District, the Committee had to recognize that it could not control delivery of the Plan. It was noted that there was a Police and Crime Scrutiny Panel at NCC that would be expected to hold the PCC to account, and further questions could be asked on the matter at a future crime and disorder update.
- xi. The Chairman noted that previous community safety arrangements had relied more heavily on Police, with Districts creating their own strategies, though the current partnership arrangements had helped to broaden their remit. The CE added that the national trend of partnerships allowed partners to focus more on strategic issues such as county-lines crimes, racial discrimination and extremism.
- xii. Cllr S Butikofer referred to issues with speeding, and suggested that this could be raised at the NCC Crime and Disorder Panel. She added that the OPCCN could also be approached to consider allocating a District representative at NNDC.
- xiii. Cllr H Blathwayt referred to a recent community policing update, and noted that priorities identified included road traffic offences, fraud awareness and women's safety, which suggested that concerns were being heard.
- xiv. Cllr L Withington stated that she welcomed the draft Plan, and hoped that the newly elected PCC would pay attention to its priorities. She then referred to the strategic partnership arrangements and stated that these were important to avoid the localisation of issues, by ensuring that support was available across all localities. It was confirmed that the Safer Norfolk Plan would be considered as part of the development of the OPCC's Crime and Policing Plan. Cllr L Withington asked whether it would be necessary to consider making recommendations to ensure the monitoring and implementation of Plan was adequate. The DFC replied that NNDC had a representative on the NCC Crime and Disorder Panel that could report back to the Committee on implementation and performance. He added that if there were any specific outcomes Members wished to monitor, they could request an update on this specific information.
- xv. The Chairman noted that there were concerns about how the Plan would be implemented, monitored and funded in the future, and suggested that in addition to sending questions, the PCC could attend a future meeting to provide an update on the implementation of the Plan. Cllr N Housden added that it could be useful for Committee Members to read the Cambridge Harm Index to understand how the priorities had been determined. The DSGOS noted that whilst the Committee were not able to make formal recommendations on the Plan, the questions raised could be shared for a response, and an update on the implementation of the Plan could be a topic for the next Crime and Disorder update. He added that the NNDC representative on the NCC Crime and Disorder Panel could be asked to provide an update on the Plan at a future meeting.
- xvi. The recommendation was proposed by Cllr G Mancini-Boyle and seconded by Cllr H Blathwayt.

#### **RESOLVED**

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

#### **ACTIONS**

 Scrutiny Officer and Chairman to agree questions raised by the Committee on the draft Plan to forward to the NCSP lead officer and to the OPCCN for written responses and to review those responses at a later meeting to consider the extent to which they have either been reflected in their respective plans or covered in some other way.

#### 11 SHERINGHAM LEISURE PROJECT UPDATE: MAY 2021

The DSGOS noted that due to social distancing limitations in the Council Chamber, Cllr V Gay was not able to attend the meeting though had supplied a statement:

'Ladies and gentlemen, we are sorry not to be with you in the Chamber this morning. The report on the construction of The Reef is before you. We have nothing to add to this today but, if you do have questions, we will give written answers to you as quickly as possible. Thank you.'

#### **RESOLVED**

To receive and note the update.

### 12 OVERVIEW & SCRUTINY COMMITTEE - WORK PROGRAMME SETTING 2021-

The DSGOS informed Members that a draft Work Programme had been prepared for review which included all statutory reports and recurring items. He added that potential items requiring scoping were also included for discussion, and that the next two meetings were already relatively full. It was noted that some items, such as monitoring of the NWHAZ project could potentially be prepared at reasonably short notice, as they had been previously discussed by officers.

#### Questions and Discussion

- i. Cllr P Heinrich referred to the potential items and suggested that some may be better suited to Task and Finish Groups, and asked whether this would be possible. The DSGOS replied that whilst the Work Programme did not make reference to the Scrutiny Panels, they were expected to begin operating in the year ahead, at which point more detailed reviews could take place at this level.
- ii. Cllr W Fredericks asked how best to update the Committee on the outcomes of NHOSC meetings, and it was suggested that representatives could provide a short verbal update during the Overview and Scrutiny Update agenda item. The Chairman noted that it would be more helpful to receive verbal updates, as they provided local nuance and better context than the minutes.

- iii. Cllr L Withington referred to topic scoping and suggested that there were issues that would require careful consideration prior to review. The DSGOS agreed and suggested that officers involved could be invited to take part in scoping discussions.
- iv. It was proposed by Cllr W Fredericks and seconded by Cllr L Withington to approve the draft 2021-22 Work Programme.

#### **RESOLVED**

To review and agree which items should be added to the Overview & Scrutiny Work Programme for the 2021-22 municipal year.

#### 13 OFFICER DELEGATED DECISIONS (MARCH – APRIL 2021

The DSGOS informed Members that the DSM had prepared the report and could respond to any questions if required.

#### **RESOLVED**

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

#### 14 ENFORCEMENT BOARD UPDATE

The ADP introduced the report and informed Members that it related to the enforcement functions of Planning, long term empty homes, the Enforcement Board and Combined Enforcement Team. He added that future updates would be provided on a six-monthly basis to OSC and Cabinet. It was reported that the enforcement process had continued to move forward during Covid-19, progressing land mark cases such as the Shannocks. In reference to long-term empty homes, it was stated that the Council continued to perform above than the national average, with less than one percent of the District's housing subject to long-term empty measures, which was in large part due to the efforts of the Revenues Team. The ADP referred to the Combined Enforcement Team and stated that there were currently 290 live cases, and that from January 2020, 264 cases had been closed. He added that the Team of two and half officers were working well to close cases efficiently and effectively. It was noted that a review of the District's Enforcement Plan would be undertaken with the Interim Enforcement Manager, and it was expected that changes would be reported as part of the next update.

#### **Questions and Discussion**

i. Cllr W Fredericks asked how Members could receive an update on active cases within their wards, as she was aware that contacting officers directly used valuable resource. She added that she welcomed the development of an online form for triage of enforcement cases, and asked whether any form of online access for case updates could be made available. The ADP replied that the report and accompanying matrix referred to the work of the Enforcement Board, but it did not cover all enforcement cases in progress. He added that officers would continue to provide a bespoke response via email for the time being, though officers were working towards an online questionnaire to streamline the process. It was noted that due to resource limitations, contacting officers directly remained the best solution, as it was not possible to routinely update and report information on over 200 cases to

ward Members.

- ii. The Chairman sought clarification on whether enforcement information was already available online, to which the DSGOS replied that the Enforcement Board Matrix was available in the ModGov Library. The ADP added that most cases on the Matrix were approaching conclusion, and stated that for ongoing enforcement cases public access was available, though it was advisable to contact the relevant officer to receive the most up to date information.
- Cllr G Mancini-Boyle sought clarification on the process of pursuing iii. enforcement action, and asked whether officers relied on the empty dwelling management order. He added that many enforcement cases likely dealt with probate, and asked whether the Council often encountered renovation costs once the enforcement process was complete. The ADP replied that whilst most cases did not follow textbook progress, they were often resolved through increased Council Tax banding. He added that the vast majority were therefore resolved in a three, six or twelve month period, with visiting officers undertaking a follow-up check to monitor properties for signs of decay or occupation, to ensure that the correct Council Tax was being paid. It was noted that properties that were vacant for longer often involved probate or other issues that made cases more difficult to resolve, though long-term empty issues were not as common. The ADP stated that these properties were also often located in areas with limited future potential, in which case Section 215 notices could be submitted, in addition to negotiating with owners to repair and occupy properties. He added that in some cases owners did not want to occupy properties, in which cases empty homes legislation would be considered, though its use in the District was very limited.
- Cllr H Blathwayt raised concerns that the resourcing of enforcement had iv. been raised at Parish level, and noted that there was a perception that enforcement was not a Council priority. He asked whether these concerns were shared, and whether an increase in resources was worthy of consideration. The ADP replied that in his experience, the enforcement process was critical to Planning, and that despite the hard work of officers, operating with a small team could be difficult. He added that the approach to enforcement at NNDC was serious and progress was being made, though long standing cases required significant resource. It was stated that consideration was being given to provide more administrative support to the Team, to allow greater focus on casework, and that three officers would be the appropriate resource for an authority such as NNDC. Clir H Blathwayt asked whether a Task and Finish Group would aid in monitoring ongoing cases to report progress, to which the ADP replied that this could be considered alongside the views of Cabinet, once progress had been determined as part of the next Enforcement Board Update.
- v. The Chairman stated that as the effectiveness of enforcement was paramount, and public expectations were high, it was his impression that the Enforcement Team was potentially under resourced. The ADP replied that one issue with public perceptions was that planning enforcement was a reactionary service that dealt with a high number of cases, therefore it could not deliver an overnight solution to breaches of planning consent. He added that the Council was also unable to stop individuals seeking retrospective planning permission, and where this was the case, it should be taken as a

positive that enforcement could ensure that permission is sought.

- vi. Cllr P Heinrich referred to the figures provided for empty dwellings and asked how accurate this was, when it had last been audited and how many properties had management orders in place. The ADP replied that the position on empty homes had been impacted by Covid-19, with prosecutions Council Tax prosecutions paused temporarily during the Pandemic. Now that they had been resumed, prosecutions were moving forward, though there was a backlog of cases at the Courts that delayed longstanding cases. He added that a more accurate figure could be provided once discussions had taken place with the Revenues Manager.
- vii. Cllr J Toye referred to public perceptions of enforcement and stated that whilst there was an expectation for an Enforcement Officer to respond to complaints quickly with a site visit, this had not been the practice since 2013. It was noted that multi-agency enforcement action had to be promoted as a better way to resolve enforcement issues.
- viii. Cllr L Withington stated that there was strong support from Members for the Enforcement Board, and suggested that it may be appropriate to express support of the Team to Cabinet, to ensure that compassionate and effective enforcement could continue, in order to support the planning process.
- ix. The Chairman noted the concerns that had been raised and stated that whilst an Enforcement Board Update had not been received for some time, it was clear how important enforcement was in supporting the planning process. He added that if there was a resource issue causing undue stress, then it would be appropriate to address this.
- x. It was proposed by Cllr H Blathwayt and seconded by Cllr G Mancini-Boyle that Cabinet give consideration to the resourcing of the Planning Enforcement Team to strengthen and support the Council's planning enforcement process.

#### **RESOLVED**

- 1. To note the continued progress of the Enforcement Board and the Combined Enforcement Team.
- 2. To recommend to Cabinet that consideration is given to the resourcing of the Planning Enforcement Team to strengthen and support the Council's planning enforcement process.

#### **ACTIONS**

1. ADP to provide clarification on the number of empty dwellings, when the number was last audited and how many properties have management orders in place.

#### 15 THE CABINET WORK PROGRAMME

The DSGOS informed Members that the Outturn Report would be delayed until July, whilst the Equality and Diversity Policy was expected at the June meeting. He added that discussions had taken place to try to bring the Housing Strategy forward for prescrutiny at the June meeting.

	RESOLVED	
	To note the Cabinet Work Programme.	
16	OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE	:
	The DSGOS noted that the Work Programme had already been the meeting and that there was nothing to add.	discussed earlier in
	RESOLVED	
	To note the Work Programme.	
17	EXCLUSION OF THE PRESS AND PUBLIC	
The me	eeting ended at 11.42 am.	
		Chairman



# Agenda Item 6

#### **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

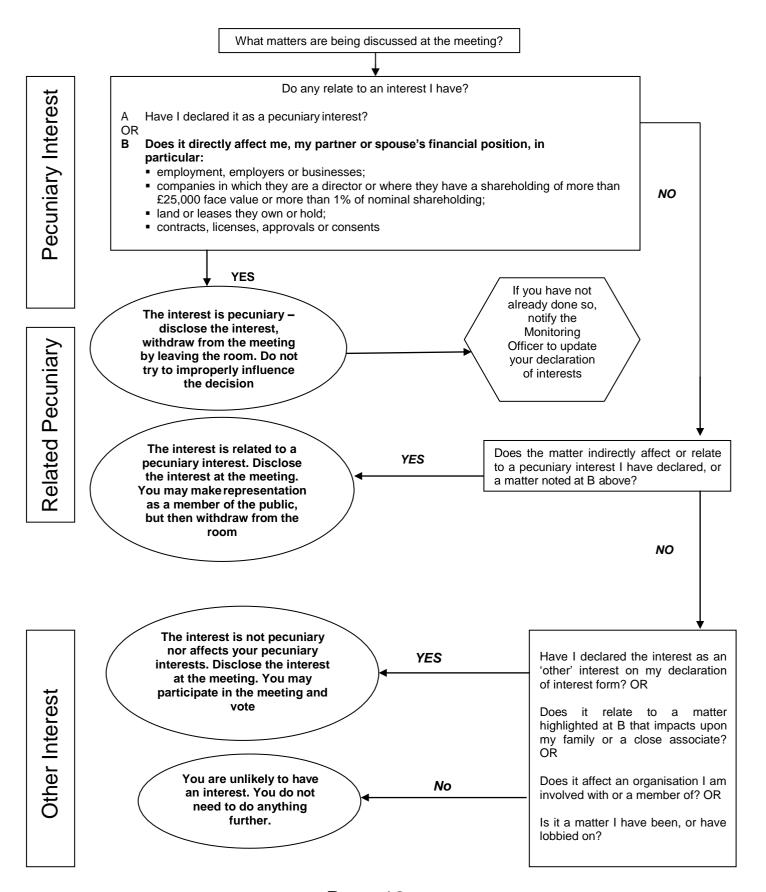
PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST INSTANCE

DEVELOPMENT COMMITTEE MEMBERS SHOULD ALSO REFER TO THE PLANNING PROTOCOL

### **Declarations of Interest at Meetings**



#### DECLARING INTERESTS FLOWCHART - QUESTIONS TO ASK YOURSELF



#### 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 4<sup>th</sup> 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 To ensure the objectives of the Council are

**Recommendations:** achieved.

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

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

Cabinet Member(s) Ward(s) affected

Cllr Sarah Bütikofer Al

Contact Officer, telephone number and email: Steve Blatch, Chief Executive

Email:- steve.blatch@north-norfolk.gov.uk

Tel:- 01263 516232

#### 1. Introduction

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

#### 2. Overview

2.1 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 4<sup>th</sup> 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.



# 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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- 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.

### Actions and Performance Measure Keys

<b>A</b>	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.
<b>ID</b>	The Start date for the action is in the future
not set	The action is an ongoing activity throughout the life of the Corporate Plan so does not have a set Due Date
?	Missing information

# Delivery Plan 2019-2023

# Overview



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#### **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
1.1.1 Formulate policies	Performance	*
and proposals (Local Plan) to facilitate the delivery of housing supply	Comments	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.  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.  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.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
1.2.1 Formulate a new	Performance	*
Housing Strategy	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
	Stage Start Date	In Progress 04/02/2020
1.4.2 Investment in	Start Date	04/02/2020
1.4.2 Investment in Temporary Accommodation	Start Date Due Date	04/02/2020
Temporary	Start Date Due Date Performance Comments Owner	04/02/2020  30/06/2021  ★  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
Temporary	Start Date Due Date Performance Comments  Owner Stage	04/02/2020  30/06/2021  ★  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.
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Temporary Accommodation  1.5.3 Explore acquisition of Victory Housing Trust properties for market rent	Start Date Due Date Performance Comments  Owner Stage Start Date Due Date Performance Comments	04/02/2020  30/06/2021  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.  Nicky Debbage  In Progress  01/06/2020  31/12/2021  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
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		31/03/2021
2.3.1 Growth Sites	Performance	*
Delivery Strategy	Comments	The Growth Sites Delivery Strategy has been delayed during the pandemic. However, the Part 1 Report, which is evidence 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
2.5.1 Develop a	Performance	
mechanism for providing suitable support to business start-ups and micro businesses	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
2.5.2 Post Covid-19	Performance	*
support for Tourism	Comments	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 responsion and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.  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' s we can tie into the national marketing platform.
	Owner	with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the responsand recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.  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's we can tie into the national marketing platform.  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.  Stuart Quick
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		31/03/2021
3.1.2 Review and refine	Performance	*
our Customer Strategy	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
3.1.3 Develop an action	Performance	*
plan and draft, adopt and publish Customer Charter	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
> 🗘 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
3.2.1 Undertake an annual	Performance	•
Residents Survey	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

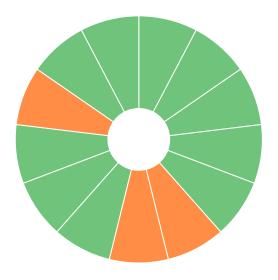
		31/03/2021
> 3.4.1 Develop an	Performance	•
Engagement Strategy	Comments	The scope and responsibility for this area of the Council's work is currently under review as a result of the re-structuring and Covid-19. This will now be revisited as part f the Council's Covid-19 recovery plan.
	Owner	Steve Blatch
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	29/06/2021
3.4.6 Develop and	Performance	*
Implement a Communications Strategy	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
4.3.1 Baseline carbon	Performance	*
audit and carbon reduction action plan	Comments	Draft report received April 2021.
Todaction dollars plans	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
4.5.2 Plan tree planting programme	Performance	*
programme	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
4.5.4 Tree planting implementation	Performance	*
implementation	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
4.6.1 Installation of Electric Vehicle (EV)	Performance	•
charging points	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
		Page 28 04/02/2020
	Due Date	30/06/2021

		31/03/2021
5.1.1 Undertake a Quality	Performance	
of Life Survey	Comments	Work on this objective has been delayed due to the need to focus n 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
5.2.1 Develop a Quality of	Performance	
Life Strategy	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
5.3.1 Engage the local community to deliver the	Performance	*
North Walsham Heritage Action Zone programme	Comments	<ul> <li>A number of activities are ongoing and upcoming, including:</li> <li>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.</li> <li>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</li> <li>A Building Improvement Grant is presently in development. This scheme will support the repair and restoration of buildings, shop fronts and underutilised spaces</li> <li>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.</li> </ul>
	Owner	Jenni Jordan
	Stage	In Progress
	Start Date	04/02/2020
FEADanalas 0	Due Date	31/03/2024
5.5.1 Develop the new leisure centre to replace	Performance	*
the Splash at Sheringham	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

Sa.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  Stage  In Progress  Start Date  Due Date  Not Started  Comments  Owner  Lucy Hume  Stage  Not Started  Start Date  Due Date  Outper Date  Owner  Stage  Not Started  Performance  Ferformance  Comments  Owner  Lucy Hume  Stage  Not Started  Performance  Ferformance  Owner  Lucy Hume  Stage  Not Started  Performance  Owner  Lucy Hume  Performance  For investing in medical centre development/health care facilities  Performance  Owner  Investing in medical centre development/health care facilities  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 that forms part of the wedical hub site. The offer was rejected and negolations continue. Discussions continue with NWCCG based on their emerging estates strategy which has been delayed due to Covid-19.  Owner  Renata Garfoot  Stage  In Progress  Start Date  Owner  Renata Garfoot  Stage  In Progress  Start Date  Outpe Date  All Green Flags retained in 2020/2020  A small parcel of land that formout form part of the versil site has come to the market. The Council made a bid to acquire a small parcel of land that formout forms part of the weight and the results and			31/03/2021
Blue Flag and Green Flag status  Comments  All Green Flags retained in 2020/21.and we are awaiting the results for 2021/32. 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  Start Date  Due Date  10	5.8.1 Commit to NNDC	Performance	<b>→</b>
Stage   In Progress   Start Date   Due Date   not set      Comments   Due Date   Not Started	Blue Flag and Green Flag	Comments	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,
Start Date Due Date Downer Stage Not Started Start Date Due Date Due Date Due Date Due Date Due Date Downer Stage Not Started Start Date Due Date Date Date Date Date Date Date Date		Owner	Karl Read
Due Date not set    Due Date   not set		Stage	In Progress
Performance   Comments   Not Started		Start Date	20/06/2020
budgeting (ZBB)  Comments  Owner  Lucy Hume  Stage  Not Started  Start Date  Due Date  Oomnents  Oomnents  Oomnents  Oomnents  Oomnents  Oomnents  Oomnents  Oomnents  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  Due Date  31/12/2020  Performance  Comments  Owner  Renata Garfoot  Stage  In Progress  Start Date  04/02/2020  Due Date  Alize Owner  Stage  In Progress  Start Date  O4/02/2020		Due Date	not set
Due Date  6.3.2 Explore options for investing in medical centre development/health care facilities  Performance  Towner  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 which would form 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  Due Date  31/12/2020  Performance  Comments  Owner  Renata Garfoot  Stage  In Progress  Start Date  04/02/2020	<b>                                     </b>	Performance	
Stage Start Date Due Date  Start Date Due Date  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  Owner  Renata Garfoot  Stage In Progress  Start Date  04/02/2020	budgeting (ZBB)	Comments	n/r
Start Date  Due Date  Due Date  30/04/2022  Performance investing in medical centre development/health care facilities  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  Comments  Owner  Renata Garfoot  Stage  Comments  Owner  Renata Garfoot  Stage  In Progress  Start Date  04/02/2020  Due Date  04/02/2020		Owner	Lucy Hume
Due Date  Due Date  30/04/2022  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  Comments  Owner  Renata Garfoot  Stage  In Progress  Start Date  04/02/2020  Due Date  04/02/2020  Due Date  Renata Garfoot  Stage  Start Date  Owner  Renata Garfoot  Stage  Start Date  Owner  Renata Garfoot  Stage  Start Date  Owner  Stage  Start Date  Owner  Renata Garfoot  Stage  Start Date  Owner  Renata Garfoot		Stage	Not Started
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Stage Completed  Start Date 04/02/2020  Due Date 31/12/2020  Performance commercial development opportunities  Owner Renata Garfoot  Stage In Progress  Start Date 04/02/2020		Comments	
Start Date  Due Date  O4/02/2020  Due Date  31/12/2020  Performance  Comments  Owner  Renata Garfoot  Stage  In Progress  Start Date  04/02/2020			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
Due Date  Due Date  31/12/2020  Performance  comments  Owner  Stage  In Progress  Start Date  Due Date  31/12/2020		Owner	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.
6.3.3 Take a strategic approach to commercial development opportunities  Owner  Stage In Progress  Start Date  O4/02/2020			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
approach to commercial development opportunities  Comments  Owner  Renata Garfoot  Stage In Progress  Start Date  04/02/2020		Stage	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
development opportunities  Owner Renata Garfoot  Stage In Progress  Start Date 04/02/2020		Stage Start Date	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
Owner Renata Garfoot  Stage In Progress  Start Date 04/02/2020	care facilities  6.3.3 Take a strategic	Stage Start Date Due Date	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
Start Date 04/02/2020	care facilities  6.3.3 Take a strategic approach to commercial	Stage Start Date Due Date Performance	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
	care facilities  6.3.3 Take a strategic approach to commercial	Stage Start Date Due Date Performance Comments	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
Due Date 31/03/2022	care facilities  6.3.3 Take a strategic approach to commercial	Stage Start Date Due Date Performance Comments Owner	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  Renata Garfoot
	care facilities  6.3.3 Take a strategic approach to commercial	Stage Start Date Due Date Performance Comments Owner Stage	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  Renata Garfoot  In Progress

#### 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.



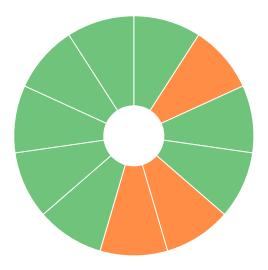
		31/03/2021
1.1.1 Formulate policies and	Performance	*
proposals (Local Plan) to facilitate the delivery of housing supply	Comments	A revised version of the Local Plan has been agreed by the Working Party and Cabinet and is being drafted for the next stage of formal public consultation (Reg 19). This 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.  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.  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.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
1.1.2 Action regarding	Performance	₩
brownfield sites	Comments	n/r
	Owner	Phillip Rowson
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2020
1.2.1 Formulate a new	Performance	*
Housing Strategy	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
1.2.2 Improve conditions and	Performance	*
energy efficiency in private sector housing	Comments	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.  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 Pa	ge 32 30/06/2021

		31/03/2021
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
1.2.4 Investigate the viability	Performance	
of methods to help reduce fuel poverty	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
1.3.1 Develop a business	Performance	
case for a housing company	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
1.4.1 Developing and	Performance	<b>*</b>
implementing a new Homelessness and Rough	Comments	n/r
Sleepers Strategy and	Owner	Lisa Grice
Action Plan	Stage	Completed
	Start Date	01/10/2019
	Due Date	30/06/2020
1.4.2 Investment in	Performance	*
Temporary Accommodation	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
1.5.1 Investigate ways to support and assist affordable	Performance	₩
housing providers	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	Page 33 28/02/2021

		04/00/0004
4505 days and 1	D. f.	31/03/2021
1.5.2 Explore ways to help households into owner-	Performance	
occupation	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
1.5.3 Explore acquisition of	Performance	*
Victory Housing Trust properties for market rent in rural locations	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
1.6.1 Deliver, with partners,	Performance	*
500 units of Housing-with- Care/ExtraCare	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

### 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.



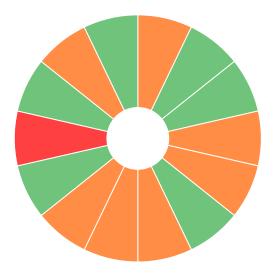
		31/03/2021
2.1.1 Deliver the local plan,	Performance	•
ensuring a sufficient focus on facilitating business development	Comments	The Draft Plan includes a range of policies supporting all aspects of business growth including tourism, retailing, delivering growth on designated employment sites and supporting the expansion of existing businesses.
	Owner	Mark Ashwell
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/08/2021
2.2.1 Economic Growth	Performance	•
Strategy (2020 - 2023)	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
2.3.1 Growth Sites Delivery	Performance	*
Strategy	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
2.4.1 Analyse evidence of	Performance	*
local business needs and opportunities and engage local businesses	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
	010.90	III Togicas
	Start Date  Due Date	01/04/2020

		31/03/2021
2.4.2 Develop a range of	Performance	
engagement tools to build relationships with local businesses	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	
	Start Date	Parked 04/03/2020
	Due Date	04/02/2020
2.5.1 Develop a mechanism	Performance	31/01/2021
for providing suitable support to business start-ups and micro businesses		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
2.5.2 Post Covid-19 support	Performance	*
for Tourism	Comments	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.  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.  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.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/06/2020
• 0041111	Due Date	31/12/2021
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	Page 37 04/02/2020
	Due Date	31/12/2021

		31/03/2021
2.6.2 Nurture the concept of	Performance	*
inclusive growth	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
2.6.3 Workforce	Performance	*
development, skills and apprenticeship plan	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
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.



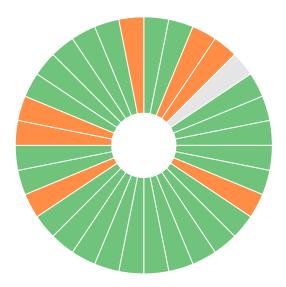
		31/03/2021
3.1.1 Undertake a Customer	Performance	
Contact Survey	Comments	This is not a key priority currently. The action has been deferred due to Covid-19.
	Owner	David Williams
	Stage	Parked
	Start Date	04/02/2020
	Due Date	27/08/2021
3.1.2 Review and refine our	Performance	•
Customer Strategy	Comments	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
3.1.3 Develop an action plan	Performance	*
and draft, adopt and publish Customer Charter	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
3.1.4 Customer focussed	Performance	
services staff training programme	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

		31/03/2021
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
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
3.2.1 Undertake an annual	Performance	
Residents Survey	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
3.3.1 Benchmark service	Performance	
delivery against the LGA key themes and learn from best practice elsewhere	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
3.4.1 Develop an Engagement Strategy	Performance	
Engagement Strategy	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 f the Council's Covid-19 recovery plan.
	Owner	Steve Blatch
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	<u> </u>

		31/03/2021
3.4.2 Establish Town &	Performance	◆
Parish Council Forum	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
3.4.3 Establish a Youth	Performance	
Council to give a stronger	Comments	Delayed due to Covid-19.
voice for younger people in Council decisions	Owner	Emma Denny
	Stage	Not Started
	Start Date	01/03/2021
	Due Date	31/03/2022
3.4.4 Establish Environment	Performance	*
Panels	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
3.4.5 Implement Online	Performance	
consultation feedback portals for key corporate	Comments	
projects/workstreams	Owner	Rob Holmes
	Stage	In Progress
	Start Date	01/10/2019
	Due Date	31/12/2021
3.4.6 Develop and	Performance	*
Implement a Communications Strategy	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.



		31/03/2021
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
4.1.2 Develop an action plan,	Performance	*
draft, adopt and publish Environment Charter	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
4.1.3 Promote energy	Performance	
efficiency and behavioural change towards greater sustainability	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
4.1.4 Raise awareness of	Performance	•
the environmental challenges and ambitions in the Environmental Charter	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
4.1.5 Monitor and review the	Performance	
implementation of the Environmental Charter and	Comments	n/r
Action Plan	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	20/06/2021
	Due Date	31/12/2021

		31/03/2021
4.2.1 Formulate a local plan	Performance	• 1766/2021
that supports the transition to a low-carbon future	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
4.2.2 Protect and enhance the natural and built	Performance	<b>*</b>
environment	Comments	n/r
	Owner	Phillip Rowson
	Stage	Completed
	Start Date	04/02/2020
	Due Date	30/06/2020
4.3.1 Baseline carbon audit	Performance	*
and carbon reduction action plan	Comments	Draft report received April 2021.
p. 1	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
4.3.2 Carbon impact evidenced in processes for	Performance	*
decision making and report writing	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

		31/03/2021
4.3.3 Measure, monitor and report on the change in the Council's emissions and review action plan	Performance	01/00/2021
	Comments	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.
		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
		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.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	14/12/2023
4.3.4 'Green energy'	Performance	
initiatives	Comments	
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set
4.4.1 Agree the vision and	Performance	*
business plan for Coastal Partnership East	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
4.4.2 Establish evidence of	Performance	*
coastal change impacts, interpret and communicate this to policymakers	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
4.4.3 Local coastal	Performance	*
communities - adaptive responses to coastal change and resilience	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
4.4.4 Develop innovative coastal management	Performance	*
approaches	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
4.4.5 Continue to implement local actions to manage the		*
coast	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
4.4.6 Share best practice	Performance	*
and seek to influence national policy regarding coastal management	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
4.5.1 Collect and analyse	Performance	*
data	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

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		31/03/2021
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
4.5.3 Tree planting - Engage	Performance	•
communities to identify the optimal approach and garner support	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
4.5.4 Tree planting	Performance	*
implementation	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
4.6.1 Installation of Electric	Performance	•
Vehicle (EV) charging points		
venicle (EV) charging points	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.
venicle (EV) charging points	Owner	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
venicle (EV) charging points	Comments	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.
venicle (EV) charging points	Owner	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.  Russell Tanner
venicle (EV) charging points	Owner Stage	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.  Russell Tanner  In Progress
\$\tilde{\sigma}\$ 4.6.2 Assess demand/	Owner Stage Start Date	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.  Russell Tanner  In Progress  04/02/2020
◆ 4.6.2 Access domand/	Owner Stage Start Date Due Date	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.  Russell Tanner In Progress  04/02/2020 30/06/2021
4.6.2 Assess demand/ growth in the use of electric vehicles and roll-out of	Owner Stage Start Date Due Date Performance	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.  Russell Tanner  In Progress  04/02/2020  30/06/2021  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
4.6.2 Assess demand/ growth in the use of electric vehicles and roll-out of	Owner Stage Start Date Due Date Performance Comments	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.  Russell Tanner  In Progress  04/02/2020  30/06/2021  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.
4.6.2 Assess demand/ growth in the use of electric vehicles and roll-out of	Owner Stage Start Date Due Date Performance Comments  Owner	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.  Russell Tanner  In Progress  04/02/2020  30/06/2021  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.  Russell Tanner

		31/03/2021
4.6.3 Include policies on EV	Performance	*
and EV infrastructure in the Local Plan and in asset management plans	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
4.6.4 Review staff/member	Performance	
travel policies and future options that will reduce	Comments	Due date amended from January 2021 to June 2021.
emissions	Owner	James Claxton
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
4.6.5 Communicate the	Performance	•
advantages and opportunities of using electric vehicles	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
4.7.1 Implement the waste	Performance	₩
contract	Comments	n/r
	Owner	Scott Martin
	Stage	Completed
	Start Date	04/02/2020
	Due Date	30/04/2020
4.7.2 Waste & cleansing	Performance	*
contract - investigate going beyond the minimum necessary	Comments	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 (furtniture etc.) rather than the disposal. The introduction of these has been problematic due to the covid situation.
		We are also actively purusing 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.  Due date has been removed as this activity will continue
	Owner	throughout the life of the corporate plan.  Scott Martin
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
		1100 000

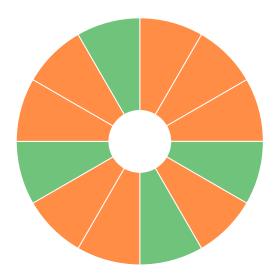
		31/03/2021
4.7.3 Targeted campaigns to	Performance	÷
reduce consumption and waste	Comments	During quarter four we have supported the opening of a new community fridge in Sheringham and good progress has been made with another for Stalham. These initiative can assist in the overall reduction of waste.  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.  Due date has been removed as this activity will continue throughout the life of the corporate plan.
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	not set
4.7.4 Establish data	Performance	*
collection systems analyses	Comments	
	Owner	Scott Martin
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/12/2020

		31/03/2021
4.7.5 Implement local	Performance	◆
community waste reduction measures	Comments	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 which should open in the next couple of months. These initiatives can assist in the overall reduction of waste.
		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.
		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.
		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.
	Owner	Scott Martin
	Stage Start Date	Not Started
		04/02/2020
	Due Date	31/12/2021

		31/03/2021
( 4 7 6 Investigate and	Performance	31703/2021
4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Performance Comments	The North Norfolk element of this contract has now achieved accreditation to ISO 14001 in respect of the Environmental Management System.  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.  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.
		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.
	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.



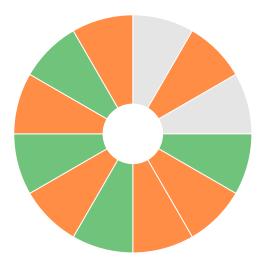
		31/03/2021
5.1.1 Undertake a Quality of	Performance	
Life Survey	Comments	Work on this objective has been delayed due to the need to focus n the Council's Covid-19 response and support for local businesses. It is proposed that this work will be progressed during the 2021/22 civic year.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
5.2.1 Develop a Quality of	Performance	
Life Strategy	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
5.2.2 Implement the Quality	Performance	
of Life Strategy	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
5.3.1 Engage the local	Due Date Performance	
5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance Comments	A number of activities are ongoing and upcoming, including:  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.
community to deliver the North Walsham Heritage	Performance Comments Owner	A number of activities are ongoing and upcoming, including:  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.  Jenni Jordan
community to deliver the North Walsham Heritage	Performance Comments  Owner Stage	A number of activities are ongoing and upcoming, including:  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.  Jenni Jordan  In Progress
community to deliver the North Walsham Heritage	Performance Comments Owner	A number of activities are ongoing and upcoming, including:  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.  Jenni Jordan

		31/03/2021
5.4.1 Formulate and publish	Performance	
an accessibility guide	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
5.5.1 Develop the new	Performance	*
leisure centre to replace the Splash at Sheringham	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
5.6.1 Maintain and enhance	Performance	
the physical structure of Cromer Pier and a programme of events	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
5.7.1 Maintain the quality	Performance	
and accessibility of public conveniences	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
5.8.1 Commit to NNDC Blue	Performance	*
Flag and Green Flag status	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

		31/03/2021
5.9.1 Deliver the first	Performance	
Mammoth Marathon	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
5.10.1 Identify new	Performance	
opportunities for funding to implement and promote the Quality of Life Strategy	Comments	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.  Funding and support is ongoing for several other QoL objectives such as:  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
5.11.1 Community support	Performance	*
initiatives review	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.



		31/03/2021
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
6.1.2 Develop a public	Performance	•
convenience policy	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
6.1.3 Trial zero based	Performance	
budgeting (ZBB)	Comments	n/r
	Owner	Lucy Hume
	Stage	Not Started
	Start Date	01/06/2021
	Due Date	30/04/2022
6.1.4 Close loopholes which	Performance	*
exist around Second Home Council Tax / Business Rate payments	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
6.1.5 Undertake service	Performance	•
reviews to improve efficiency and reduce costs	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
6.2.1 Develop a Financial	Performance	•
Sustainability Strategy	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

		31/03/2021
6.2.2 Review the Car	Performance	*
Parking Policy	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
6.2.3 Explore the	Performance	•
opportunities to generate income from advertising and sponsorship	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
6.3.2 Explore options for investing in medical centre	Performance	₩
development/health care facilities	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
6.3.3 Take a strategic	Performance	
approach to commercial development opportunities	Comments	
астогринен орроналист	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
6.4.1 Explore options to	Performance	*
expand Electric Vehicle Charging Points (EVCP) pilot	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
6.4.2 Explore the potential	Performance	•
for the installation of photo voltaics (PV) on the Council's assets	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	Page 59 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><li>Organisational Resources</li><li>5 - Quality of Life</li></ul>
AP 002 Number of	Performance (YTD)	
changing places facilities	Actual (Period) (YTD)	0
provided	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 2821/22.
	Objective/ Department	-
CS 001 Number of	Performance (YTD)	*
complaints	Actual (Period) (YTD)	280
	Target (YTD)	451
	Direction of change (YTD)	†x
	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><li>Customer Service Improvement</li><li>3 - Customer Focus</li></ul>
EC 001 Council carbon	Performance (YTD)	?!
footprint (tCO2e)	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	

		Mar 2021
EC 002 Number of trees planted	Performance (YTD)	
	Actual (Period) (YTD)	12,675
	Target (YTD)	
	Direction of change (YTD)	<b>∵</b>
	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><li>Sustainable Growth</li><li>4 - Climate, Coast and the Environment</li></ul>
EG 011 Number of	Performance (YTD)	*
businesses supported	Actual (Period) (YTD)	912
	Target (YTD)	200
	Direction of change	•
	(YTD)	*
	Owner	Stuart Quick
	Comments	
	Objective/ Department	<ul><li>Sustainable Growth</li><li>2 - Boosting Business Sustainability and Growth</li></ul>
HO 007 Numbers on the	Performance (YTD)	n/a
Housing Register	Actual (Period) (YTD)	410
	Target (YTD)	
	Direction of change (YTD)	<b>*</b>
	Owner	Lisa Grice
	Comments	
	Objective/ Department	<ul><li>1 - Local Homes for Local Need</li><li>People Services</li></ul>
HS 001 Number of	Performance (YTD)	*
affordable homes built	Actual (Period) (YTD)	108
	Target (YTD)	100
	Direction of change (YTD)	<b>∵</b>
	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 forceast. This is due to a number of solveness slipping into
		2021/22
	Objective/ Department	Sustainable Growth
		1 - Local Homes for Local Need
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	•
Council Sporting Facilities	Actual (Period) (11D)	102,453
	Target (YTD)	103,625
	Direction of change (YTD)	<b>▽</b>
	Owner	Karl Read
	Comments	
	Objective/ Department	
		■ Environmental and Leisure Services

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		Mar 2021
LE 015 Number of Blue	Performance (YTD)	
Flag beaches	Actual (Period) (YTD)	*
	Target (YTD)	6
	Direction of change	
	(YTD)	<b>→</b>
	Owner	Karl Read
	Comments	Since the end of March we have been awarded six Blue Flags again for 2021.
	Objective/ Department	<ul><li>5 - Quality of Life</li><li>Environmental and Leisure Services</li></ul>
LE 016 Number of Green	Performance (YTD)	*
Flag open spaces	Actual (Period) (YTD)	3
	Target (YTD)	3
	Direction of change (YTD)	<b>→</b>
	Owner	Karl Read
	Comments	All Green Flags retained in 2020/21.awaiting results for 2021/22.
	Objective/ Department	
AIAL OOA AW L. L. 121	D. (C. C. C	■ Environmental and Leisure Services
NN 001 Affordability indicator - ratio of median	Performance (YTD)	?!
house price to median	Actual (Period) (YTD)	
gross annual earnings	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	Sustainable Growth
		■ 1 - Local Homes for Local Need
PP 001 Number of new	Performance (YTD)	*
homes built of all tenures	Actual (Period) (YTD)	481
	Target (YTD)	420
	Direction of change (YTD)	<b>↓</b>
	Owner	Mark Ashwell
	Comments	
	Objective/ Department	
		1 - Local Homes for Local Need

		Mar 2021
CE 001 Number of very	Performance (YTD)	
long term empty homes (2 years or more as at 1st	Actual (Period) (YTD)	158
day of each month)	Target (YTD)	
day of edoff monthly	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> <li>1 - Local Homes for Local Need</li> </ul>
		■ Planning
CE 003 Number of long	Performance (YTD)	!
term empty homes (6 months or more as at 1st	Actual (Period) (YTD)	537
day of each month)	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
		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 Sombined 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
	Objective/ Department	Board.  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.



		N 2004
AS 003 Occupancy rate of	Performance (VTD)	Mar 2021
Council-owned rental	` ′	•
properties - Concessions	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	Performance (YTD)	<b>A</b>
arrears on all debts 90 days and over	Actual (Period) (YTD)	44.10
days and over	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	Performance (YTD)	<u> </u>
businesses engaged via	Actual (Period) (YTD)	64
business support events	Target (YTD)	200
	Direction of change (YTD)	<b>∵</b>
	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	Performance (YTD)	<b>A</b>
responses to fly-tipping	Actual (Period) (YTD)	36.95
(private land) complaints within 2 working days	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 flytipping but have not received a response.

		Mar 2021
EP 001c Percentage of	Performance (YTD)	
responses to fly-tipping (public land) complaints within 2 working days	Actual (Period) (YTD)	36.90
	Target (YTD)	80.00
	Direction of change (YTD)	<b>▽</b>
	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 flytipping but have not received a response.
FS 001 PM 32 Average	Performance (YTD)	<b>A</b>
number of days revenue outstanding (Debtor Days)	Actual (Period) (YTD)	57.5
outstanding (Debtor Days)	Target (YTD)	41.0
	Direction of change (YTD)	*
	Owner	Jeny Carroll
	Comments	
LE 010 Number of Adult	Performance (YTD)	
Visitors to Parks and Countryside Events	Actual (Period) (YTD)	0
Country side Events	Target (YTD)	525
	Direction of change (YTD)	<b>→</b>
	Owner	Karl Read
	Comments	Events have still not returned to the park due to Covid-19 restrictions.
LE 011 Number of Child	Performance (YTD)	<b>A</b>
Visitors to Parks and Countryside Events	Actual (Period) (YTD)	0
Oddritt yside Events	Target (YTD)	1,024
	Direction of change (YTD)	<b>→</b>
	Owner	Karl Read
	Comments	Events have still not returned to the park due to Covid-19 restrictions.
LE 012 Total number of	Performance (YTD)	<u> </u>
Visitors to Parks and Countryside Events	Actual (Period) (YTD)	0
Oddritt yside Events	Target (YTD)	60
	Direction of change (YTD)	<b>→</b>
	Owner	Karl Read
	Comments	Events have still not returned to the park due to Covid-19 restrictions.
LE 013 Income from	Performance (YTD)	
events organised at Country Parks	Actual (Period) (YTD)	0.00
Journay Fairto	Target (YTD)	4,760.00
	Direction of change (YTD)	<b>→</b>
	Owner	Karl Read
	Comments	Events have still not returned to the park due to Covid-19 restrictions.
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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.



		Mar 2021
AS 001 Occupancy rate of Council-owned rental properties - Industrial	Performance (YTD)	•
	Actual (Period) (YTD)	81.82
properties - industrial	Target (YTD)	85.00
	Direction of change	<b>→</b>
	(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	Performance (YTD)	*
Council-owned rental	Actual (Period) (YTD)	78.21
properties - Retail	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 -	Performance (YTD)	?!
Industrial	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Renata Garfoot
	Comments	Data not currently available.
AS 006 Rate of Return -	Performance (YTD)	?!
Retail	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	Performance (YTD)	?!
Condition Survey rating of	Actual (Period) (YTD)	
A-B	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Renata Garfoot
	Comments	Data not currently available.
AU 001 Percentage of	Performance (YTD)	*
Priority 1 (Urgent) audit recommendations	Actual (Period) (YTD)	100.00
completed on time	Target (YTD)	100.00
	Direction of change (YTD)	<b>→</b>
	Owner	Lucy Hume
	Comments	There were no priority 1 recommendations due on or before 31 March 2021.

		Mar 2024
AU 002 Percentage of	Performance (YTD)	Mar 2021
Priority 2 (Important) audit	Actual (Period) (YTD)	20.00
recommendations	Target (YTD)	90.00
completed on time	Direction of change	
	(YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from Internal Audit team.
AU 004 Percentage of	Performance (YTD)	*
audit days delivered	Actual (Period) (YTD)	100.00
	Target (YTD)	100.00
	Direction of change (YTD)	<b>▽</b>
	Owner	Lucy Hume
	Comments	
BC 001 Building Control	Performance (YTD)	
income (£)	Actual (Period) (YTD)	349,262.00
	Target (YTD)	379,992.00
	Direction of change (YTD)	<b>▽</b>
	Owner	Stuart Tate
	Comments	
BE 027 (HB1) Average	Performance (YTD)	*
time for processing new claims (housing benefit	Actual (Period) (YTD)	12.67
and council tax support)	Target (YTD)	20.00
	Direction of change (YTD)	<b>↓</b>
	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	Performance (YTD)	*
processing: change in circumstances for housing	Actual (Period) (YTD)	10.00
benefit and CT support	Target (YTD)	14.00
claims	Direction of change (YTD)	†×
	Owner	Trudi Grant
	Comments	

		Mar 2021
CE 002 Number of long term empty homes (6 months or more as at	Performance (YTD)	!
	Actual (Period) (YTD)	564
October each year)	Target (YTD)	
	Direction of change (YTD)	<b>↓</b>
	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	Performance (YTD)	!
(minutes) - Customer Services	Actual (Period) (YTD)	0.00
CCIVIOCO	Target (YTD)	
	Direction of change	<b>→</b>
	(YTD) Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.
CS 004 Average	Performance (YTD)	
transaction time (minutes) - Customer Services	Actual (Period) (YTD)	9.11
- Customer Services	Target (YTD)	10.00
	Direction of change (YTD)	*x
	Owner	Stuart Harber
	Comments	
CS 006 Percentage of	Performance (YTD)	*
customers who were quite / extremely satisfied-	Actual (Period) (YTD)	0.00
helpful pleasant and	Target (YTD)	0.00
courteous	Direction of change (YTD)	<b>→</b>
	Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.
CS 007 Percentage of	Performance (YTD)	*
customers who were quite/extremely satisfied -	Actual (Period) (YTD)	0.00
competent/knowledgeable/p		0.00
	Direction of change (YTD)	<b>→</b>
	Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.

		Mar 2021
CS 008 Percentage of	Performance (YTD)	*
customers who were quite or extremely satisfied with	Actual (Period) (YTD)	0.00
the time taken	Target (YTD)	0.00
	Direction of change	<b>→</b>
	(YTD)	,
	Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.
CS 009 Percentage of	Performance (YTD)	*
customers who were quite or extremely satisfied they	Actual (Period) (YTD)	0.00
got everything they need	Target (YTD)	0.00
	Direction of change	<b>→</b>
	(YTD)	,
	Owner	Stuart Harber
	Comments	Data not being collected. Offices largely closed due to Covid-19 during 2020/21.
DM 024 (24m) Percentage	Performance (YTD)	<b>★</b>
of non-major planning applications determined	Actual (Period) (YTD)	82.93
within time period	Target (YTD)	80.00
, p	Direction of change	*×
	(YTD)	
	Owner	Phillip Rowson
	Comments	
DM 025 (24m) Non-Major -	Performance (YTD)	*
Quality: Percentage of the total number of decisions	Actual (Period) (YTD)	0.77
allowed on appeal	Target (YTD)	10.00
	Direction of change (YTD)	<b>*</b>
	Owner	Phillip Rowson
	Comments	
DM 025 (n24m) - Non-	Performance (YTD)	n/a
major - Quality: Number of decisions allowed on	Actual (Period) (YTD)	15
appeal within time period	Target (YTD)	
	Direction of change (YTD)	*×
	Owner	Phillip Rowson
	Comments	
EG 001 Number of new	Performance (YTD)	
jobs created	Actual (Period) (YTD)	215
	Target (YTD)	210
	Direction of change	2
	(YTD)	· · · · · · · · · · · · · · · · · · ·
	Owner	Stuart Quick
	Comments	
EG 004 Number of VAT	Performance (YTD)	?!
registered businesses	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change	?
	(YTD)	·
	Owner	Stuart Quick
	Comments	2020/21 data not available yet, due October 2021. 2019/20
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		Mar 2021
EG 006 Business	Performance (YTD)	
Expansion / land developed / premises filled (sqm)	Actual (Period) (YTD)	47,290
	Target (YTD)	·
(04)	Direction of change (YTD)	?
	Owner	Stuart Quick
	Comments	
EG 007 Number of visitors	Performance (YTD)	71
to North Norfolk	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	Performance (YTD)	?!
North Norfolk (£)	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change	?
	(YTD)	24 - 4 - 2 - 1
	Owner Comments	Stuart Quick
		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)	<b>▽</b>
	Owner	Stuart Quick
	Comments	
EP 001a Percentage of	Performance (YTD)	*
responses to nuisance complaints within 2	Actual (Period) (YTD)	80.43
working days	Target (YTD)	80.00
	Direction of change	*×
	(YTD) Owner	Freih: Oanne
	Comments	Emily Capps
HC 005 Number of grants	Performance (YTD)	
awarded from the North	Actual (Period) (YTD)	n/a
Norfolk Sustainable	Target (YTD)	21
Communities Fund	Direction of change	A .
	(YTD)	<b>∵</b>
	Owner	Sonia Shuter
	Comments	
HC 006 Amount of funding	Performance (YTD)	n/a
investment from the North Norfolk Sustainable	Actual (Period) (YTD)	168,647.16
Communities Fund	Target (YTD)	
	Direction of change (YTD)	<b>↓</b>
	Owner	Sonia Shuter
	Comments	

		Mar 2021
HO 001 Number of people	Performance (YTD)	
on the housing waiting list	Actual (Period) (YTD)	2,894
- total	Target (YTD)	2,00
	Direction of change	<b>∵</b>
	(YTD)	
	Owner	Lisa Grice
110 000 N	Comments	
HO 006 Numbers on the housing waiting list	Performance (YTD)	n/a
Trodoning Walting not	Actual (Period) (YTD)	2,867
	Target (YTD)	
	Direction of change (YTD)	<b>†</b> ×
	Owner	Lisa Grice
	Comments	2.00 0.100
HO 008 Numbers on the	Performance (YTD)	n/a
Housing Options Register	Actual (Period) (YTD)	1,981
	Target (YTD)	
	Direction of change (YTD)	<sup>†</sup> X
	Owner	Lisa Grice
	Comments	
HO 009 Numbers on the	Performance (YTD)	n/a
Transfer Register	Actual (Period) (YTD)	476
	Target (YTD)	
	Direction of change (YTD)	<b>*</b>
	Owner	Lisa Grice
	Comments	
HR 007 Working days lost	Performance (YTD)	*
due to sickness absence -	Actual (Period) (YTD)	5.90
whole authority days per FTE	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	Performance (YTD)	n/a
affordable homes granted	Actual (Period) (YTD)	172
planning permission	Target (YTD)	
	Direction of change (YTD)	<b>→</b>
	Owner	Nicky Debbage
	Comments	
HW 003 Number of	Performance (YTD)	n/a
Disabled Facilities Grants completed	Actual (Period) (YTD)	86
Completed	Target (YTD)	
	Direction of change (YTD)	<b>↓</b>
	Owner	Karen Hill
	Comments	

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

		Mar 2021
MJ 002 (n24m) Major -	Performance (YTD)	
quality: Number of	Actual (Period) (YTD)	n/a
decisions allowed on	Target (YTD)	0
appeal	Direction of change	
	(YTD)	<b>→</b>
	Owner	Geoff Lyon
	Comments	
PL 001 Planning income	Performance (YTD)	
(£)	Actual (Period) (YTD)	737,155.00
	Target (YTD)	801,504.00
	Direction of change	<b>t</b> ⁄
	(YTD)	·
	Owner	Phillip Rowson
	Comments	
PP 002 Number of homes granted planning	Performance (YTD)	n/a
permission (all tenure	Actual (Period) (YTD)	5,019
types)	Target (YTD)	
	Direction of change (YTD)	<b>∵</b>
	Owner	Mark Ashwell
	Comments	
RV 009 Percentage of	Performance (YTD)	
Council Tax collected	Actual (Period) (YTD)	98.01
	Target (YTD)	98.40
	Direction of change (YTD)	<b>*</b>
	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	Performance (YTD)	
non-domestic rates collected	Actual (Period) (YTD)	98.41
Concotod	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
	Performance (YTD)	
(Business) Rates Base (total number of properties)	Actual (Period) (YTD)	7,901
(total number of properties)	Target (YTD)	
	Direction of change (YTD)	<b>↓</b>
	Owner	Stuart Quick
	Comments	



#### North Norfolk District Council Equality, Diversity and Inclusion Policy 2021

Summary: All pub

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**The Council is legally required to publish **Recommendations:**Equality Objectives. It is doing this alongside the

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 or 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.
- 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 characteristic<sup>i</sup> 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 disadvantage<sup>ii</sup>.
- 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 person<sup>iii</sup> 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 <u>Public Sector</u> <u>Equality Duty</u>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 <a href="Sign In (north-norfolk.gov.uk">Sign In (north-norfolk.gov.uk</a>)

#### 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 <u>Equality Act 2010</u>, the Public Sector Equality Duty and the <u>Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.</u>

#### Communication

 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, <u>james.claxton@north-norfolk.gov.uk</u>, 01263 516352 or Karen Hill, Assistant Director People Services, <u>karen.hill@north-norfolk.gov.uk</u>, 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.

\_\_\_\_

<sup>&</sup>lt;sup>i</sup> 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	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.			
	<ul> <li>This may include but is not limited to: <ul> <li>People with mobility issues (e.g. wheelchair or cane users; people of short stature; people who do not have mobility in a limb etc)</li> <li>Blind and partially sighted people</li> <li>People who are D/deaf or hearing impaired</li> <li>People with learning disabilities</li> <li>People who have mental health issues</li> <li>People who identify as neurodiverse (this refers to neurological differences including, for example, dyspraxia, dyslexia, Attention Deficit Hyperactivity Disorder, the autistic spectrum and others).</li> <li>People with some long-term health conditions which meet the criteria of a disability.</li> </ul> </li></ul>			
Gender reassignment	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).			
	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).			
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	Race refers to a group of people defined by their race, colour, or nationality (including citizenship) ethnic or national origins.  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.			

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'.

#### 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.



# Agenda Item 12

### Sheringham Leisure Centre: project update June 2021

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

	Forecast/ expected position	Current position	Notes/ comments
Time	Completion of phases 1 & 2 of the project (completion of the new building, demolition of Splash and completion of car park) originally programmed to be 29 Aug 2021.	As was reported at the last meeting, the revised contractual completion date was 16 <sup>th</sup> August 2021; however, it has proven difficult for earlier delays to be recovered and the contractor Metnor has reported the project is currently two weeks behind schedule. It is therefore anticipated that a revised contractual completion will be agreed as 31 <sup>st</sup> August.	Work on site is progressing well but there have been some supply issues with products being late or not of the required specification. It has not been practical to just bring more staffing to site in order to catch up for fears that the build quality would suffer. All parties will use their best endeavours to complete the project earlier but it is considered wisest to work on the basis of the centre opening at the end of August, in order to give time for the operator to set up and undertake the necessary training and familiarisation prior to opening.
Budget	£12,697,139	£12,832,942	No change to overall budget compared to that previously reported.
Issues log		Minor issues are being dealt with by the project team and Project Board	Some of the landscaping around the Skate Park is being re-modelled to address its juxtaposition with the new car park. There may be a need to re- close the skatepark while work is carried out, but the Skate Park users are being kept informed. The project team are working closely with colleagues who are dealing with the proposed disposal of the adjacent 'enabling' land and efforts are being made to ensure the two developments, during construction and once completed,

			can operate effectively together.
Risk log	A risk log is being maintained. These are routinely monitored and revised, and controls are introduced to manage/ mitigate risks and provide assurance	The risks remain as previously reported. The risk log will be updated to take account of the current situation and any anticipated risks, with mitigation.	As the project approaches the final stages many of the risks have now been closed.
Project Governance	The Portfolio Holder (PH) is Cllr Virginia Gay, the Council's Senior Reporting Officer (SRO) is Robert Young and the internal Project Manager is Kate Rawlings. Various other technical experts from within the Council are involved in the project as appropriate. The Council has procured the services of: an Employer's Agent, Project Manager and Cost Consultant (all provided by REAL Consulting); a Technical Architect (Saunders Boston Architects); and a Mechanical, Electrical and Pool Filtration Consultant (Silcock Dawson)	Under the newly adopted project governance arrangements, a Project Board has been established and it had its first meeting on 19 <sup>th</sup> May. The project team and responsibilities remain unchanged and meetings and reporting are occurring as scheduled. Meetings have largely been virtual, however, regular site visits have also taken place, as appropriate.	The first project board has been held in accordance with the Council's new project management arrangements.
Communications	<ul> <li>The Communications Plan covers:</li> <li>Planned activities at key milestones</li> <li>Responses to issues and events as they occur</li> <li>Routine communications to interested parties (including via the website)</li> </ul>	The timelapse video is regularly updated (last updated 24 May) and can be viewed at: <a href="https://www.north-norfolk.gov.uk/tasks/projects/timelapse-video/">https://www.north-norfolk.gov.uk/tasks/projects/timelapse-video/</a>	Local schools have produced some excellent material to put into the time capsule that is to be buried at the entrance to the building. If members have any further suggestions for items please email them to <a href="mailto:newleisurecentre@north-norfolk.gov.uk">newleisurecentre@north-norfolk.gov.uk</a> asap. Arrangements for the official opening of The Reef are still being considered in conjunction with Everyone Active.

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#### **OVERVIEW & SCRUTINY ANNUAL REPORT 2019/20 & 2020/21**

**Summary:** This report aims to provide the Council with an

outline of the role of the Overview & Scrutiny Committee, and a summary of the work undertaken throughout both the 2019-20 and 2020-21 municipal years, as a result of reporting delays caused by the Covid-19

Pandemic.

**Options considered:** N/a.

Conclusions: Throughout 2019/20 and 2020/21, the

Committee fulfilled its obligation to provide oversight of Council business and hold Cabinet to account. Whilst Covid-19 had a significant impact on the Committee's 2020-21 Work Programme, the Committee adapted quickly to remote working and continued to deliver

effective scrutiny.

Recommendations: 1. It is recommended that Council notes

the report, affirms the work of the Overview & Scrutiny Committee and

considers any concerns raised.

Reasons for To inform Council of the work of the Overview Recommendations:

& Scrutiny Committee in 2019/20 and 2020/21.

Cabinet Member(s): Ward(s) affected:

N/a ΑII

Contact Officer, telephone number and email:

Matthew Stembrowicz

Democratic Services & Governance Officer (Scrutiny)

Email: Matthew.Stembrowicz@north-norfolk.gov.uk Tel: 01263 516047

#### 1. Introduction – Role of the Committee

- 1.1 The Overview and Scrutiny Committee is the Council's primary oversight Committee, that seeks to ensure that Cabinet is held to account and that reliable services are provided, whilst best value for money is achieved. Introduced by the Local Government Act 2000, Scrutiny Committees are able to monitor internal Council affairs, and also review the work of external bodies such as the Police, health providers, utility companies and the voluntary sector.
- 1.2 As outlined in the Constitution, the Overview and Scrutiny Committee's terms of reference are as follows:
  - To scrutinise and review decisions or other actions taken with respect to non-executive functions.

- To make reports or recommendations to the Full Council or to the Cabinet about one or more particular issue(s), service(s) or matter(s), which affects North Norfolk and its residents. Reports or recommendations may be carried out on whatever issue, service or matter the Scrutiny Committee thinks fit and may be carried out on any subject if the Full Council or the Cabinet requests it to do so.
- To carry out best value reviews.
- To act as the Council's Crime and Disorder Committee.
- To produce an annual report to Council on the work of the Committee over the year.
- To ensure effective scrutiny of the treasury management strategy and policies.
- 1.3 The remit of the Overview and Scrutiny Committee also includes undertaking policy review and development, monitoring performance management, promoting community well-being and improving the quality of life in the District. Scrutiny is Member-led and independent of party political arrangements. At North Norfolk District Council, the Overview and Scrutiny Committee is chaired by a member of the opposition. Scrutiny should always be viewed as a function which belongs to and benefits the whole council.

#### 2. Committee Background

2.1 Subsequent to minor changes following appointments made in May 2019, the Overview & Scrutiny Committee was comprised of the following Members at the end of the 2020/21 municipal year:

Chairman - Cllr N Dixon
Cllr H Blathwayt
Cllr P Heinrich
Cllr G Mancini-Boyle
Cllr A Varley
Cllr A Brown

Cllr W Fredericks Cllr N Housden Cllr E Spagnola Cllr C Cushing Cllr P Fisher

Vice Chair - Cllr E Withington

#### 2.2 Who participates in Scrutiny:

- The Chairman and Vice Chairman of the Overview and Scrutiny Committee take a pro-active role throughout the process, attending preagenda meetings and steering and scoping the direction of questioning and investigation.
- Overview and Scrutiny Committee Members Scrutiny is different from other committees in that it calls for Members with investigative and creative minds who are prepared to "do their homework" out of the Council Chamber and think outside of the usual committee framework, tailoring the method of review to suit the topic.
- Cabinet Portfolio Members are invited to attend meetings of the Committee to present and answer questions on Reports relevant to their portfolio. The aim is that the Portfolio Member should have an opportunity to contribute to any issues relating to their portfolio.
- All non-Executive Members of the Council are routinely invited to attend Committee Meetings and offered the opportunity to ask questions on issues that matter to the residents they represent.

- Officers are involved in a number of ways those directly involved in supporting the scrutiny process and those who are called to compile Reports for the Committee.
- Invitees and Witnesses can be called not just from within the Council, but from partners and service providers.
- The public are welcome to attend meetings of the Committee with a provision to submit questions up to 24 hours in advance, in order to raise issues of concern that they would like the Committee to consider.

#### 3. Committee Role and Responsibilities

- 3.1 Scrutiny of decisions made by Cabinet The Overview and Scrutiny Committee routinely reviews decisions made by Cabinet to ensure they are appropriate and provide best value for money.
- 3.2 Pre–Scrutiny This enables greater co-ordination between the Cabinet and Scrutiny work programmes, whereby the Committee can provide input into policy and decisions prior to their approval. This process ensures that the Overview and Scrutiny Committee and wider Members can provide meaningful input into key issues, reducing the likelihood of call–ins. Some examples include:
  - Commenting and providing input into corporate projects.
  - Providing input during the Policy development process.
  - Considering key strategies prior to approval by Cabinet.
- 3.3 Call-ins All decisions made by Cabinet that have not been pre-scrutinised are subject to a five day 'call-in' period, prior to implementation. This enables the Overview and Scrutiny Committee to consider whether any contentious decisions are appropriate, and provides the opportunity to recommend to Cabinet that the decision be reconsidered, if necessary.
- 3.4 Financial Scrutiny This allows the Committee and wider Members the opportunity to review and comment on draft budget proposals, budget monitoring reports, the Medium Term Financial Strategy, and other financial strategies. Consideration of financial reports is a statutory requirement for the Overview & Scrutiny Committee's work programme.
- 3.5 Performance Monitoring This is a quarterly item for the Committee that provides an opportunity to ensure that service areas are meeting performance targets, or highlighting issues where further investigation may be required. It is also important for holding the Cabinet to account, by considering whether the administration are meeting the objectives set within their Corporate Plan and subsequent Delivery Plans.
- 3.6 External Organisations The Committee may request briefings on matters of concern from external organisations. These are usually followed by a Q&A session to gain further insight into the chosen subject. The Overview and Scrutiny Committee has a statutory obligation to oversee crime and disorder in the District, and this is usually achieved by a briefing from the Police and Crime Commissioner, accompanied by senior Police Officers.
- 3.7 Focused/Rapid Reviews The Committee may choose to look at a topic in depth over a specific period of time to consider whether it is achieving the

- necessary outcomes. This could be undertaken by the whole Committee as a rapid review in a single day, or as a smaller review by a Task and Finish Group, usually lasting six months.
- 3.8 Petitions The Committee has an obligation to consider petitions received from members of the public, which can be submitted electronically or by hard copy. There is a threshold of 750 signatures required from within the District in order for the petition to subject of a full debate by the Committee.

#### 4. Work of the Committee 2019/20

- 4.1 2019/20 was a fresh start for many on the Overview and Scrutiny Committee following the May 2019 elections, which saw a very limited number of returning Members appointed to the Committee. A new Chairman and Vice Chair were appointed that have sought to push the Committee in a more outcome focused direction, making greater use pre-scrutiny opportunities and working more closely with Cabinet on policy development. Nine formal Committee meetings were held in total, with one meeting missed during the induction period, and one cancelled as a result of the initial outbreak of the Covid-19 Pandemic. Highlights from the 2019/20 Work Programme are listed below:
  - The Executive-Scrutiny Protocol: Following best practise, an Executive-Scrutiny Protocol was developed and agreed by both the Committee and Cabinet to clearly outline the relationship and expectations for cooperative working. The Protocol itself fostered a new way of working for both the Committee and Cabinet, to encourage greater participation in the development of policy and service delivery from wider Members. The benefits of the Protocol continue to deliver as the Committee remains actively involved in pre-scrutiny and policy development.
  - Pre-scrutiny of the Corporate and Delivery Plans: As a result of developing a more cooperative relationship with the Executive, the Overview and Scrutiny Committee were given the opportunity to prescrutinise the Corporate Plan. This work resulted in a range of well received recommendations and an increased awareness of the priorities of the new administration.
  - Sheringham Leisure Centre Project Monitoring: From the outset of the Sheringham Leisure Centre project, the Overview and Scrutiny Committee played an important role in receiving regular monitoring reports to observe progress of the project and maintain oversight of the project budget.
  - Market Town Initiative Working Group: The MTI Working Group met twice in 2019 to continue to monitor first and second round applications, alongside making funding recommendations on the third and final round of applications. The Scrutiny Officer provided an overarching update for the Committee in July 2019, and will continue to monitor projects until completion, at which point a process review will be undertaken for consideration by the Committee.
  - Crime and Disorder: The Committee received a briefing on the challenges of tackling rural crime throughout the District from the Police

- and Crime Commissioner for Norfolk, with assistance from the District Superintendent.
- Budget Scrutiny/Monitoring & Financial Strategies: Throughout 2019/20, the Committee reviewed Budget Monitoring, Treasury Management Strategy, Capital Strategy, Investment Strategy, and Medium Term Financial Strategy Reports in line with its statutory responsibility to provide financial oversight of the Council. In addition to finance training provided as part of the induction for new Members, budget training was also arranged in advance of scrutinising the draft budget.
- Consideration of Ambulance Response Times: A motion from Full Council requested that the Committee undertake a review of ambulance response times in rural parts of the District. This review resulted in the Committee making recommendations to the NCC NHOSC who continue to monitor the issue as an ongoing concern. Whilst a briefing from the NCCG and EEAST was scheduled to take place in late 2019/20, the outbreak of the Pandemic caused this to be cancelled.
- Combined Waste Contract Procurement Briefing: Prior to approval, the Committee received a full briefing on the anticipated joint waste contract that would see a shared services arrangement with two neighbouring authorities. The briefing also addressed the substantial changes expected, which sought to make the collection services more environmentally friendly, by reducing carbon emissions and encouraging great re-use of large waste items.
- 4.2 In summary, the Committee reviewed approximately forty topics, though this number incudes recurring items such as performance and budget monitoring. Six of these topics could be defined as pre-scrutiny, in that they were reviewed by the Committee in advance of approval by Cabinet or Council. In total, the Committee made over thirty recommendations to Cabinet and Council, the vast majority of which were accepted and implemented, with several more made to senior officers to request further information or additional reports. No new Task and Finish or Working Groups were formed, as the newly appointed Committee focused on finding its feet in its first year following the election. Overall, given its new membership, the Committee adapted quickly to deliver a more outcome focused and considered approach to providing the overview and scrutiny function of the Council.

#### 5. Work of the Committee 2020/21

5.1 2020/21 was an unusual year for the Committee, as the impact of the Covid19 Pandemic placed significant restrictions on available resources, staffing availability, physical meetings and the range of topics on the Committee's Work Programme. Despite these issues, the Committee soon adapted to working remotely to consider important matters relating to the impact of, and response to the Pandemic, until time became available for more routine business to return to the Work Programme in the second half of the year. Eleven formal Committee meetings were held in total, though several of these meetings took place later than expected, as a result of the ongoing impact of the Pandemic. In a first for the Committee most of these meetings also took place remotely, and were live streamed for public viewing. Highlights from the 2020/21 Work Programme are listed below:

- Coronavirus related reports: Once remote meetings were established to allow Committee's to meet in compliance with Covid restrictions, regular reports were received on both the ongoing impact of the Pandemic, and the Council's ongoing response and mitigation efforts. As relief efforts continued, the Committee also monitored the implementation of Covid relief grants, and decisions taken under delegated authority which had been taken to facilitate the ongoing Covid-19 response.
- Budget Scrutiny/Monitoring & Financial Strategies: The effects of Covid-19
  made scrutiny of the budget, the MTFS and budget monitoring especially
  important in 2020/21, due to the significant impact placed on Council
  revenue streams. Fortunately, Covid support grants were made available
  to mitigate substantial losses, though the fragility of Local Government
  funding was made abundantly clear.
- Pre-scrutiny of the Equality, Diversity & Inclusion Policy: Following a Full Council motion to adopt the HRA definition of anti-Semitism, it was determined that a full overhaul of the existing Equality and Diversity Policy was required with the Committee asked to review its replacement. Whilst the impact of Covid-19 and the management restructure caused significant delays to the development of this Policy, the Committee continued to monitor its development and provide feedback via the prescrutiny process. It is anticipated that subject to final review, the Policy will be approved in the 2021/22 municipal year.
- Crime and Disorder: The Committee requested a briefing on policing during the Covid-19 Pandemic and tackling the relative increases in domestic abuse. Whilst the Police and Crime Commissioner for Norfolk and District Superintendent were unable to attend, a remote briefing was provided by the Chief Inspector and local Police Sergeant.
- Sheringham Leisure Centre Project Monitoring: Starting in 2019, the Committee continued its regular monitoring of the Sheringham Leisure Centre project. Whilst the project remains mostly on-track despite the impact of Covid-19, continual restrictions placed on public venues led the Committee to request a consideration of an early demolition of the existing facility.
- Digital by Design Briefing: Following an initial briefing on proposed changes to the way residents interact with the Council, concerns were raised by the Committee that led to an all-Member briefing on the proposals. This subsequent briefing provided an opportunity for a full explanation of the proposals and provided Members with an opportunity to ask questions and provide feedback on the project.
- Pre-Scrutiny of the Communications Strategy: The arrival of a new Communications Manager signalled a change in the direction and strategy for communications of NNDC. As a result, the Overview and Scrutiny Committee were given the opportunity to pre-scrutinise the draft Strategy document prior to its approval and suggest that consideration be given to the way in which the Council interacts with the public and whether advertising revenue could be generated to support discretionary services.

- Pre-Scrutiny of the Environmental Charter: Following the May 2019 local elections, the new administration made its environmental ambitions clear, which it sought to outline in its Environmental Charter. Pre-scrutiny of the charter allowed the Committee to make recommendations on improving the educational and public engagement aspects of the Charter, and developing a marking system to encourage and promote better environmental practices throughout the District.
- Review of NNDC Public Car Park Usage: Following the fluctuating impacts
  of Covid-19 on the Council's public car parks and reductions in visitor
  numbers to the Districts high streets, a review of car usage was
  undertaken. The review considered capacity and revenue throughout
  2020/21 year, with a view to gain insights from this information. The
  scrutiny review resulted in several recommendations including a request
  for greater promotion of parking permits, consideration of creating new
  parking facilities in high tourism areas, and maintaining an annual review.
- 5.2 In summary, the Committee reviewed approximately forty seven topics, though this includes several recurring items such as the Sheringham Leisure Centre project updates, quarterly performance and budget monitoring reports. Whilst a substantial portion of the Work Programme was devoted to Covid-19 related reports, this resulted in only five items of pre-scrutiny. In total, the Committee made over forty recommendations to Cabinet and Council, with almost all accepted and implemented, whilst further recommendations were made to senior officers to request further information, reports or briefings. As a result of the significant impact of Covid-19 on working practices, no new Task and Finish or Working Groups were formed, though draft terms of reference were agreed for Scrutiny Panels that will mirror the Council's corporate priorities in the year ahead. Overall, despite the impact on working practices, the Committee remained effective in monitoring the Council's Covid-19 response and continuing to hold the administration to account.

### 6. Conclusions

- 6.1 Both 2019/20 and 2020/21 were exciting and productive years for the Committee. Whilst Covid-19 unquestionably had a significant impact on all Council business, it also allowed the Council to take stock of a number of issues that might otherwise have been ignored. Most importantly, despite the challenges faced, the Committee continued to provide valuable and effective oversight for the Council, whilst providing input into policy development and service delivery, without need for 'call-in'.
- 6.2 The agreement and adherence to the Executive-Scrutiny Protocol was a substantial achievement for the Committee that has significantly improved working practices, and led to increased opportunities for pre-scrutiny or more 'rapid reviews' by improving cooperation with Cabinet.
- 6.3 The May 2019 Local Elections saw major changes to the political makeup of the Council, which resulted in significant changes to the membership of the Committee. Despite these changes, a new found enthusiasm for Scrutiny has resulted in major improvements to the Committees working practices and productivity.

- 6.4 Whilst the Committee has remained effective despite the impact of Covid-19, there have been issues and difficulties faced that both Members and Officers must look to address in the year ahead. These issues include:
  - Ten instances in 2019/20 and thirteen in 2020/21 where apologies were given but no substitute was available. This could in-part be the result of short notice, and/or increased childcare responsibilities during the Pandemic. Consideration could be given to increasing the number of substitutes available to address this issue, as well as ensuring Committee Members approach substitutes with as much notice as possible, when required.
  - Instances where a lack of communication on project implementation or policy development has caused concern and/or led to delays in process. Whilst issues are often quickly resolved, maintaining regular communication between the Committee, CLT and the Executive on matters of business planning is imperative, to ensure that effective work scheduling is maintained, and that both Members and Officers are aware and prepared for upcoming topics of concern.
- 6.5 Looking forward, whilst the ongoing impact of Covid-19 has delayed Government spending reviews and pushed back the Council's forecasted deficits, it is crucially important that the Committee remains vigilant in proving financial oversight for the Council. Similarly, it must maintain its effective oversight and scrutiny of the Council's existing services, projects and policies, to ensure that resident's needs and expectations are met, and that value for money is maintained.

### **North Norfolk District Council**

Cabinet Work Programme
For the Period 01 June to 31 August 2021

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

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

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

### **North Norfolk District Council**

Cabinet Work Programme
For the Period 01 June to 31 August 2021

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
Cabinet	07 Jun 2021	Managing Performance Q4	Sarah Butikofer Helen Thomas		
	16 Jun 2021		Policy & Performance Mgt Officer		
	23 Jun 2021				
July 2021					
Cabinet	05 July 2021	Treasury Management	Eric Seward Lucy Hume	Financial Sustainability	
	14 July 2021	Annual Report 2021/21	Chief Technical Accountant		
	21 July 2021				
Cabinet	05 July 2021	Housing Strategy	Wendy Fredericks Nicky Debbage	Local Homes for Local People	
Scrutiny	14 July 2021		Housing Strategy & Delivery Manager		
Council	21 July 2021				
Cabinet	05 July 2021	Out-turn report 2020/21	Eric Seward  Duncan Ellis	Financial Sustainability	
	14 July 2021		Head of Finance & Assets		
	21 July 2021				
Cabinet	05 July 2021	Debt Management Annual Report	Eric Seward Sean Knight	Financial Sustainability	
Scrutiny	14 July 2021	2020/21	Revenues Manager	_	
Council	21 July 2021				

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

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

### **North Norfolk District Council**

Cabinet Work Programme
For the Period 01 June to 31 August 2021

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
Cabinet	05 July 2021	Community Renewal Fund – match funding	Sarah Butikofer Duncan Ellis Director of Organisational resources		
Cabinet	05 July 2021	Property Transactions	Eric Seward Nicky Debbage Renata Garfoot	Financial Sustainability Local Homes for Local Need	Possible Exempt information

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

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

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5. ITEMS OF URGENT BUSINESS – APPOINTMENT TO NHOSC

**ACTION BY** 

PROGRESS/COMPLETION

RESOLVED		
1. To recommend to Council that Cllr E Spagnola is appointed as the NNDC representative to the NCC Norfolk Health Overview & Scrutiny Committee, and that Cllr W Fredericks is appointed as substitute.		May 2021
10. NORFOLK COUNTY COMMUNITY SAFETY PARTNERSHIP: DRAFT SAFER NORFOLK PLAN 2021-2024		
RESOLVED		
1. To review and comment on the Norfolk County Community Safety Partnership's draft Safer Norfolk Plan 2021-2024.	Overview & Scrutiny Committee	May 2021
ACTIONS		
<ol> <li>Scrutiny Officer and Chairman to agree questions raised by the Committee on the draft Plan to forward to the NCSP lead officer and to the OPCCN for written responses and to review those responses at a later meeting to consider the extent to which they have either been reflected in their respective plans or covered in some other way.</li> </ol>		June 2021
11. OVERVIEW & SCRUTINY COMMITTEE - WORK PROGRAMME SETTING 2021-22		
RESOLVED		
1. To review and agree which items should be added to the Overview & Scrutiny Work Programme for the 2021-22 municipal year.	Overview & Scrutiny Committee	May 2021
12. OFFICER DELEGATED DECISIONS (MARCH – APRIL 2021)		
RESOLVED		
		May 2021

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Agenda Item 15

1. To receive and note the report and the register of officer decisions taken under delegated powers.	Overview & Scrutiny Committee	
13. SHERINGHAM LESIURE CENTRE PROJECT UPDATE: APRIL 2021  RESOLVED		
To receive and note the update.	Overview & Scrutiny Committee	May 2021
14. ENFORCEMENT BOARD UPDATE		
RESOLVED		
1. To note the continued progress of the Enforcement Board and the Combined Enforcement Team.	Overview & Scrutiny Committee	May 2021
2. To recommend to Cabinet that consideration is given to the resourcing of the Planning Enforcement Team to strengthen and support the Council's planning enforcement process.	Cabinet	June 2021

### **OVERVIEW AND SCRUTINY COMMITTEE - ANNUAL WORK PROGRAMME 2021/22 Topic** Officer / Member **Objectives & desired outcomes** Time cycle Meeting May 2021 Safer Norfolk Strategy 2021 - 25 To receive a briefing on the new Safer Norfolk Scrutiny **Briefing** Strategy Officer Delegated Decisions Cabinet Emma Denny To review the officer delegated decisions (March - April 2021) Sarah Butikofer Scrutiny **Sheringham Leisure Centre** Rob Young To update Members on the status of the Sheringham Monthly Scrutiny **Project Update** Leisure Centre Project Virginia Gay Matt Stembrowicz To review and approve the draft 2021/22 Work **O&S Draft 2021/22 Work** Scrutiny Annual **Programme** Nigel Dixon Programme Phillip Rowson To receive an update on the work of the Scrutiny **Enforcement Board Update** Nigel Lloyd/John Six-monthly **Enforcement Board** Cabinet Tove June Scrutiny **Equality, Diversity & Inclusion** Karen Hill To review the updated Policy in advance of seeking Cabinet **Policy** Sarah Butikofer Council approval Council **Sheringham Leisure Centre** Rob Young To update Members on the status of the Sheringham Monthly Scrutiny **Project Update** Virginia Gay Leisure Centre Project To monitor the Council's performance and consider Sarah Bütikofer Cabinet **Performance Monitoring Q4** Quarterly **Helen Thomas** any recommendations to Cabinet Scrutiny To approve annual summary of Committee work for **Overview & Scrutiny Committee** Scrutiny Matt Stembrowicz Annual **Annual Report** 2019-20 & 2020-2021 Council July Cabinet **Eric Seward** To review the Report and make any necessary **Debt Management Annual Report** Scrutiny Annual Sean Knight recommendations to Council Council N Debbage/G Scrutiny **Housing Strategy TBC** To review the Council's Housing Strategy Cabinet Connolly **Sheringham Leisure Centre** Rob Young To update Members on the status of the Sheringham Monthly Scrutiny **Project Update** Leisure Centre Project Virginia Gay Cabinet **Eric Seward** To make any recommendations to Council – To Scrutiny **Out-turn report** Annual **Duncan Ellis** include an update on savings proposals Council Cabinet **Treasury Management Annual Eric Seward** Scrutiny To make recommendations to Council Annual Report **Duncan Ellis** Council

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

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Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
December				
Cabinet Scrutiny Council	Treasury Management Half-Yearly Report	Eric Seward Duncan Ellis	To consider the treasury management activities	Six Monthly
Cabinet Scrutiny	Performance Monitoring Q2	Helen Thomas Sarah Butikofer	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny Council	Fees & Charges	Eric Seward Duncan Ellis	To undertake an annual review of the Council's fees and charges	Annual
Cabinet Scrutiny Council	Medium Term Financial Strategy	Eric Seward Duncan Ellis	To review the Medium Term Financial Strategy	Annual Pre- 2022/23 Budget
January 2022				
Cabinet Scrutiny Council	2020/21 Base Budget and Projections for 2021/22 to 2022/23	Eric Seward Duncan Ellis	To review the proposed budget and projections	Annual
February				
Cabinet Scrutiny Council	Treasury Strategy 2019/20	Eric Seward Lucy Hume	To review the treasury management activities and strategy for the investment of surplus funds	Annual
Cabinet Scrutiny Council	Capital Strategy	Eric Seward Lucy Hume	To review the deployment of capital resources to meet Council objectives & framework for management of the capital programme	Annual
Cabinet Scrutiny Council	Investment Strategy	Eric Seward Lucy Hume	To review the Council's Investment Strategy for the year 2020-21	Annual
Scrutiny				

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Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
March				
Cabinet Scrutiny	Budget Monitoring P10	Eric Seward Duncan Ellis	To review the budget monitoring position	
Scrutiny Cabinet	Performance Monitoring Q3	Helen Thomas Sarah Butikofer	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
April				
Scrutiny	Market Towns Initiative Monitoring/Process Review	Matt Stembrowicz Richard Kershaw	To monitor the implementation of successful MTI applicants and review the funding process (Once complete)	Committee Request
Scrutiny	Car Park Usage Monitoring	Eric Seward	To undertake an annual review of the usage and revenue from the Council's public car parks	Annual

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

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