

# Cabinet



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Friday, 24 September 2021

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Monday, 4 October 2021 at 10.00 am.**

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

Members of the public who wish to ask a question or speak on an agenda item are requested to arrive at least 15 minutes before the start of the meeting so that we can ensure compliance with current Covid regulations. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel: 01263 516010, Email: [emma.denny@north-norfolk.gov.uk](mailto:emma.denny@north-norfolk.gov.uk).

Please note that this meeting is livestreamed:

<https://www.youtube.com/channel/UCsShJeAVZMS0kSWcz-WyEzg>

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

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

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

All other Members of the Council for information.

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



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

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

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

### 1. TO RECEIVE APOLOGIES FOR ABSENCE

### 2. MINUTES

1 - 10

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 6<sup>th</sup> September 2021.

### 3. PUBLIC QUESTIONS AND STATEMENTS

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

### 4. ITEMS OF URGENT BUSINESS

There is one of item of urgent business:

#### **Business Rates Pooling – 2022/23**

Recommendation: To resolve that:

- 1) North Norfolk joins a business rates pooling arrangement with Norfolk County Council and other Norfolk District Councils;
- 2) That the power be delegated to the Chief Executive Officer in consultation with the Leader of the Council and the Chief Finance Officer to agree the detailed pooling and governance arrangements for the pool with Norfolk County Council and other Norfolk Districts.

Reason for urgency: A decision is required by 8<sup>th</sup> October 2021.

*Please note - a full report will follow shortly*

### 5. 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 (see attached guidance and flowchart)

### 6. MEMBERS' QUESTIONS

To receive oral questions from Members, if any

### 7. RECOMMENDATIONS FROM PLANNING POLICY & BUILT HERITAGE WORKING PARTY

Recommendations from Planning Policy & Built Heritage Working Party 13<sup>th</sup> September:

**Small Growth Villages update:**

Resolved to recommend to Cabinet:

That the decision to remove Happisburgh from the list of Small Growth Villages be reversed and that the Planning Policy Manager in consultation with the Chair of the Working Party and local Member be authorised to make the final decision on the status of Happisburgh as late in the Plan preparation process as possible having regard to the circumstances at the time.

Local Plan Site Allocations Cromer:

**Resolved to recommend to Cabinet:**

That land west of Cromer adjacent to Norwich Road is included in the Reg19 Local Plan as an allocation for approximately 400 dwellings, sports pitches, elderly persons' accommodation, open space and supporting infrastructure and that development of the site accords with a single comprehensive master plan and phasing agreement.

That land at Clifton Park is **NOT** allocated in the Reg19 Plan for approx. 55 dwellings, elderly care accommodation and public open space, (subject to confirmation that it does not constitute a CWS designation and does not meet the criteria for such a designation).

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

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

**9. DETERMINATION OF COUNCIL TAX DISCOUNTS 2022/23**

Summary: This report sets out alternative options for the level of council tax discounts which Full Council will resolve shall apply to classes of dwelling for the financial year 2022/23.

The determinations are made by the Council under sections 11A and 11B, and of the Local Government Finance Act 1992, subsequent enabling powers and Regulations made under the Act.

Options considered: The recommendations take advantage of the reforms included in the Local Government Finance Act 2012 as amended to generate additional revenue.

Conclusions: The legislation provides local authorities with the power to make changes to the level of council tax discount in relation to classes of property. The

Council has to approve its determinations for each financial year. The calculation of the tax base for 2022/23 will be made on the assumption that the determinations recommended below will apply.

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

*Recommendation 1*

- (a) The discounts for the year 2022/23 and beyond are set at the levels indicated in the table at paragraph 2.1.
- (b) The premium for long term empty properties (those that have been empty for a consecutive period longer than 24 months) is set at 100% of the Council Tax charge for that dwelling
- (c) The premium for long term empty properties (those that have been empty for a consecutive period longer than 60 months) is set at 200% of the Council Tax charge for that dwelling
- (d) The premium for long term empty properties (those that have been empty for a consecutive period longer than 120 months) is set at 300% of the Council Tax charge for that dwelling
- (e) To award a Council Tax Hardship Discount of 100% as per the policy attached at Appendix B, under the provisions section 13A of the Local Government Finance Act 1992 (as amended)
- (f) To continue to award a local discount of 100% for eligible cases of care leavers under section 13A of the Local Government Finance Act 1992 (as amended).
- (g) That an exception to the levy charges may be made by the Section 151 Officer in conjunction with the Portfolio holder for Finance, on advice of the Revenues Manager in the circumstances laid out in

section 3.6 of this report.

*Recommendation 2*

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

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

Reasons for Recommendations: To set appropriate council tax discounts which will apply in 2022/23 in accordance with the legal requirements and to raise additional council tax revenue.

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

**10. DRAFT PROCUREMENT STRATEGY 2021 - 2025**

79 - 90

Summary: The Council's Procurement Strategy has been updated in light of the Covid19 pandemic and to reflect the Council's Corporate priorities. It outlines how the procurement function will support delivery of these objectives, as well as supporting delivery of the Council's budget, Medium Term Financial Strategy (MTFS). The updated Strategy

also emphasises the increasing importance of using procurement to support wider social, economic and environmental objectives, in ways that offer real long term benefits. The draft Strategy was considered by the Governance Risk and Audit Committee at their meeting of 28 September and any recommendations to the current draft will be provided verbally at the Cabinet meeting.

Options considered: The Council could continue to operate under the current Procurement Strategy but this does not take account of any impact of Covid19 or the current Corporate Priorities.

Conclusions: The Strategy document provides the framework which governs the Council's corporate aims and objectives in relation to procurement. It also provides the structure for the effective management and monitoring of procurement activity. It has been updated in light of the Covid19 pandemic and to reflect the Council's Corporate Priorities and emphasises the increasing importance of using procurement to support wider social, economic and environmental objectives.

Recommendations: **That Cabinet approve the draft strategy.**

Reasons for Recommendations: To agree the updated Procurement Strategy.

Cabinet Member(s) - Cllr Eric Seward	Ward(s) affected - All
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Contact Officer, telephone number and email: Duncan Ellis, 01263 516330, Duncan.ellis@north-norfolk.gov.uk

## 11. CUSTOMER SERVICES STRATEGY

91 - 114

Summary: Adoption of updated Customer Services Strategy

Options considered: An approved strategy is required.

Conclusions: The Customer Services Strategy provides a sound base for the definition and improvement of standards and performance and should be approved for adoption.

Recommendations: **Cabinet are requested to approve the Customer Services Strategy for adoption.**

This will allow the further definition and

Reasons for Recommendations: Development of the Digital Customer Service Improvement programme.

Cabinet Member(s): Cllr. Lucy Shires	Ward(s) affected: All
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Contact Officer, telephone number and email: Sean Kelly, 01263516276, Sean.Kelly@North-norfolk.gov.uk

## 12. PEOPLE SERVICES RESTRUCTURE

115 - 128

**Summary:** Following the Management Restructure a new 'People Services' service grouping was formed which brings together the Benefits, Housing Options, Housing Adaptation and Health and Wellbeing teams under an Assistant Director.

The Assistant Director has identified a number of challenges and opportunities for the service and has proposed changes to the structure which are supported by additional posts to provide capacity to deliver an enhanced service in support of the Corporate Plan objectives and maximise the opportunities to lever in external funding and income to expand the offering further.

This paper sets out the basis for these additional fixed term posts and the use of uncommitted fee income and relevant reserves to fund them over the two-year period.

**Recommendations:** It is recommended that Cabinet agree the use of uncommitted fee income and reserves to fund the proposed additional posts within for the revised 'People Services' service grouping and to earmark the uncommitted fee income and the required level of reserves to support the funding of the structure for the next 2 years.

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

### 13. USE OF HOUSING RESERVES TO ENHANCE DELIVERY

129 - 138

**Summary:** This paper provides information on the level of housing reserves held by NNDC as at 31/3/21, which were £2.516m; and includes information on the source of these reserves.

The report goes on to set out some proposed uses for these reserves; including reference to a paper elsewhere on today's agenda which set out proposals for maintaining and strengthening staffing resources in Peoples Services.

The report sets out plans and commitments already in place to use some of the funding, i.e. continuing to fund the Community Enabler post and ensuring some grant funding remains for community-led housing.

The report further recommends that funding is used to support a dedicated energy officer role to help deliver many of the energy efficiency projects included in the agreed Housing Strategy

The report then recommends uses for the remaining housing reserves to enhance housing delivery, which are in line with the objectives in the Housing Strategy.

**Options considered:** Options considered for use of reserves, in line with agreed Housing Strategy objectives, are set out in the body of the report. Retaining un-committed reserves was rejected as an option as it is considered that releasing the funding can have a positive impact on housing need at this time.

**Conclusions:** £2.516m of housing reserves were brought into 2021/22. Some of these reserves have already been committed to existing salaries and projects. However, the remaining reserves can be used to help meet housing needs in the district in line with the Corporate Plan objective Local Homes for Local Need.

**Recommendations:** That Cabinet support the recommended uses of the £2.516 of housing reserves to fund the continuation of posts and restructure of Peoples Services, continuation of community-led housing activity and an energy officer role (as set out in paragraphs 2.1 – 2.11)



That Cabinet support use of the remaining £890,246 of reserves to accelerate housing delivery (as set out in paragraphs 2.12 – 2.25), including the purchase of two further units of temporary accommodation for homeless households.

That Cabinet gives delegated authority to a Chief Officer, in consultation with the Portfolio Holder for Housing & Benefits, for the purchase of the specific properties within the overall re-allocated budget of £640,000 (with all purchases subject to an independent valuation and survey).

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

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

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

<p>Outturn Report – Period 12 budget monitoring (Cabinet 6th September 2021)          Community Housing Fund (Cabinet 6th February 2017)</p>
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<p>Cabinet Member(s)          Cllr Wendy Fredericks</p>	<p>Ward(s) affected          Districtwide</p>
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<p>Contact Officer, telephone number and email: Contact Officers:          Nicky Debbage/Graham Connolly, Housing Strategy &amp; Delivery          Manager, tel: 01263 516027/516282</p>
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**14. NORTH NORFOLK ARMED FORCES COVENANT PLEDGE**

139 - 144

Summary: The National Armed Forces Covenant represents a promise by the nation that those who serve or have served, and their families, are treated fairly. All 407 local authorities in mainland Great Britain and 4 Northern Ireland councils have pledged to uphold the National Armed Forces Covenant. Thousands of organisations have signed the covenant, including businesses and charities.

North Norfolk District Council (NNDC) signed the Norfolk Armed Forces Covenant at an official ceremony on 7 March 2012.

The Covenant, in its current form, has been in operation for nearly ten years. Whilst positive

progress has been made, the Government is concerned that some members of the Armed Forces Community still face disadvantage when accessing public services.

Legislation will soon be introduced to increase awareness of and improve the delivery of the Covenant in key areas fundamental to a good life, while retaining the ability of local service providers to honour the Covenant in the best way to suit local needs.

To further demonstrate North Norfolk District Council's commitment to the Armed Forces Covenant and to ensure compliance with the forthcoming legislation, it is proposed that the Council publishes and signs its own Armed Forces Covenant Pledge. The pledge will include a commitment to achieve the Bronze, Silver and Gold Defence Employer Recognition Scheme (ERS) awards.

Options considered:

There is no legal requirement for NNDC to publish its own pledge. However, a pledge forms part of the eligibility criteria for the ERS and will help the Council ensure compliance with the new Armed Forces Covenant Duty of Due Regard legislation. It will also demonstrate the Council's gratitude and support to members of the Armed Forces Community.

From a reputational and legislative perspective it is considered essential that the Council publishes a pledge therefore no other options have been considered.

Conclusions:

The publication of a North Norfolk District Council Armed Forces Covenant Pledge will demonstrate NNDC's gratitude, support for and commitment to residents of the Armed Forces Community that live in or visit North Norfolk.

It will help the Council to meet the eligibility criteria to achieve the Bronze, Silver and Gold Defense Employer Recognition Scheme.

It will support compliance to the forthcoming Armed Forces Covenant Duty of Due Regard legislation

Recommendations:

To give authority to the Armed Forces Member Champion and Lead Officer to write a North Norfolk Armed Forces pledge in

accordance with this report and ensure actions are implemented within an agreed timescale.

The pledge to be formally signed by the Leader of the Council.

Reasons for

Recommendations: The pledge will identify specific actions that NNDC will take as an employer and community leader to support members of the Armed Forces Community and achieve the criteria for the Defence Employer Recognition Scheme (ERS) Bronze, Silver and Gold awards.

To ensure that NNDC is able to meet the forthcoming Armed Forces Covenant legislative Duty of Due regard.

Cabinet Member(s) Cllr. John Toye	Ward(s) affected All wards in North Norfolk
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Contact Officer, telephone number and email:

Sonia Shuter 01263 516173 [sonia.shuter@north-norfolk.gov.uk](mailto:sonia.shuter@north-norfolk.gov.uk)

## 15. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

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

## 16. PRIVATE BUSINESS

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## CABINET

**Minutes of the meeting of the Cabinet held on Monday, 6 September 2021 at the Council Chamber - Council Offices at 10.00 am**

### Committee

#### Members Present:

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

#### Members also attending:

Cllr A Briwn, Cllr C Cushing, Cllr N Dixon, Cllr V Holliday, Cllr J Rest and Cllr E Withington

#### Officers in Attendance:

Chief Executive, Democratic Services Manager, Director for Resources/Section 151 Officer and Democratic Services and Governance Officer - Scrutiny, Chief Technical Accountant, Economic Growth Manager

### 120 MINUTES

The minutes of the meeting held on 5<sup>th</sup> July and the special meeting held on 19<sup>th</sup> July were approved as a correct record.

### 121 PUBLIC QUESTIONS AND STATEMENTS

None received.

### 122 ITEMS OF URGENT BUSINESS

None.

### 123 DECLARATIONS OF INTEREST

None.

### 124 MEMBERS' QUESTIONS

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

### 125 RECOMMENDATIONS FROM CABINET WORKING PARTIES

Planning Policy & Built Heritage Working Party – 16 August 2021

Cllr J Toye, Portfolio Holder for Planning, introduced this item. He explained that there were two recommendations relating to the Small Growth Villages Policy. In relation to the first one, the removal of Happisburgh from the list of small growth villages, he proposed that this be referred back to the Working Party as the village

shop was no longer disappearing.

It was proposed by Cllr J Toye, seconded by Cllr L Shires and

**RESOLVED** to refer recommendation 1 back to the Working Party for reconsideration

To approve:

That additional policy criteria are added to ensure that rural exceptions affordable housing schemes are prioritised in Small Growth Villages, and additional amendments

- to explain how Neighbourhood Plans are impacted by the policy;
- to clarify that the policy criteria applies to sites between .25 hectares and 1 hectare in size;
- to provide clarification of the status of Hoveton as a Large Growth Village within the Local Plan.

## **126 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE**

The Chairman of the Overview & Scrutiny Committee, Cllr N Dixon, confirmed that there were no recommendations to Cabinet. He referenced a previous recommendation regarding additional resources for planning enforcement and asked when a response would be provided. The Leader confirmed that now that the new Director of Place was in post, it would be discussed with him and an update provided in due course.

## **127 OFFICER DELEGATED DECISION MAY TO AUGUST 2021**

The Chairman said that the report set out the decisions taken by senior officers under delegated powers between May and August 2021.

Members agreed to note the report.

## **128 BUDGET MONITORING REPORT 2021/22 - PERIOD 4**

The Portfolio Holder for Finance & Assets, Cllr E Seward, introduced this item. He said that this was the first monitoring report for the current municipal year. So far car parking income and planning fees income were above the forecast figures, however, the next report would provide a much clearer picture.

Cllr L Shires referred to page 31 of the report. She requested that the Sheringham Leisure Centre was referred to by its new name the Reef from now on.

It was proposed by Cllr E Seward, seconded by Cllr R Kershaw and

**RESOLVED**

To note the contents of the report and the current budget monitoring position for the Council.

Reasons for the decision:

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

## 129 2020/21 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT)

The Portfolio Holder for Finance & Assets, Cllr E Seward, introduced this item. He said that the report provided a final budget monitoring position for the 2020/21 financial year. It showed an overall underspend of £752,223, allowing £255,917 from budget and grant underspends to be rolled forward within earmarked reserves to fund ongoing and identified commitments for which no budget had been allocated in 2021/22.

Cllr Seward said that the surplus showed that the Council was soundly managed and emerging from the pandemic in a good financial position. He thanked the Finance Team and the Revenues and Benefits team for their hard work.

He summarised key points from the report. Regarding the Council's operating costs against the budget, he said that there was an adverse balance of just over £1m but this had been more than compensated for by not having to borrow money, which had been anticipated for the waste vehicles contract and the new leisure centre. Instead, the amount income coming in meant that this had not occurred.

Regarding the business grants collection fund, Cllr Seward said that this had exceeded expectations. Due to the number of small businesses in North Norfolk which were entitled to rate relief, this income then came straight to the Council.

He then spoke about the Fees and Charges compensation scheme which covered loss of income from the Council's car parks and leisure centres, explaining that this had also brought in further funds. All of this additional funding had been allocated to the Delivery Plan Reserve, to be spent on projects for the District and its residents.

Cllr Seward concluded by saying that the Council, like many others, had received financial assistance from the Government during the pandemic, adding that unlike a lot of local authorities which were now facing a dire financial situation, NNDC was not. He referred to the challenges of budget forecasting, using the example of the Budget of February 2019 as an example. At that time, there had been a forecast deficit of £2m for 2021, yet there was now a surplus of £0.75m. One of the biggest, ongoing challenges that the Council faced was the uncertainty over future Government funding. If it stayed as it currently was, then the Council could maintain its services.

Cllr C Cushing asked how much funding the Council had received from the Government in the previous financial year. The Chief Technical Accountant replied that Covid grant funding had totalled £1.7m (in four tranches) with a further £700k to cover lost fees and charges. Cllr Cushing said that it would be appropriate then for the Council to thank the Government for its support. He then referred to Cllr Seward's comments about the forecast deficit of £2m and asked what work was being undertaken to understand how forecasting and projections could be improved for the future.

Cllr Seward said that in terms of central government support, it was assumed that this would fall away and therefore there was a very cautious approach going forward. The Chief Technical Accountant added that it was very hard to forecast even one year ahead and as yet there was no clarity regarding future funding streams. The business rates retention scheme was also currently under review and this, together with the business rates revaluation programme, was causing uncertainty from April 2022 onwards. In addition, it was possible that many of the

non-ringfenced grants such as New Homes Bonus and the Rural Delivery Grant, may not continue. Consequently, the Finance Team took a cautious approach in their estimates, particularly regarding grant income. They worked with funding advisory services which helped provide a steer and shared information with peer groups.

The Leader, Cllr S Butikofer, said that Cabinet also asked the same questions of the Finance team and that for anyone from the commercial sector, local government funding was a difficult subject to understand.

Cllr J Rest referred to page 35 of the report and the allocation of £0.75m to a special reserve. He asked for more information on this. Cllr Seward replied that this was the Delivery Plan Reserve. The funding had been allocated to this reserve and would be earmarked for future investment in North Norfolk.

Cllr L Shires referred to page 81 and the second homes council tax. She said that it did not make it clear that this had now been withdrawn and suggested that future reports should be updated to reflect this.

Cllr J Toye thanked everyone for their hard work in preparing the report.

It was proposed by Cllr E Seward, seconded by Cllr L Shires and

#### **RESOLVED**

To recommend the following to Full Council:

- a) The provisional outturn position for the General Fund revenue account for 2020/21;
- b) The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2021/22 budget;
- c) Allocate the surplus of £752,223 to the Delivery Plan Reserve;
- d) The financing of the 2020/21 capital programme as detailed within the report and at Appendix D;
- e) The balance on the General Reserve of £2.326 million;
- f) The updated capital programme for 2021/22 to 2024/25 and scheme financing as outlined within the report and detailed at Appendix E;
- g) The outturn position in respect of the Prudential Indicators for 2020/21 as detailed in Appendix F and;
- h) The roll-forward requests as outline in Appendix H are approved.

Reasons for the recommendations:

To approve the outturn position on the revenue and capital accounts used to produce the statutory accounts for 2020/21.

#### **130 TREASURY MANAGEMENT ANNUAL REPORT 2020/21**

The Portfolio Holder for Finance, Cllr Seward, introduced this item. He explained that the report set out the treasury management activities of the Council actually undertaken during 2020/21 compared with the treasury management strategy for the year.

It was proposed by Cllr E Seward, seconded by Cllr J Toye and

#### **RESOLVED**



To recommend to Full Council that the Treasury Management Annual Report and Prudential Indicators for 2020/21 are approved.

Reason for recommendation:  
To ensure compliance with the financial codes

### **131 DEBT RECOVERY 2020-21**

Cllr E Seward, Portfolio Holder for Finance, introduced this item. He explained that it was an annual report detailing the Council's collection performance and debt management arrangements for 2020/21. He thanked the Revenues & Benefits team for their hard work during a very challenging period for rate collection. Early in the pandemic a softer approach had been taken to collection and this meant that it was slightly lower than previous years, although performance remained high.

It was proposed by Cllr E Seward, seconded by Cllr W Fredericks and

#### **RESOLVED**

To recommend to Council:

Approval of the annual report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.

Reasons for the decision  
To ensure compliance with Council policies.

### **132 CUSTOMER SERVICES STRATEGY**

The Portfolio Holder for Organisational Resources, Cllr L Shires, said that this item had been to Overview & Scrutiny Committee for consideration and input. She said that did not feel that it was ready to be approved and that the changes proposed by Overview & Scrutiny Committee as well as requests from Cabinet still needed to be incorporated into the Strategy. She therefore proposed that this item was deferred.

Cllr J Rest asked when the item would come back to Cabinet for approval. Cllr Shires confirmed that it would come to the meeting on 4<sup>th</sup> October.

It was proposed by Cllr L Shires, seconded by Cllr V Gay and

#### **Resolved:**

That this decision be deferred until the Cabinet meeting on 4<sup>th</sup> October 2021.

Reason for the decision:

The strategy did not sufficiently reflect the priorities of the Administration and further work was required.

## 133 MANAGING PERFORMANCE Q1 2021-2022

The Leader, Cllr S Butikofer, introduced this item. She said that good progress was being made against targets and clarified that the report covered the period up until the end of quarter 1 – not the current position.

Cllr C Cushing said that six things had been pushed back to the following year yet this was not mentioned in the accompanying commentary. One of them was supporting start-ups, which was a concern. He also commented that the number of calls to the Council appeared to have dropped off and again, this was not reflected in the accompanying report. He said it appeared that Covid 19 was still being used as an excuse for poor customer service.

The Leader replied that the country was facing a major pandemic. She said that businesses had been supported by the Council throughout this period and the Council had received additional funding for hitting its targets. The report did not reflect this either. She said that everyone agreed that the call handling figures were disappointing, adding that the new Customer Services Strategy needed to reflect revised times and targets. She concluded by saying that she was also tired of hearing Covid being used as an excuse.

Cllr C Cushing said that there should be specific actions regarding call handling and call times. He added that it would be helpful to have the movement of baseline targets set out clearly in the report. The Leader replied that Cabinet was also frustrated and said that she would look into it. She added that the Council needed to respond to the needs of residents and focus on what could be delivered. If some projects were moved back to accommodate this then so be it.

Cllr Cushing replied that open and honest reporting was important. Moving target dates was not helpful. The Leader replied that some officers had been allocated to other work during the pandemic and this was not something that had been anticipated.

The Chief Executive reminded members that the corporate plan had been approved in November 2019, with a delivery plan of 90 objectives being approved by Cabinet in February 2020. Following the onset of the pandemic, he had advised Cabinet in August 2020 that they would not be able to deliver all 90 objectives. In October 2020, a revised delivery plan of just 18 objectives was agreed. He added that the situation with the pandemic continued in the first quarter of 2021 – including a third lockdown and this was reflected in the performance report. He said that he was now working with Cabinet to review the 18 priority objectives. It was anticipated that a report would come forwards to Cabinet soon outlining this refocus and to help members understand the journey better.

The Policy & Performance Officer said that any change to the due date of an objective required an explanation in the accompanying commentary.

Cllr V Holliday said that there were some overlooked key performance indicators (KPI's) and it was difficult to assess these if there was no target as you couldn't be sure what the Council was working towards. The Leader replied that Cabinet was aware of the targets and what it was trying to deliver.

It was proposed by Cllr S Butikofer, seconded by Cllr L Shires and

**RESOLVED**

To note the report and endorse the actions being taken by the Corporate Leadership Team detailed in Appendix A.

#### **134 ADDITIONAL RESTRICTIONS GRANT**

Cllr R Kershaw, Portfolio Holder for Sustainable Growth, introduced this item. He explained that following the Council's success in fully defraying its initial allocation from the Government funded Additional Restrictions Grant (ARG), it had now qualified for additional funding. This top-up fund would enable the Council to move from the rescue phase of the pandemic to the recovery phase. He said that the intention was to focus on business support and the provision of training for care sector workers.

Cllr C Cushing referred to page 246 and the reference to some small businesses 'slipping between the cracks' He asked whether efforts would be made to prioritise these and how the funding would be allocated. Cllr Kershaw confirmed that this was a priority. He said that there was not sufficient funding to help all of them but the Council would be sympathetic and would apply the funds according to merit.

Cllr V Holliday asked how much funding would be allocated to supporting the care sector. She said that young people had difficulty accessing work in this sector as they often didn't have a car. Cllr Kershaw confirmed that £500k had been allocated to supporting the visitor sector and the care sector. The Economic Growth Manager added a firm amount had not been allocated to the care sector yet. All options were being looked and review would be undertaken in the next couple of weeks and then his team would be in a position to confirm the funding allocation.

It was proposed by Cllr R Kershaw, seconded by Cllr J Toye and

#### **RESOLVED to:**

1. agree and approve the Business Support and Recovery Grant Scheme;
2. confirm support for the appointment of administrative resource (1 FTE) to support the grant scheme(s) and, as required, to support the delivery of wider business support;
3. agree to the further development of a wider scheme, with specific targeted support for the visitor economy, social care sectors and digital skills;

Reason for the decision:

To continue to support the recovery of the local economy and to ensure the funding is fully defrayed within the timescales determined by the Government.

#### **135 RATIFICATION OF NORFOLK STRATEGIC FLOODING ALLIANCE STRATEGY AND ACTION PLAN**

Cllr N Lloyd, Portfolio Holder for Environment, introduced this item. He said that it was important the Council signed up to the principles of the proposed strategy as the need for partnership working was recognised. He said that he had not been overly impressed with progress so far but it was early days and any challenges could only be addressed by working collaboratively.

Cllr A Fitch-Tillett said that she was relieved to see that the Alliance had been formed. It had been a huge disappointment when the County Council's flood forum

had been disbanded. Karen Thomas, Head of Coastal Partnership East (CPE) attended meetings of the new strategic alliance, so it covered the coast too.

Cllr V Holliday echoed Cllr Fitch-Tillett's comments. She said that there was very little mention of coastal flooding. The main focus was on inland flooding and coastal flooding should be represented more strongly. The Leader replied that there was a strong coastal network in place and the Council would keep pushing for support in this area.

Cllr N Dixon said that he endorsed Cllr Fitch-Tillett's comments, however, it was important to note that it was fluvial and pluvial flooding that led to the strategic alliance being formed, not coastal flooding. He said that he had some concerns about resources to deliver the strategy and he was cautious about the willingness to sign up to partnership working and sign up to a common agenda. The real challenge would come in integrating this into the various services areas across the Council – such as Planning and Environmental Health. He said that he would want to see evidence on how the ambitions of the strategy would be delivered in the Council's planning policies and environmental aims and policies. He added that from his previous involvement in flooding matters, it was clear that there was an issue in the way responsibilities were shared and allocated – between the Environment Agency and landowners. There was a general lack of awareness which was a reflection of decades of neglect and misunderstanding as well as climate variations. The real issue was about how the Council as an organisation embraced this opportunity and demonstrated its commitment via ensuring deliverability through the main affected service areas of the Council.

Cllr E Withington said that she was very supportive of the proposals but that she did have a number of concerns. She referenced recent pluvial flooding in Sheringham and said that the Council's planning team had been very responsive and come out and reviewed the situation along with Anglian Water. She queried what would happen when action was needed and who would fund it. There was still a long way to go.

Cllr R Kershaw agreed with Cllr Dixon's comments. He said that the Environment Agency lacked 'teeth' and resources to work effectively with farmers and landowners. He referred to Water Resources East and said that NNDC had joined to work longer term to address these problems.

Cllr Lloyd said that the comments so far echoed his own feelings. The Council would be one of many bodies on the Alliance and it would try to influence outcomes.

Cllr J Toyne said he agreed that the Council's planning team had a big part to play, adding that there was a policy in place to deal with flood risk.

Cllr E Seward welcomed the proposals, saying that it was important to have a framework in place for dealing with flooding as it was an issue that was the responsibility of a wide range of bodies. He gave an example of how a recent flooding event in North Walsham had been dealt with and said that it was not clear to residents who was responsible for the cleaning of gullies and drains and how to report problems with these. Cllr Dixon agreed, adding that many residential estates had a lot of paved drives but the residents complained when the roads flooded. There was a lack of awareness and responsibility for these issues. He said that for a group such as the Norfolk Strategic Flooding Alliance to work, it needed all of the participating members to shoulder their responsibilities. He added that a lot rested on property owners and land owners and they may need to pay towards it. It could

be a painful process and the Council should be mindful of this.

Cllr W Fredericks pointed out that there was no phone number for emergency flooding on the County Council's website.

It was proposed by Cllr N Lloyd, seconded by Cllr A Fitch-Tillett and

**RESOLVED**

To ratify the Norfolk Strategic Flooding Alliance Strategy and Action Plan.

Reason for the decision:

To support a collaborate approach to flooding and water management in Norfolk. To ensure that there continues to be a planned and resilient approach to flooding across the County.

**136 EXCLUSION OF PRESS AND PUBLIC**

**137 PRIVATE BUSINESS**

The meeting ended at Time Not Specified.

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Chairman

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## Declarations of Interest at Meetings

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

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

Does the interest directly:

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

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

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

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

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

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

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

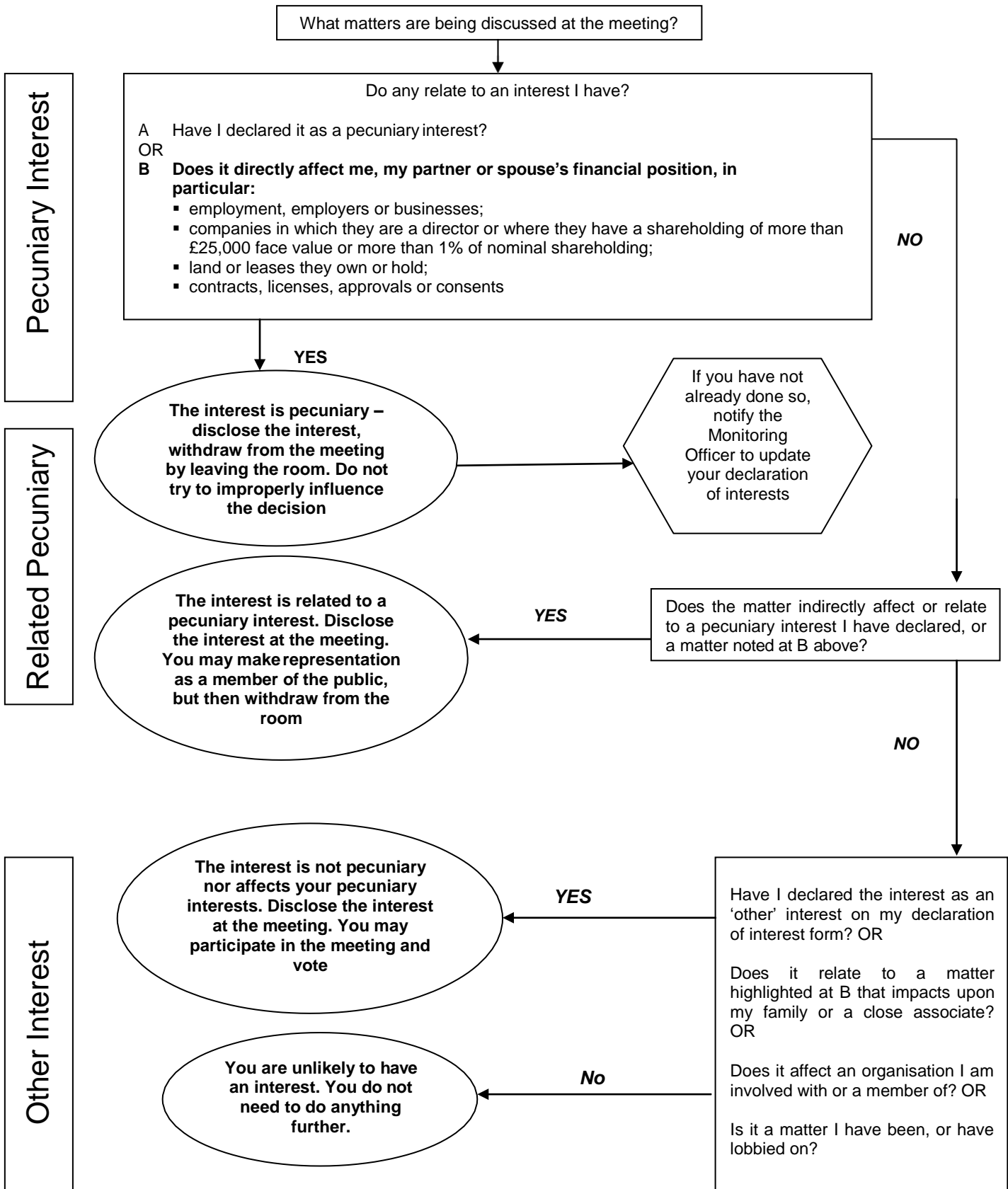
**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF**

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

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

# Declarations of Interest at Meetings

## DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF





## DETERMINATION OF COUNCIL TAX DISCOUNTS 2022/23

Summary: This report sets out alternative options for the level of council tax discounts which Full Council will resolve shall apply to classes of dwelling for the financial year 2022/23.

The determinations are made by the Council under sections 11A and 11B, and of the Local Government Finance Act 1992, subsequent enabling powers and Regulations made under the Act.

Options considered: The recommendations take advantage of the reforms included in the Local Government Finance Act 2012 as amended to generate additional revenue.

Conclusions: The legislation provides local authorities with the power to make changes to the level of council tax discount in relation to classes of property. The Council has to approve its determinations for each financial year. The calculation of the tax base for 2022/23 will be made on the assumption that the determinations recommended below will apply.

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

### *Recommendation 1*

- (a) The discounts for the year 2022/23 and beyond are set at the levels indicated in the table at paragraph 2.1.
- (b) The premium for long term empty properties (those that have been empty for a consecutive period longer than 24 months) is set at 100% of the Council Tax charge for that dwelling
- (c) The premium for long term empty properties (those that have been empty for a consecutive period longer than 60 months) is set at 200% of the Council Tax charge for that dwelling
- (d) The premium for long term empty properties (those that have been empty for a consecutive period longer than 120 months) is set at 300% of the Council Tax charge for that dwelling

- (e) To award a Council Tax Hardship Discount of 100% as per the policy attached at Appendix B, under the provisions section 13A of the Local Government Finance Act 1992 (as amended)
- (f) To continue to award a local discount of 100% for eligible cases of care leavers under section 13A of the Local Government Finance Act 1992 (as amended).
- (g) That an exception to the levy charges may be made by the Section 151 Officer in conjunction with the Portfolio holder for Finance, on advice of the Revenues Manager in the circumstances laid out in section 3.6 of this report.

*Recommendation 2*

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

Reasons for Recommendations:

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

To set appropriate council tax discounts which will apply in 2022/23 in accordance with the legal requirements and to raise additional council tax revenue.

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

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

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

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

## 1. Introduction

- 1.1 Local Authorities are required to approve their Council Tax discount determinations each year. The legislation provides local authorities with powers to make changes to the level of council tax discount in relation to certain types of properties.
- 1.2 All billing authorities are able to reduce or end the nationally set 50% council tax discount for second homes. The exception to this rule is that billing authorities cannot change the discount for second homes of people who are liable for council tax on dwellings provided by an employer, i.e. tied accommodation, as established under regulation 6 of the Council Tax (prescribed classes of dwellings) (England) Regulations 2003.
- 1.3 It is for the billing authority to determine whether changes on discounts apply to all or parts of its area. An area can be as small as one property (provided it can be defined geographically) and different discounts can apply in different parts of the area.
- 1.4 Properties that are classed as Long Term Empty (those that have not been occupied for a period of 24 months) can attract a premium on their Council Tax, which is currently 100% of the charge.
- 1.5 The Council also has powers under Section 13A of the Local Government Finance Act 1992 (as amended) to introduce discounts to particular taxpayers.
- 1.6 Since April 2013 North Norfolk District Council (as a billing authority) has had additional powers to vary the levels of council tax discount offered in the District. Reductions in the discounts offered will generate additional revenue for both the District Council and preceptors.

## 2. Current Discounts and amendments for 2022/23

- 2.1 There are four classes of dwellings where the Council has discretion to vary the discount offered to council tax payers. The table below sets out the current discount levels as agreed by Full Council in December 2020. Maintaining these discount levels is in line with the current strategy to reduce the forecast budget gap. It is proposed that these levels continue from 1<sup>st</sup> April 2022.

Class	Description	2019/20 Discount	Proposed Discount from 1 <sup>st</sup> April 2020
Class A	Dwellings which are not the sole or main residence, are furnished, but their continuous occupation is restricted by	10%	10%

	planning regulations to less than 28 days a year.		
Class B	All other dwellings which are not the sole or main residence, are furnished, and their continuous occupation is not restricted by planning regulations to less than 28 days a year.	No Discount	No Discount
Class C	All dwellings which are unoccupied and substantially unfurnished.	No Discount	No Discount
Class D	Dwellings that are unoccupied and unfurnished and: <ul style="list-style-type: none"> <li>• require or are undergoing major repair to make them habitable</li> <li>• are undergoing structural alteration</li> <li>• have undergone major repair work to render them habitable, if less than six months have elapsed since the date on which the alteration was substantially completed and the dwelling has continuously remained unoccupied and unfurnished since that date</li> </ul>	No Discount	No Discount

### 3. Empty Homes Premium and Section 13A Discounts

- 3.1 Between 2013 and 2019 the Council has charged the maximum premium of 50% (on top of the usual 100% charge) on long term empty properties ie those that have been empty continuously for 24 months or more.
- 3.2 Introduced in March 2018 and passed through the report stage of the House of Lords on 18 July 2018, the Council has been given additional legal powers to increase the levy premium level to a maximum from 50% to 100%, which would effectively mean a 200% charge on qualifying properties. This has been in place since the 2019/20 financial year. In the 2020/21 financial year, the Council introduced a levy of 200% on properties unoccupied for longer than 60 months, and in the 2021/22 financial year a levy of 300% was introduced on properties that had been empty for 120 months.
- 3.3 The levy premium cannot apply to homes that are empty due to the occupant living in armed forces accommodation for job-related purposes, or to annexes being used as part of a main property.
- 3.4 Currently, there are fewer than 150 properties that fall within the bracket within North Norfolk, so this isn't being viewed as a significant revenue generating exercise for the Council, rather a policy tool to encourage efficient use of available housing within the district..
- 3.5 Officers are aware there are cases where long term empty properties are undergoing significant renovations in order to bring them back into use, and would like to incentivise this where possible. Officers are recommending that discretion be provided

to the Section 151 Officer in conjunction with the Portfolio holder, on advice of the Revenues Manager to provide exceptions to the Levy charge in these cases. There are anticipated to only be a small number of qualifying properties in the District, so is not considered to be a significant financial risk to the Council.

- 3.6 For the 2022/23 financial year, the Council would like to introduce a new discount under Section 13A of the Local Government Finance Act 1992 (as amended) to give 100% relief to those experiencing hardship. The policy that would apply to this discount and determine who would be eligible, can be found at Appendix B, with the application form shown at Appendix C. Billing Authorities must pay 100% of the relief granted (rather than their usual proportionate share with respect to Council Tax), which puts financial pressure on the authority. It is expected that there will be fewer than 5 cases per year, which means the financial pressure will be small.

#### **4. Classes of Property**

4.1 The Regulations differentiate between classes of property as follows:

- “Class A” - properties are those which are not an individual’s sole or main residence, are furnished and have seasonal planning prohibition (i.e. preventing occupation for a continuous period of at least 28 days)
- “Class B” - properties are those which are not an individual’s sole or main residence, are furnished and have no restrictions with regard to occupation.

4.2 In effect Class A properties are second homes where occupancy is restricted for a period of at least 28 days a year where Class B properties have no restrictions on occupancy.

#### **5. Formal Determinations**

5.1 The Council has to approve its determinations for each financial year. It should be noted that the schedule of Class “B” property exceptions shown in Appendix A and referred to in recommendation 2) above, is believed to include all dwellings potentially entitled to retain a discount for the year commencing 1 April 2022 for the reason stated. Under the wording of the 2003 regulations, changes cannot be made to the schedule once the determinations have been made. Should further properties be notified to the Council for possible inclusion in the list for exemptions, they may only be added when the determinations for 2023/24 are made for operation from 1 April 2023.

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

6.1 The calculation of the tax base for 2022/23 will be made alongside the budget, based on the level of discounts approved by Members. The taxbase dictates the expected income to the Council from Council Tax in the following year. Any increase in discounts will reduce the taxbase, and therefore also income.

#### **7. Sustainability**

7.1 This report does not raise any issues relating to Sustainability

#### **8. Equality and diversity**

8.1 This report does not raise any issues relating to Equality and Diversity

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

9.1 This report does not raise any issues relating to Crime and Disorder considerations

**North Norfolk District Council**  
**Reduction in Council Tax Discounts for Second Homes**  
**Schedule of Class 'B' Property Exceptions for the year 2022/23**

Dwellings described or geographically defined, which are judged not structurally capable of occupation all year around and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947.

<b><u>Property Reference</u></b>	<b><u>Property Name/ Number</u></b>	<b><u>Property Address</u></b>	<b><u>Post Code</u></b>
<b>Anne Stannard Way, Bacton</b>			
710567	Arfrada, 3	Anne Stannard Way, Bacton, Norwich, Norfolk	NR12 0HX
<b>Coast Road Chalet Park, Bacton</b>			
779616	2	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710835	3	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710836	4	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710837	5	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710838	6	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710839	7	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710842	10	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710843	11	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710844	12	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710845	13	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710846	14	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710847	15	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710848	16	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710849	17	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710850	18	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710851	19	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710852	20	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ

Appendix A

772237	21	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710854	22	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710855	23	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
776071	24	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
781175	25	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710858	26	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710860	28	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710861	29	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710862	30	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710863	31	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710864	32	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710865	33	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
779802	34	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710867	35	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710868	36	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710869	37	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710870	38	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710871	39	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710873	41	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
778948	42	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710874	43	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710833	45	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
777495	46	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710877	47	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710878	47A	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710879	48	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710880	49	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710881	50	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710882	51	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710883	52	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710884	53	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710885	54	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710886	55	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710887	56	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ



Appendix A

710888	57	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710889	58	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710890	59	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710891	60	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710892	61	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710893	62	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710894	63	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710895	64	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710897	65	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710896	66	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710898	67	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710899	68	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710900	69	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710901	70	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710902	71	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710903	72	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710904	73	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710905	74	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710906	75	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
778525	76	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
062510	77	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710909	78	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710910	79	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710911	80	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
778551	81	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710914	83	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710915	84	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710916	85	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710917	86	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710918	87	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710919	88	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ

**Mill Lane, Bacton**

Appendix A

778888	Crest-O-Cliff	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HS
779428	Hydaway	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HN
774277	Rest Haven	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HN

**New Zealand Way, Bacton**

772331	2	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
770682	3	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
778690	4	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
773905	5	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
762930	6	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
763225	7	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
763260	8	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
762797	9	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW

**Sea View Estate, Bacton**

710648	Popycott, 1	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710654	7	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710655	8	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710656	9	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710657	10	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710646	11	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710641	12	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710659	15	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710660	16	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710661	17	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710662	18	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710663	19	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710642	20	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710664	21	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH

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710665	22	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710667	24	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710668	25	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710669	26	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710670	27	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710671	28	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710643	29	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710647	30	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710674	33	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
760703	34	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710676	35	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710666	Brenholme, 36	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH

**Watch House Lane, Bacton**

710777	Falaig M Hara, 2	Watch House Lane, Bacton, Norwich, Norfolk	NR12 0HL
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**Abbotts Way, Eccles-on-sea**

012370	Alouette	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
756512	Amberwood	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712403	Bennebroek	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712379	Freaneezy	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712380	Gaytime	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712382	Kingfishers	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712404	Reviellie	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712392	St Ives	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712385	The Beach House	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712376	Tranquility	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712397	Tresco	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA

**Beach Road, Eccles-on-sea**

715614	Braemar	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715608	Everne	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715627	Field View	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715634	Four Winds	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715626	Hillside	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715611	Idlehours	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715618	Lattice Chalet	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
761175	Lisfannon	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715622	Munden	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715630	Oasis	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715624	Sandilands	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715599	Sea Gulls	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715621	The Old Kit Bag	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715617	Wylaway	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715609	Y Not	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715605	You & I	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL

**Bush Drive, Eccles-on-sea**

712438	Aingarh	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712495	Badgers Set	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712473	Bali-Hai	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712496	Blue Bay	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712498	Cedar Wood	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712484	Dingly Dell	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712476	Dresden	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712493	Endways	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712506	Redwing	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712481	Sea Urchin	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF

**Church Lane, Eccles-on-sea**

712407	Appleby	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712429	Campana	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712410	Campanella	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
767987	Dunes Edge	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712417	Majorca	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712413	Marineville	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712421	Sandsend	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712424	Sea Whistles	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712425	Sunnyside	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712426	Sunray	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY

**Crowden Road, Eccles-on-sea**

712455	Argus	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
770505	Bung Ho	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712470	Cliff Royal	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712462	Sea Lows	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712463	Spartyme	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712468	White Lodge	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712472	Zermatt	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ

**Hedgehog Walk, Eccles-on-sea**

712607	Orkney	Hedgehog Walk, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SZ
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**Bush Drive, Happisburgh**

752939	Bruins Rest	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724196	Flamingo	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN

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724197	Fourwinds	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724198	Green Tiles	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724201	Holidays	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724202	Kirk-Cu-Brae	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
778617	Leisure Hour	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724204	Linden	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724205	Puffin	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724206	Samphire	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724208	Sand Castle	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724212	Silver Sand	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724213	Slide Away	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724215	Surf Cottage	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724219	Windhill	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN

**Cart Gap Road, Happisburgh**

724376	The Bungalow	Cart Gap Road, Happisburgh, Norwich, Norfolk	NR12 0QL
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**Doggetts Lane, Happisburgh**

061248	Romany, 5	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724151	Jeckells Hyde, 8	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724137	10	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724143	Eastward Ho, 11	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724139	14	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724149	The Brambles, 16	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724144	Pershore, 17	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724141	O'Meara Bungalow	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724148	Sea Edge	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724147	Seadrift	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL

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**Wroxham Way, Happisburgh**

724372 Haleholm, 42 Wroxham Way, Happisburgh, Norwich, Norfolk NR12 0RX

**Staithe Road, Hickling**

713184 The Bungalow Staithe Road, Hickling, Norwich, Norfolk NR12 0YW

**Bureside Estate, Horning**

714003 1B Bureside Estate, Crabbetts Marsh, Horning, Norwich, Norfolk NR12 8JP  
713987 15 Bureside Estate, Crabbetts Marsh, Horning, Norwich, Norfolk NR12 8JP

**Ferry View Estate, Horning**

062364 Cresta Cottage Ferry View Estate, Horning, Norwich, Norfolk NR12 8PT  
778976 Oakdale Ferry View Estate, Horning, Norwich, Norfolk NR12 8PT  
713848 Waters Edge Ferry View Estate, Horning, Norwich, Norfolk NR12 8PT

**Horning Reach, Horning**

714025 Bonnington Horning Reach, Horning, Norwich, Norfolk NR12 8JR  
714028 Jada Horning Reach, Horning, Norwich, Norfolk NR12 8JR  
714033 The Birches Horning Reach, Horning, Norwich, Norfolk NR12 8JR  
714037 The Bungalow Horning Reach, Horning, Norwich, Norfolk NR12 8JR

**Brimbelow Road, Hoveton**

052371 Bure Banks Brimbelow Road, Hoveton, Norwich, Norfolk NR12 8UJ

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014717	Bure Croft	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
059714	Bureway	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014730	Morlands	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
059715	Rosemere	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
057285	Summer Craft	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014776	Summer Haven	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
774241	Summer Lodge	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014744	Summer Vale	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014745	Summer Vista	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014742	Summerville	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
773269	Sunrest	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
714750	The Patch	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
058865	The Wherry	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
774664	Willow Cabin	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ

**Horsefen Road, Ludham**

782444	Toad Hall	Horsefen Road, Ludham, Great Yarmouth, Norfolk	NR29 5QG
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**Thurne Dyke, Ludham**

713919	Churne	Thurne Dyke, Ludham, Great Yarmouth, Norfolk	NR12 8QA
713922	Thurne Mouth	Thurne Dyke, Ludham, Great Yarmouth, Norfolk	NR12 8QA

**North West Riverbank, Potter Heigham**

717005	Olken, 1	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715991	Toorak, 1B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715988	Tonga, 1C	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715992	Royston, 1D	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715993	Pot Pourri, 1E	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND



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715994	Sunflowers, 1F	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
754931	Joybelle, 1G	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715996	Summertime, 2A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715997	Fairway, 2B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715998	Dolphins, 2C	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715999	Bluewaters, 2D	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716000	Repps Reach, 2E	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716001	Terre Nuove, 3A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716002	Cedar Lodge, 3B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717016	Rest Awhile, 4	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716003	The Bield, 4A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716004	Rania, 4B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716008	Touchwood, 5A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716005	5B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716006	Leaside, 6	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717047	Pachelbel, 6	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717048	Little Quay, 7	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717049	River Rest, 8	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717019	Nine, 9	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717050	Downriver, 10	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717052	Burton Garth, 11	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717044	Wee Ben, 14	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
061826	Woodstock, 14A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
779412	Kalinda, 19	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
059675	The Haven, 20	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
058228	The Rosary, 21	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
779837	Dutch Tutch, 22	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
060391	Four Es, 24	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
062684	Windy Ridge, 26	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
779056	Rand View, 29	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717067	Paddock Wood, 31	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717068	Thurnholme, 32	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
767419	37	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717051	Crystal Haven	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND

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760276	Mands	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715989	Swan Haven	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717064	The Sanctuary	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715990	The Willows	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND

**River Bank, Potter Heigham, Great Yarmouth, Norfolk.**

017103	The Rands, 56-56A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
057220	Milldene, 76A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
057388	Patika Pa, 55	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
058415	Sunnyside, 76	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717007	Bath Hurst, 51	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
779255	Melrose, 85A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717009	Eveholme, 93	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717013	Highs Mill	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
780021	Risdene, 90	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717020	Rosemary Cottage, 62	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717021	St Elmo, 75	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717040	Idleways, 97	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
777927	Fishers Haven, 90A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717045	Dyde Down, 87	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
780694	Eastcote, 73	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717071	The Nook, 57-58	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717073	Herongate, 59	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717074	Maisonette, 60	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
771303	Willow Creek, 61	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717076	Broad View, 63	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717077	Tower View, 64	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717078	Bullrush, 66	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717079	Reedsmere, 67	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717081	Heron Cottage, 70	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717082	Herwinia, 72	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717083	The Fens, 74	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE

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717084	Sunnyside, 76	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717086	Topping, 78	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717093	Millway, 85C	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717095	Jokers Wild, 86	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717096	Manderley, 88	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717100	Tencholme, 99B	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717101	Four Winds, 99A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717106	Ambleside, 86B	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
755550	Rivendell, Plot 79	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759643	St Clair	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759644	River Holme	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759645	The Rosary	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
759646	Marsh View	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759786	Primrose	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759787	Silver Ley	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759806	Ellesmere	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759893	Pastime	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
760184	Le Chalet	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
760231	Mill View	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
760269	23 Riverside	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
760448	Octagon Lodge	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
761608	River View, 27	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
761764	Thurne View, North West	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
762518	Up River, North East	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
762883	Moon River Cottage	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
763336	Calypso, 82	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
764919	Vespers	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
766222	Deekside	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
717024	The Nest, 89	North East Riverbank, Potter Heigham, Great Yarmouth	NR29 5NE
773123	Ivydene, 30	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND

**Clink Lane, Sea Palling, Norwich, Norfolk.**

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717969	Nutshell	Clink Lane, Sea Palling, Norwich, Norfolk.	NR12 0UL
717970	Seaway	Clink Lane, Sea Palling, Norwich, Norfolk.	NR12 0UL

**The Marrams, Sea Palling, Norwich, Norfolk.**

061870	Meadow View	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718091	Oriel	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718093	Sea Home	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718094	Linga Longa	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718097	Sunnyside	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718098	Santa Monica	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718100	Kia Ora	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718101	Sandy Lodge	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718103	Tween Whyles	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718105	Sea Breezes	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718106	Timbers	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718107	Vi La Vaer	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718108	Splinters	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718109	Peddlers Peace	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718110	Tramore	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718111	Stanfield	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718112	Hillcroft	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718113	Duneside	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718115	Brambledene	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718116	Jandola	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718117	Tiny Tots	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718121	Cliffside	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
758355	Hazeldene	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
761287	Venta	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN

**Sand Hills, Sea Palling, Norwich, Norfolk.**

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018035	Primary Guest House at The School	Waxham Road, Sea Palling, Norwich, Norfolk.	NR12 0UP
718063	Grenut	Sand Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718065	Little House	Sand Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN

**Moor Road, Sutton, Norwich, Norfolk**

720253	Moorlands	Moor Road, Sutton, Norwich, Norfolk	NR12 9QN
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**Seaview Crescent, Walcott, Norwich, Norfolk.**

061806	Blue Moon	Seaview Crescent, Ostend Road, Walcott, Norwich	NR12 0NZ
724604	1	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724605	10	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724606	11	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724607	12	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724609	14	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724610	15	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724611	16	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724614	19	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724616	Sea Breeze, 20	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724618	Sea Breeze, 22	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724619	4	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724620	5	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724622	7	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724623	8	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724625	Calm Seas	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724626	Golden Sands	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724627	Sunnyside	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL

**Hill Gap, Waxham, Norwich, Norfolk.**

Appendix A

773282 Bide a Wee

Hill Gap, Waxham, Norwich, Norfolk.

NR12 0DY



# North Norfolk District Council's Council Tax Discretionary Reduction (Hardship Relief) Policy

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2.8 Recovery of a Hardship Relief Award

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## 1. Purpose of Policy Document

1.1 This policy sets out the Council's approach to the awarding of discretionary hardship relief in respect of Council Tax liability. It has been designed to ensure that all customers making an application for relief are treated in a fair, consistent and equal manner.

1.2 This policy has been written to:

- Set guidelines for the factors that should be considered when making a decision to award or refuse an application
- Set out the delegated authority to award relief in appropriate circumstances
- Advise how customers dissatisfied with the decision made, can appeal.
- Safeguard the interest of the local taxpayers by ensuring that funds that are allocated for the award of relief are used in the most effective and economic way



## **2. Council Tax Discretionary Reduction Policy**

### **2.1 Introduction**

2.1.1 Councils have the power to reduce the amount of Council Tax a person has to pay to such an extent as they see fit. This includes the power to reduce an amount to nil, and may be exercised in relation to particular cases or by determining a class of property in which liability is to be reduced to an extent provided for by the determination. There is a cost to the Council in respect of any hardship relief awarded and is met by the Council's collection fund.

### **2.2 Legislation**

2.2.1 Council Tax hardship awards are included in Section 13A Local Government Finance Act 1992 as amended by Local Government Act 2003, section 76. Section 76 gives councils the authority to make a discretionary payment of Council Tax where it is satisfied that the taxpayer would sustain exceptional hardship if it did not do so.

### **2.3 North Norfolk District Councils Policy**

2.3.1 North Norfolk District Council has not defined any specific class of property on which to award a section 13A discount.

2.3.2 Applications for a reduction will usually only be considered in individual cases where severe hardship or extenuating circumstances can be demonstrated.

2.3.3 Where an application is successful, the award will be paid/credited directly to the Council Tax account.

### **2.4 Criteria**

2.4.1 Each hardship application will be assessed on its individual merits. When assessing applications, the following considerations will be made:

- All applications are only intended as short term assistance and awards will not extend beyond the current financial year, and should not be considered as a way of reducing Council Tax liability indefinitely
- Hardship relief or remission will be the exception and not the rule
- Council Tax hardship relief will not be awarded for any reason other than to reduce Council Tax liability
- Relief is not to be granted in order to prevent recovery action being instigated by the Council or to stop bankruptcy proceedings commenced by the Council or any other body
- The applicant must detail the reasons for the application, explaining the specific circumstances and hardship being experienced

- There must be evidence of hardship or personal circumstances that justifies a reduction in Council Tax liability. There is no definition in the legislation for 'hardship' and as the scheme is aimed at covering unforeseen events it is not possible to list precise criteria. Applications will be accepted on the basis that the applicant or household would suffer exceptional financial hardship if financial assistance were not given.
- Exceptional circumstances for hardship under the Council Tax regulations will usually be circumstances that are outside the control of the household and beyond normal risks faced by a household. The household must demonstrate that it has done all it can to mitigate those risks and is taking action to minimise them.
- The Council's finances allow for a reduction to be made and it is reasonable to do so in light of the impact on other Council Tax payers
- The Council Tax payer (applicant) must be able to demonstrate that all reasonable steps have been taken to meet their full Council Tax liability prior to application including exploring entitlement to all other reliefs, discounts, exemptions, reductions, discretionary payments and valuation office appeals.
- The Council Tax payer does not have access to other assets that could be realised and used to pay Council Tax.
- Application for hardship relief should be one of last resort. Applicants will be expected to have explored and secured any lawful entitlement to other benefits, incomes and reductions in preference to claiming hardship relief. This particularly includes an application for Council Tax Support.
- The liable person for an unoccupied domestic property must have made their best efforts to sell or let the property and not asked for an unreasonable rent or sale price and must show that to levy an empty Council Tax charge would cause them exceptional financial hardship.
- The Council's finances allow for a reduction to be made.
- The amount outstanding must not be the result of wilful refusal to pay or culpable neglect.

2.4.2 Hardship relief will normally be awarded for a short, fixed period depending on the nature and likely duration of the hardship. In all cases relief will end in the following circumstances:

- At the end of a financial year
- There is a change of liable person
- The Council Tax payer enters any form of formal insolvency
- The Council Tax payer's financial circumstances significantly change.
- At the end of any fixed period notified to the Council Tax payer at the time of the award

## **2.5 The Application**

2.5.1 All applications should be made in writing or by completing the web form available on our web site. The form can be completed by an advocate/appointee or a recognised third party acting on their behalf, and must contain the necessary information including a full financial statement. Postal application forms and any supporting information should be completed and returned to:

North Norfolk District  
Holt Road  
Cromer  
Norfolk  
NR27 9LJ

2.5.2 It is the responsibility of the Council Tax payer applying for relief to provide sufficient information and documentary evidence to support their applications. If the Council Tax payer applying does not, or will not, provide the required evidence; the application will still be considered, but only on the basis of the information and evidence provided. No costs will be borne by the Council in the provision of this evidence.

2.5.3 Further information may be requested to support an application. Where a request for further information is made information must be provided within 4 weeks. Failure to provide information within 4 weeks may lead to the refusal of the application unless good cause can be shown.

## **2.6. The Decision Making Process**

**2.6.1 Upon receipt of a signed application and all supporting documentation and Information; a standard decision making process will be followed:**

- Initial applications will be checked by Revenues Team Leaders within 28 days of receipt of a signed application to ensure all supporting information / evidence has been included.

- Cases will then be forwarded to the Revenues Manager and the case presented at the next available discretionary panel hearing. A decision will be made by the representatives attending the panel hearing.
- Once a decision has been approved the Council Tax payer will be notified in writing of the decision within 28 days and revised Council Tax demand notices will be issued where applicable
- Whilst every effort will be made to meet the deadlines outlined above, failure by the Council to do so does not qualify the claimant for relief or any financial compensation.

## **2.7. Review of Decision**

2.7.1 The Council will not accept a request from a Council Tax payer for a re-determination of its decision unless further evidence can be provided.

- If a claimant is dissatisfied with refusal of their application, they may appeal to the Valuation Tribunal for England (VTE) either by completing the online appeal form at <https://www.valuationtribunal.gov.uk/>. The claimant has two months to do this from the date of North Norfolk District Council's reply.

The Valuation Tribunals contact details are

Valuation Tribunal  
 3<sup>rd</sup> Floor  
 Crossgate House  
 Wood Street  
 Doncaster  
 DN1 3LL  
**Email:** [appeals@valuationtribunal.gov.uk](mailto:appeals@valuationtribunal.gov.uk)  
**Telephone 0300 123 2035**

## **2.8 Recovery of a Hardship Relief Award**

2.8.1 If an award is subsequently cancelled the amount will be withdrawn from the applicant's Council Tax account and will be payable as the Council Tax due under the regulations.

## **2.9 Fraud**

2.9.1 The Council reserves the right to withdraw any award made under this scheme where fraud or error has occurred

2.9.2 The Council reserves the right to withdraw any award where the applicant has failed to provide, or, has knowingly provided false or misleading information.

## **Application for Council Tax Reduction under Section 13A of the Local Government Finance Act 1992**

\* Please note that if a joint bill has been issued then the application must also be made in joint names

**Name of applicant/s:**

**Contact Address:**

**Mobile/Telephone:**

**Email Address**

**Address of property for which relief is being claimed:**

**Owners Name/s:**

**Is the property currently vacant? YES/NO**

**What is the value of equity in the property? £**

**Is the property currently marketed for sale? \*YES/NO**

\*Please provide details of marketing agent/ estate agent for the property

**Is the property currently marketed for rent? \*YES/NO**

\*Please provide details of marketing agent/ estate agent for the property

**Please provide details of any other properties or land owned by yourself and value of any rental income you are in receipt of**

**If you have left a property empty to move to more suitable accommodation or to receive or provide care due to old age, disablement, illness, alcohol or drug abuse or mental disorder, then please provide details below**

**Please provide the detailed reasons why you are applying for a reduction in Council Tax. This should fully explain the circumstances that are creating financial difficulty and how long you expect these circumstances to continue.**

**Has an application for Council Tax Reduction been made? YES/NO**

**Are you receiving financial assistance from any other source? \*YES/NO**

\*please provide details:

**Have you approached any organisation to assist with your current financial situation such as Citizen Advice Bureau/ Welfare Rights etc? \*YES/NO \*please provide details?**

**Please provide details of any stocks/shares/savings/ money you may have or money you are owed**

**Please provide any additional information you wish to provide in support of your application**

**Your application will not be processed unless the enclosed financial information sheet is completed and returned.**

All applicants must provide documentary evidence in support of their claim. At a minimum these should include the following:-

- Confirmation • of all income received
- Bank • Statements
- Any • additional information to support the application
- Written • Details of any Savings/Stocks/Shares

I declare that the information given on this form is, to the best of my knowledge, accurate and complete.

I understand that a copy of this form may also be sent to the Welfare Rights who may be able to offer me further advice and assistance.

I also understand that whilst this application for relief is pending I am not entitled to withhold payment of Council Tax due to the Council.

Signed: .....

Capacity of person signing: .....

Date: .....

Daytime telephone number: .....

**Please return your completed form to:-  
North Norfolk District Council  
Holt Road  
Cromer  
Norfolk  
NR27 9EN**

For information: In line with Data Protection law we may use information you give us to prevent or detect fraud or other crimes. We may also share it with other Council Services or public organisations if they need it to carry out their legal duties.



## FINANCIAL INFORMATION SHEET

### Council Tax Hardship Application

<b>Name 1:</b>
<b>Address 1:</b>

Income	Amount	Weekly/Monthly
Wages	£	
JSA/Income Support	£	
Working Tax Credit	£	
Disabled Tax Credit	£	
Child Tax Credit	£	
Retirement Pension	£	
Works Pension	£	
Guaranteed Pension Credit	£	
Savings Credit	£	
Child Benefit	£	
Incapacity Benefit/ESA	£	
Maintenance	£	
Non Dependant Contribution	£	
D L A	£	
Any Other Income	£	
<b>Total Income</b>	<b>£</b>	



**FINANCIAL INFORMATION SHEET**

Council Tax Hardship Application

<b>Name 2:</b>
<b>Address 2:</b>

<b>Income</b>	<b>Amount</b>	<b>Weekly/Monthly</b>
Wages	£	
JSA/Income Support	£	
Working Tax Credit	£	
Disabled Tax Credit	£	
Child Tax Credit	£	
Retirement Pension	£	
Works Pension	£	
Guaranteed Pension Credit	£	
Savings Credit	£	
Child Benefit	£	
Incapacity Benefit/ESA	£	
Maintenance	£	
Non Dependant Contribution	£	
D L A	£	
Any Other Income	£	
<b>Total Income</b>	<b>£</b>	



**North Norfolk District Council**  
**Reduction in Council Tax Discounts for Second Homes**  
**Schedule of Class 'B' Property Exceptions for the year 2022/23**

Dwellings described or geographically defined, which are judged not structurally capable of occupation all year around and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947.

<b><u>Property Reference</u></b>	<b><u>Property Name/ Number</u></b>	<b><u>Property Address</u></b>	<b><u>Post Code</u></b>
<b>Anne Stannard Way, Bacton</b>			
710567	Arfrada, 3	Anne Stannard Way, Bacton, Norwich, Norfolk	NR12 0HX
<b>Coast Road Chalet Park, Bacton</b>			
779616	2	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710835	3	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710836	4	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710837	5	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710838	6	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710839	7	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710842	10	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710843	11	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710844	12	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710845	13	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710846	14	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710847	15	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710848	16	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710849	17	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710850	18	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710851	19	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710852	20	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ

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772237	21	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710854	22	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710855	23	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
776071	24	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
781175	25	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710858	26	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710860	28	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710861	29	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710862	30	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710863	31	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710864	32	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710865	33	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
779802	34	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710867	35	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710868	36	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710869	37	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710870	38	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710871	39	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710873	41	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
778948	42	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710874	43	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710833	45	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
777495	46	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710877	47	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710878	47A	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710879	48	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710880	49	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710881	50	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710882	51	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710883	52	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710884	53	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710885	54	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710886	55	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710887	56	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ

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710888	57	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710889	58	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710890	59	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710891	60	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710892	61	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710893	62	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710894	63	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710895	64	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710897	65	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710896	66	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710898	67	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710899	68	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710900	69	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710901	70	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710902	71	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710903	72	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710904	73	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710905	74	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710906	75	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
778525	76	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
062510	77	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710909	78	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710910	79	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710911	80	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
778551	81	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710914	83	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710915	84	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710916	85	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710917	86	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710918	87	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710919	88	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ

**Mill Lane, Bacton**

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778888	Crest-O-Cliff	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HS
779428	Hydaway	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HN
774277	Rest Haven	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HN

**New Zealand Way, Bacton**

772331	2	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
770682	3	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
778690	4	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
773905	5	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
762930	6	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
763225	7	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
763260	8	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
762797	9	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW

**Sea View Estate, Bacton**

710648	Popycott, 1	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710654	7	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710655	8	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710656	9	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710657	10	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710646	11	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710641	12	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710659	15	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710660	16	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710661	17	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710662	18	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710663	19	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710642	20	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710664	21	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH



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710665	22	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710667	24	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710668	25	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710669	26	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710670	27	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710671	28	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710643	29	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710647	30	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710674	33	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
760703	34	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710676	35	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710666	Brenholme, 36	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH

**Watch House Lane, Bacton**

710777	Falaig M Hara, 2	Watch House Lane, Bacton, Norwich, Norfolk	NR12 0HL
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**Abbotts Way, Eccles-on-sea**

012370	Alouette	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
756512	Amberwood	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712403	Bennebroek	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712379	Freaneezy	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712380	Gaytime	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712382	Kingfishers	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712404	Reviellie	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712392	St Ives	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712385	The Beach House	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712376	Tranquility	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712397	Tresco	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA

**Beach Road, Eccles-on-sea**

715614	Braemar	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715608	Everne	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715627	Field View	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715634	Four Winds	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715626	Hillside	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715611	Idlehours	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715618	Lattice Chalet	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
761175	Lisfannon	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715622	Munden	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715630	Oasis	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715624	Sandilands	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715599	Sea Gulls	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715621	The Old Kit Bag	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715617	Wylaway	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715609	Y Not	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715605	You & I	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL

**Bush Drive, Eccles-on-sea**

712438	Aingarh	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712495	Badgers Set	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712473	Bali-Hai	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712496	Blue Bay	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712498	Cedar Wood	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712484	Dingly Dell	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712476	Dresden	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712493	Endways	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712506	Redwing	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712481	Sea Urchin	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF

**Church Lane, Eccles-on-sea**

712407	Appleby	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712429	Campana	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712410	Campanella	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
767987	Dunes Edge	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712417	Majorca	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712413	Marineville	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712421	Sandsend	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712424	Sea Whistles	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712425	Sunnyside	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712426	Sunray	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY

**Crowden Road, Eccles-on-sea**

712455	Argus	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
770505	Bung Ho	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712470	Cliff Royal	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712462	Sea Lows	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712463	Spartyme	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712468	White Lodge	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712472	Zermatt	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ

**Hedgehog Walk, Eccles-on-sea**

712607	Orkney	Hedgehog Walk, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SZ
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**Bush Drive, Happisburgh**

752939	Bruins Rest	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724196	Flamingo	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN

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724197	Fourwinds	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724198	Green Tiles	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724201	Holidays	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724202	Kirk-Cu-Brae	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
778617	Leisure Hour	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724204	Linden	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724205	Puffin	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724206	Samphire	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724208	Sand Castle	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724212	Silver Sand	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724213	Slide Away	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724215	Surf Cottage	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724219	Windhill	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN

**Cart Gap Road, Happisburgh**

724376	The Bungalow	Cart Gap Road, Happisburgh, Norwich, Norfolk	NR12 0QL
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**Doggetts Lane, Happisburgh**

061248	Romany, 5	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724151	Jeckells Hyde, 8	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724137	10	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724143	Eastward Ho, 11	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724139	14	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724149	The Brambles, 16	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724144	Pershore, 17	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724141	O'Meara Bungalow	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724148	Sea Edge	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724147	Seadrift	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL

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**Wroxham Way, Happisburgh**

724372	Haleholm, 42	Wroxham Way, Happisburgh, Norwich, Norfolk	NR12 0RX
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**Staithe Road, Hickling**

713184	The Bungalow	Staithe Road, Hickling, Norwich, Norfolk	NR12 0YW
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**Bureside Estate, Horning**

714003	1B	Bureside Estate, Crabbetts Marsh, Horning, Norwich, Norfolk	NR12 8JP
713987	15	Bureside Estate, Crabbetts Marsh, Horning, Norwich, Norfolk	NR12 8JP

**Ferry View Estate, Horning**

062364	Cresta Cottage	Ferry View Estate, Horning, Norwich, Norfolk	NR12 8PT
778976	Oakdale	Ferry View Estate, Horning, Norwich, Norfolk	NR12 8PT
713848	Waters Edge	Ferry View Estate, Horning, Norwich, Norfolk	NR12 8PT

**Horning Reach, Horning**

714025	Bonnington	Horning Reach, Horning, Norwich, Norfolk	NR12 8JR
714028	Jada	Horning Reach, Horning, Norwich, Norfolk	NR12 8JR
714033	The Birches	Horning Reach, Horning, Norwich, Norfolk	NR12 8JR
714037	The Bungalow	Horning Reach, Horning, Norwich, Norfolk	NR12 8JR

**Brimbelow Road, Hoveton**

052371	Bure Banks	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
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014717	Bure Croft	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
059714	Bureway	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014730	Morlands	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
059715	Rosemere	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
057285	Summer Craft	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014776	Summer Haven	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
774241	Summer Lodge	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014744	Summer Vale	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014745	Summer Vista	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014742	Summerville	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
773269	Sunrest	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
714750	The Patch	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
058865	The Wherry	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
774664	Willow Cabin	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ

**Horsefen Road, Ludham**

782444	Toad Hall	Horsefen Road, Ludham, Great Yarmouth, Norfolk	NR29 5QG
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**Thurne Dyke, Ludham**

713919	Churne	Thurne Dyke, Ludham, Great Yarmouth, Norfolk	NR12 8QA
713922	Thurne Mouth	Thurne Dyke, Ludham, Great Yarmouth, Norfolk	NR12 8QA

**North West Riverbank, Potter Heigham**

717005	Olken, 1	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715991	Toorak, 1B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715988	Tonga, 1C	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715992	Royston, 1D	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715993	Pot Pourri, 1E	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND

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715994	Sunflowers, 1F	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
754931	Joybelle, 1G	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715996	Summertime, 2A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715997	Fairway, 2B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715998	Dolphins, 2C	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715999	Bluewaters, 2D	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716000	Repps Reach, 2E	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716001	Terre Nuove, 3A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716002	Cedar Lodge, 3B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717016	Rest Awhile, 4	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716003	The Bield, 4A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716004	Rania, 4B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716008	Touchwood, 5A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716005	5B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716006	Leaside, 6	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717047	Pachelbel, 6	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717048	Little Quay, 7	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717049	River Rest, 8	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717019	Nine, 9	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717050	Downriver, 10	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717052	Burton Garth, 11	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717044	Wee Ben, 14	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
061826	Woodstock, 14A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
779412	Kalinda, 19	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
059675	The Haven, 20	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
058228	The Rosary, 21	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
779837	Dutch Tutch, 22	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
060391	Four Es, 24	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
062684	Windy Ridge, 26	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
779056	Rand View, 29	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717067	Paddock Wood, 31	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717068	Thurnholme, 32	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
767419	37	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717051	Crystal Haven	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND

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760276	Mands	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715989	Swan Haven	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
717064	The Sanctuary	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715990	The Willows	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND

**River Bank, Potter Heigham, Great Yarmouth, Norfolk.**

017103	The Rands, 56-56A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
057220	Milldene, 76A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
057388	Patika Pa, 55	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
058415	Sunnyside, 76	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717007	Bath Hurst, 51	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
779255	Melrose, 85A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717009	Eveholme, 93	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717013	Highs Mill	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
780021	Risdene, 90	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717020	Rosemary Cottage, 62	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717021	St Elmo, 75	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717040	Idleways, 97	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
777927	Fishers Haven, 90A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717045	Dyde Down, 87	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
780694	Eastcote, 73	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717071	The Nook, 57-58	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717073	Herongate, 59	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717074	Maisonette, 60	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
771303	Willow Creek, 61	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717076	Broad View, 63	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717077	Tower View, 64	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717078	Bullrush, 66	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717079	Reedsmere, 67	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717081	Heron Cottage, 70	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717082	Herwinia, 72	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717083	The Fens, 74	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE



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717084	Sunnyside, 76	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717086	Topping, 78	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717093	Millway, 85C	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717095	Jokers Wild, 86	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717096	Manderley, 88	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717100	Tencholme, 99B	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717101	Four Winds, 99A	North East Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5NE
717106	Ambleside, 86B	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
755550	Rivendell, Plot 79	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759643	St Clair	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759644	River Holme	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759645	The Rosary	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
759646	Marsh View	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759786	Primrose	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759787	Silver Ley	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759806	Ellesmere	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759893	Pastime	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
760184	Le Chalet	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
760231	Mill View	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
760269	23 Riverside	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
760448	Octagon Lodge	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
761608	River View, 27	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
761764	Thurne View, North West	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
762518	Up River, North East	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
762883	Moon River Cottage	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
763336	Calypso, 82	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
764919	Vespers	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
766222	Deekside	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
717024	The Nest, 89	North East Riverbank, Potter Heigham, Great Yarmouth	NR29 5NE
773123	Ivydene, 30	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND

**Clink Lane, Sea Palling, Norwich, Norfolk.**

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717969	Nutshell	Clink Lane, Sea Palling, Norwich, Norfolk.	NR12 0UL
717970	Seaway	Clink Lane, Sea Palling, Norwich, Norfolk.	NR12 0UL

**The Marrams, Sea Palling, Norwich, Norfolk.**

061870	Meadow View	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718091	Oriel	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718093	Sea Home	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718094	Linga Longa	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718097	Sunnyside	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718098	Santa Monica	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718100	Kia Ora	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718101	Sandy Lodge	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718103	Tween Whyles	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718105	Sea Breezes	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718106	Timbers	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718107	Vi La Vaer	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718108	Splinters	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718109	Peddlers Peace	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718110	Tramore	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718111	Stanfield	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718112	Hillcroft	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718113	Duneside	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718115	Brambledene	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718116	Jandola	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718117	Tiny Tots	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718121	Cliffside	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
758355	Hazeldene	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
761287	Venta	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN

**Sand Hills, Sea Palling, Norwich, Norfolk.**

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018035	Primary Guest House at The School	Waxham Road, Sea Palling, Norwich, Norfolk.	NR12 0UP
718063	Grenut	Sand Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718065	Little House	Sand Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN

**Moor Road, Sutton, Norwich, Norfolk**

720253	Moorlands	Moor Road, Sutton, Norwich, Norfolk	NR12 9QN
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**Seaview Crescent, Walcott, Norwich, Norfolk.**

061806	Blue Moon	Seaview Crescent, Ostend Road, Walcott, Norwich	NR12 0NZ
724604	1	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724605	10	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724606	11	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724607	12	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724609	14	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724610	15	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724611	16	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724614	19	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724616	Sea Breeze, 20	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724618	Sea Breeze, 22	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724619	4	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724620	5	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724622	7	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724623	8	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724625	Calm Seas	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724626	Golden Sands	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724627	Sunnyside	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL

**Hill Gap, Waxham, Norwich, Norfolk.**

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773282 Bide a Wee

Hill Gap, Waxham, Norwich, Norfolk.

NR12 0DY



**North Norfolk District Council's  
Council Tax  
Discretionary Reduction  
(Hardship Relief) Policy**

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2.9 Fraud

## 1. Purpose of Policy Document

1.1 This policy sets out the Council's approach to the awarding of discretionary hardship relief in respect of Council Tax liability. It has been designed to ensure that all customers making an application for relief are treated in a fair, consistent and equal manner.

1.2 This policy has been written to:

- Set guidelines for the factors that should be considered when making a decision to award or refuse an application
- Set out the delegated authority to award relief in appropriate circumstances
- Advise how customers dissatisfied with the decision made, can appeal.
- Safeguard the interest of the local taxpayers by ensuring that funds that are allocated for the award of relief are used in the most effective and economic way

## **2. Council Tax Discretionary Reduction Policy**

### **2.1 Introduction**

2.1.1 Councils have the power to reduce the amount of Council Tax a person has to pay to such an extent as they see fit. This includes the power to reduce an amount to nil, and may be exercised in relation to particular cases or by determining a class of property in which liability is to be reduced to an extent provided for by the determination. There is a cost to the Council in respect of any hardship relief awarded and is met by the Council's collection fund.

### **2.2 Legislation**

2.2.1 Council Tax hardship awards are included in Section 13A Local Government Finance Act 1992 as amended by Local Government Act 2003, section 76. Section 76 gives councils the authority to make a discretionary payment of Council Tax where it is satisfied that the taxpayer would sustain exceptional hardship if it did not do so.

### **2.3 North Norfolk District Councils Policy**

2.3.1 North Norfolk District Council has not defined any specific class of property on which to award a section 13A discount.

2.3.2 Applications for a reduction will usually only be considered in individual cases where severe hardship or extenuating circumstances can be demonstrated.

2.3.3 Where an application is successful, the award will be paid/credited directly to the Council Tax account.

### **2.4 Criteria**

2.4.1 Each hardship application will be assessed on its individual merits. When assessing applications, the following considerations will be made:

- All applications are only intended as short term assistance and awards will not extend beyond the current financial year, and should not be considered as a way of reducing Council Tax liability indefinitely
- Hardship relief or remission will be the exception and not the rule
- Council Tax hardship relief will not be awarded for any reason other than to reduce Council Tax liability
- Relief is not to be granted in order to prevent recovery action being instigated by the Council or to stop bankruptcy proceedings commenced by the Council or any other body
- The applicant must detail the reasons for the application, explaining the specific circumstances and hardship being experienced

- There must be evidence of hardship or personal circumstances that justifies a reduction in Council Tax liability. There is no definition in the legislation for 'hardship' and as the scheme is aimed at covering unforeseen events it is not possible to list precise criteria. Applications will be accepted on the basis that the applicant or household would suffer exceptional financial hardship if financial assistance were not given.
- Exceptional circumstances for hardship under the Council Tax regulations will usually be circumstances that are outside the control of the household and beyond normal risks faced by a household. The household must demonstrate that it has done all it can to mitigate those risks and is taking action to minimise them.
- The Council's finances allow for a reduction to be made and it is reasonable to do so in light of the impact on other Council Tax payers
- The Council Tax payer (applicant) must be able to demonstrate that all reasonable steps have been taken to meet their full Council Tax liability prior to application including exploring entitlement to all other reliefs, discounts, exemptions, reductions, discretionary payments and valuation office appeals.
- The Council Tax payer does not have access to other assets that could be realised and used to pay Council Tax.
- Application for hardship relief should be one of last resort. Applicants will be expected to have explored and secured any lawful entitlement to other benefits, incomes and reductions in preference to claiming hardship relief. This particularly includes an application for Council Tax Support.
- The liable person for an unoccupied domestic property must have made their best efforts to sell or let the property and not asked for an unreasonable rent or sale price and must show that to levy an empty Council Tax charge would cause them exceptional financial hardship.
- The Council's finances allow for a reduction to be made.
- The amount outstanding must not be the result of wilful refusal to pay or culpable neglect.



2.4.2 Hardship relief will normally be awarded for a short, fixed period depending on the nature and likely duration of the hardship. In all cases relief will end in the following circumstances:

- At the end of a financial year
- There is a change of liable person
- The Council Tax payer enters any form of formal insolvency
- The Council Tax payer's financial circumstances significantly change.
- At the end of any fixed period notified to the Council Tax payer at the time of the award

## **2.5 The Application**

2.5.1 All applications should be made in writing or by completing the web form available on our web site. The form can be completed by an advocate/appointee or a recognised third party acting on their behalf, and must contain the necessary information including a full financial statement. Postal application forms and any supporting information should be completed and returned to:

North Norfolk District  
Holt Road  
Cromer  
Norfolk  
NR27 9LJ

2.5.2 It is the responsibility of the Council Tax payer applying for relief to provide sufficient information and documentary evidence to support their applications. If the Council Tax payer applying does not, or will not, provide the required evidence; the application will still be considered, but only on the basis of the information and evidence provided. No costs will be borne by the Council in the provision of this evidence.

2.5.3 Further information may be requested to support an application. Where a request for further information is made information must be provided within 4 weeks. Failure to provide information within 4 weeks may lead to the refusal of the application unless good cause can be shown.

## **2.6. The Decision Making Process**

**2.6.1 Upon receipt of a signed application and all supporting documentation and Information; a standard decision making process will be followed:**

- Initial applications will be checked by Revenues Team Leaders within 28 days of receipt of a signed application to ensure all supporting information / evidence has been included.

- Cases will then be forwarded to the Revenues Manager and the case presented at the next available discretionary panel hearing. A decision will be made by the representatives attending the panel hearing.
- Once a decision has been approved the Council Tax payer will be notified in writing of the decision within 28 days and revised Council Tax demand notices will be issued where applicable
- Whilst every effort will be made to meet the deadlines outlined above, failure by the Council to do so does not qualify the claimant for relief or any financial compensation.

## **2.7. Review of Decision**

2.7.1 The Council will not accept a request from a Council Tax payer for a re-determination of its decision unless further evidence can be provided.

- If a claimant is dissatisfied with refusal of their application, they may appeal to the Valuation Tribunal for England (VTE) either by completing the online appeal form at <https://www.valuationtribunal.gov.uk/>. The claimant has two months to do this from the date of North Norfolk District Council's reply.

The Valuation Tribunals contact details are

Valuation Tribunal  
 3<sup>rd</sup> Floor  
 Crossgate House  
 Wood Street  
 Doncaster  
 DN1 3LL  
**Email:** [appeals@valuationtribunal.gov.uk](mailto:appeals@valuationtribunal.gov.uk)  
**Telephone 0300 123 2035**

## **2.8 Recovery of a Hardship Relief Award**

2.8.1 If an award is subsequently cancelled the amount will be withdrawn from the applicant's Council Tax account and will be payable as the Council Tax due under the regulations.

## **2.9 Fraud**

2.9.1 The Council reserves the right to withdraw any award made under this scheme where fraud or error has occurred

2.9.2 The Council reserves the right to withdraw any award where the applicant has failed to provide, or, has knowingly provided false or misleading information.

## **Application for Council Tax Reduction under Section 13A of the Local Government Finance Act 1992**

\* Please note that if a joint bill has been issued then the application must also be made in joint names

**Name of applicant/s:**

**Contact Address:**

**Mobile/Telephone:**

**Email Address**

**Address of property for which relief is being claimed:**

**Owners Name/s:**

**Is the property currently vacant? YES/NO**

**What is the value of equity in the property? £**

**Is the property currently marketed for sale? \*YES/NO**

\*Please provide details of marketing agent/ estate agent for the property

**Is the property currently marketed for rent? \*YES/NO**

\*Please provide details of marketing agent/ estate agent for the property

**Please provide details of any other properties or land owned by yourself and value of any rental income you are in receipt of**

**If you have left a property empty to move to more suitable accommodation or to receive or provide care due to old age, disablement, illness, alcohol or drug abuse or mental disorder, then please provide details below**

**Please provide the detailed reasons why you are applying for a reduction in Council Tax. This should fully explain the circumstances that are creating financial difficulty and how long you expect these circumstances to continue.**

**Has an application for Council Tax Reduction been made? YES/NO**

**Are you receiving financial assistance from any other source? \*YES/NO**

\*please provide details:

**Have you approached any organisation to assist with your current financial situation such as Citizen Advice Bureau/ Welfare Rights etc? \*YES/NO \*please provide details?**

**Please provide details of any stocks/shares/savings/ money you may have or money you are owed**

**Please provide any additional information you wish to provide in support of your application**

**Your application will not be processed unless the enclosed financial information sheet is completed and returned.**

All applicants must provide documentary evidence in support of their claim. At a minimum these should include the following:-

- Confirmation • of all income received
- Bank • Statements
- Any • additional information to support the application
- Written • Details of any Savings/Stocks/Shares

I declare that the information given on this form is, to the best of my knowledge, accurate and complete.

I understand that a copy of this form may also be sent to the Welfare Rights who may be able to offer me further advice and assistance.

I also understand that whilst this application for relief is pending I am not entitled to withhold payment of Council Tax due to the Council.

Signed: .....

Capacity of person signing: .....

Date: .....

Daytime telephone number: .....

**Please return your completed form to:-  
North Norfolk District Council  
Holt Road  
Cromer  
Norfolk  
NR27 9EN**

For information: In line with Data Protection law we may use information you give us to prevent or detect fraud or other crimes. We may also share it with other Council Services or public organisations if they need it to carry out their legal duties.

**FINANCIAL INFORMATION SHEET**

Council Tax Hardship Application

<b>Name 1:</b>
<b>Address 1:</b>

Income	Amount	Weekly/Monthly
Wages	£	
JSA/Income Support	£	
Working Tax Credit	£	
Disabled Tax Credit	£	
Child Tax Credit	£	
Retirement Pension	£	
Works Pension	£	
Guaranteed Pension Credit	£	
Savings Credit	£	
Child Benefit	£	
Incapacity Benefit/ESA	£	
Maintenance	£	
Non Dependant Contribution	£	
D L A	£	
Any Other Income	£	
<b>Total Income</b>	<b>£</b>	





## FINANCIAL INFORMATION SHEET

### Council Tax Hardship Application

<b>Name 2:</b>
<b>Address 2:</b>

Income	Amount	Weekly/Monthly
Wages	£	
JSA/Income Support	£	
Working Tax Credit	£	
Disabled Tax Credit	£	
Child Tax Credit	£	
Retirement Pension	£	
Works Pension	£	
Guaranteed Pension Credit	£	
Savings Credit	£	
Child Benefit	£	
Incapacity Benefit/ESA	£	
Maintenance	£	
Non Dependant Contribution	£	
D L A	£	
Any Other Income	£	
<b>Total Income</b>	<b>£</b>	



## DRAFT PROCUREMENT STRATEGY 2021 - 2025

**Summary:** The Council's Procurement Strategy has been updated in light of the Covid19 pandemic and to reflect the Council's Corporate priorities. It outlines how the procurement function will support delivery of these objectives, as well as supporting delivery of the Council's budget, Medium Term Financial Strategy (MTFS). The updated Strategy also emphasises the increasing importance of using procurement to support wider social, economic and environmental objectives, in ways that offer real long term benefits. The draft Strategy was considered by the Governance Risk and Audit Committee at their meeting of 28 September and any recommendations to the current draft will be provided verbally at the Cabinet meeting.

**Options considered:** The Council could continue to operate under the current Procurement Strategy but this does not take account of any impact of Covid19 or the current Corporate Priorities.

**Conclusions:** The Strategy document provides the framework which governs the Council's corporate aims and objectives in relation to procurement. It also provides the structure for the effective management and monitoring of procurement activity. It has been updated in light of the Covid19 pandemic and to reflect the Council's Corporate Priorities and emphasises the increasing importance of using procurement to support wider social, economic and environmental objectives.

**Recommendations:** **That Cabinet approve the draft strategy.**

**Reasons for Recommendations:** To agree the updated Procurement Strategy.

### LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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Cabinet Member(s) - Cllr Eric Seward	Ward(s) affected - All
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Contact Officer, telephone number and email: Duncan Ellis, 01263 516330, Duncan.ellis@north-norfolk.gov.uk
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## 1. Introduction

- 1.1. The draft Procurement Strategy 2021 – 2025 establishes the Council's strategic approach to procurement and replaces the previous strategy document, providing a high level framework within which to undertake procurement activity.
- 1.2. It also emphasises the increasing importance of using procurement to support wider social, economic and environmental objectives, in ways that offer real long term benefits.
- 1.3. The updated draft Strategy is presented for consideration by Cabinet, it considers issues such as Brexit and Covid whilst also providing a vision for the Council's procurement function and a set of principles and values in relation to the Council's procurement activities.

## **2. Corporate Plan Objectives**

- 2.1 All of the Council's functions are linked in some way to procurement, the new Strategy therefore underpins delivery of the Council's Corporate Plan and Delivery Plan activities.
- 2.2 The 'Preston Model' has been considered while developing this draft Strategy and a number of the principles are included within the document, such as how we can use procurement to support wider social, economic and environmental objectives, in ways that offer real long term benefits and understanding the importance of a strong and vibrant local economy and the role the Council can play in stimulating local markets.

## **3. Medium Term Financial Strategy**

- 3.1 Similarly, as with the Corporate Plan objectives effective procurement is essential to help manage and reduce costs and to help ensure the Council is achieving Value for Money and the best outcomes for customers.

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

- 4.1 There are no financial impacts of the Strategy per se, the actual impacts will be realised and achieved through the application of the principles contained within the Strategy and the impact which these have on the resulting procurement processes and procurement exercises.
- 4.2 The Council currently has 1 full time Procurement Officer and there are no current plans to increase this headcount.

## **5. Legal Implications**

- 5.1 Again there are no direct legal implications of the Strategy, as with all procurement officers need to be mindful of the relevant laws and best practice when undertaking public procurement and guidance around these issues can be sought from the legal team and also the Procurement Officer.

## **6. Risks**

6.1 There is a risk that without an up-to-date Procurement Strategy the Council is not maximising opportunities, reflecting current best practice and ensuring alignment and support of current strategic documents such as the Corporate Plan and MTFS.

**7. Communication issues**

7.1 Once approved through the committee cycle the Strategy will be published on the Council’s website to aid transparency and understanding.

7.2 To complete and approve the draft Procurement Strategy the timeline below has been followed;

<b>Governance</b>	<b>Date</b>	<b>Purpose</b>
Report for Corporate Leadership Team	July 2021 (complete)	To gain high level sign off of the draft Strategy prior to further consultation and engagement.
Report to Management Team	July 2021 (complete)	Shared ahead of the meeting on 29/07/21 with feedback sort to inform discussions. To seek further views and feedback from MT.
Updated draft to be shared with Portfolio Holder (Cllr Eric Seaward)	06/08/21 (complete)	To gain buy-in and support for draft Strategy ahead of consideration at Cabinet.
Governance, Risk & Audit Committee (GRAC)	28/09/21 (complete)	To gain buy-in and support for draft Strategy ahead of consideration at Cabinet.
Cabinet	04/10/21	Final approval.

**8. Sustainability - Climate / Carbon impact**

8.1 The Strategy recognises the importance of a clean and resilient recovery which will create and support employment and will also ensure that we address the inter-connected challenges of climate change, biodiversity, public health and the economy. A link to the government’s recent statement on the green recovery can be found [here](#).

8.2 The Strategy helps to promote environmental excellence and innovation in the context of combating climate change to help minimise environmental impact.

8.3 We will work with suppliers who will help us to meet our net-zero 2030 emissions targets and also support suppliers who deliver best practice from a carbon reduction and environmental impact perspective.

**9. Equality and Diversity**

9.1 There are no direct implications on equality and diversity as a result of this Strategy. Any impact on this area will be assessed as part of the individual procurement exercises as appropriate.

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

10.1 There are no direct implications on Section 17 as a result of this Strategy. Any impact on this area will be assessed as part of the individual procurement exercises as appropriate.

**11. Conclusion and Recommendations**

11.1 The Strategy document provides the framework which governs the Council's corporate aims and objectives in relation to procurement. It also provides the structure for the effective management and monitoring of procurement activity. It has been updated in light of the Covid19 pandemic and to reflect the Council's Corporate Priorities and emphasises the increasing importance of using procurement to support wider social, economic and environmental objectives.

11.2 The draft Strategy was considered by the Governance Risk and Audit Committee at their meeting of 28 September and any recommendations to the current draft will be provided verbally at the Cabinet meeting.

11.3 The recommendations are as follows;

**Recommendations**

That Cabinet recommend approval of the draft strategy.



**NORTH  
NORFOLK  
DISTRICT  
COUNCIL**

**NORTH NORFOLK DISTRICT COUNCIL**

**PROCUREMENT STRATEGY**

**JULY 2021 TO MAY 2025**

# Introduction

## *What is meant by Procurement?*

'Procurement is the process by which we obtain goods, services and works to enable the Council to deliver its priorities as outlined through the Corporate Plan, but this is more than just purchasing. The procurement process covers the full life cycle of activities starting with the identification of needs, through to evaluation, purchasing and contract management. Procurement can range from purchasing day to day commodities to purchasing key strategic items such as large capital assets or commissioning a service or buying an entire service.'

Put more simply, procurement is about putting into place robust and commercially effective contracts, in a legally compliant way, for the provision of externally provided goods, services and works necessary to enable the Council to deliver services to the people of the district.

In procuring works, goods and services the Council continuously seeks to deliver best value and to have a transparent process which is open to scrutiny at all levels. With reducing funding, it is essential that procurement delivers value for money and efficiency savings throughout the Council.

## *Why do we need a strategy?*

The Procurement Strategy 2021 – 2025 establishes the Council's strategic approach to procurement. This strategy should be read in conjunction with the Council's Finance Code of Practice and Contract Procedure Rules contained within the [Council's Constitution](#) (chpt 9 pgs 138 - 178).

This Procurement Strategy also emphasises the increasing importance of using procurement to support wider social, economic and environmental objectives, in ways that offer real long term benefits, including the promotion of apprenticeship roles through our contractors.

The Council recognises that it has a vital role to play in furthering sustainable development and addressing the issue of climate change, through its procurement of buildings, goods, works and services. Procurement decisions have a major socio-economic and environmental implication, both locally and globally, now and for future generations. The Council understands the importance of a strong and vibrant local economy and the role that it can play in stimulating local markets.

A Procurement Strategy is vital to;

- Secure best value;
- Support the Council's priorities;
- Provide best practise and support the Council's pathway towards a net-zero carbon emission target of 2030;
- Provide a source of information on the Council's approach to procurement;
- To create a climate where all parties can contribute to achieving best value and value for money;
- The Procurement function needs to be seen as a strategic partner by all groups, capable of supporting all stakeholders to better deliver best value and curb all aspects of waste in the process of achieving the stated goals of the Council;
- To comply with legislation, government and other procurement guidance along with external audit requirements; and
- To help support the Council's budget, Medium Term Financial Plan (MTFS) and Financial Sustainability Strategy.



The Procurement Strategy will aim to assist the delivery of these priorities. The Procurement function has moved from being a tactical sourcing process to becoming a function capable of delivering strategic contributions supporting the achievement of the Council's goals. Procurement must therefore be seen in the context of all the Council's overall objectives and priorities.

## Corporate Plan

North Norfolk is a fantastic place to live, work and visit – covering over 360 sq miles of coastal and rural environment, with a population of over 100,000 people living in 120 distinct communities, our District is one of England's top holiday destinations and a place where people positively choose to live, with large numbers of people retiring to the area.

However, despite these positive attributes we also have some big challenges; responding to environmental change, increasing housing supply, supporting economic growth, meeting the challenges of service delivery to rural communities and the needs of both our young people and a rapidly ageing population. Our Corporate Plan sets out our vision for the Council and its work over the coming years. It reflects the essential needs and aspirations of our customers and communities and how we feel the Council can best use its resources to deliver services and outcomes that make a positive difference for everyone who lives in, works in or visits North Norfolk.

The current Corporate Plan covers the period 2019 – 2023 and sets out the following areas as the Council's main priorities for that period;

- Local Homes for Local Need
- Climate, Coast & Environment
- Boosting Business, Sustainability & Growth
- Financial Sustainability & Growth
- Customer Focus
- Quality of Life

The Delivery Plan, which contains the actions the Council is going to take to deliver the Corporate plan can be accessed [here](#).

## The COVID 19 Virus and a Green Economic Recovery

The Coronavirus Pandemic (COVID-19) has had and continues to have a significant impact on residents and businesses in the North Norfolk Area. The Council is supporting the local recovery and it understands that as one of the largest procurers of goods, services and works in the area, with an annual expenditure in excess of c£12m, it can play a significant role helping the economy recover.

The council also recognises that a clean and resilient recovery will create and support employment and will also ensure that we address the inter-connected challenges of climate change, biodiversity, public health and the economy. A link to the government's recent statement on the green recovery can be found [here](#).

For economic recovery to be effective and long lasting the Council will need to promote sustainable development and therefore recognises that its Procurement Strategy is one of the underpinning strategies and is a lever it can use to aid a green economic recovery.

## Our Vision

The Council's vision is to deliver commercially effective and compliant procurement which is responsive and adapts to the challenges presented. The Council will procure goods, services and works by the most economic, efficient and effective means, reflected in the resultant contracts which will work harder to support the people of the district through the delivery of additional social value whilst promoting environmental excellence and innovation in the context of combating climate change to help minimise environmental impact. In order to deliver this vision, the Council must remain committed to embracing change in working practices to ensure the benefits of tailored and legally compliant procurement approaches are realised. The Council will continue to refine its procurement practice by continually challenging itself, developing new innovative procurement approaches, and engaging in the wider procurement community. Good practices from both the public and private sectors will be utilised where they will add value to the procurement process.

## The Strategy

This Procurement Strategy has been developed in the context of unprecedented funding pressures faced by all local authorities, the global impact of the Covid pandemic and the ongoing challenges brought about by Brexit. Whilst the current economic climate is undeniably challenging, it also presents an opportunity for the Council's procurement activities to support the local economy.

This strategy recognises that the local government landscape is changing at an extraordinary pace and transforming the way that the Council does business is essential to ensure the continued delivery of value for money services. While collaboration with partners remains a priority for the service due to the efficiencies and opportunities to aggregate, this now has to be balanced against the pace and priority given to service transformation.

For that reason, it is crucial for the Council to adopt a responsive and tailored approach to procurement, engaging in collaboration when it is right to do so. This strategy therefore identifies collaboration as one of many tools which the Council can deploy to secure additional value from the procurement process.

Taking a more commercial approach and focusing on efficiency will ensure the Council delivers our services in new and different ways, to increase income, improve customer experience and/or reduce costs. Commercialisation and efficiency improvements are undertaken within the context of the public-sector environment in which we operate. Councils' face restrictions on what they can carry out as a commercial venture, how and where they can charge for services, and in which capacity they can trade and each case should be individually judged to determine what is the best way forward.

To help to achieve these objectives the Council will;

- **Consider procurement options** before going out to the market to ensure the right outcome is achieved. If tendering is decided upon as the right solution, ensure that it is an attractive opportunity to the market by encouraging more small and medium-sized enterprises (SMEs) and local suppliers to bid for opportunities through forward planning, wider advertising and market engagement. Seek to promote bid opportunities by ensuring projects are well developed and allow the market to actively engage in contract opportunities.
- **Simplify the procurement process** and contract management to assist in raising procurement standards within the public sector and encourage more suppliers to

participate in contract opportunities. This approach will also assist in attracting the best contractors and maximising value for money in delivery of the Council's priorities.

- **Support all suppliers** particularly local suppliers which are very important to supporting the local economy. We will work with suppliers who will help us to meet out net-zero 2030 emissions targets and also support suppliers who deliver best practice from a carbon reduction and environmental impact perspective. We will pro-actively work with local suppliers to encourage them to bid for contract opportunities within the public sector. This will be achieved by alerting them to opportunities on the Council's website in relation to the Council's contracts, encouraging them to register with the European Union advertising portal for larger contracts and the Governments national advertising portal Contracts Finder for lower value contract opportunities within the public sector. Positively engage with businesses so that they understand how best to deliver bids for public sector contracts. For contract opportunities, the procurement principles of fairness, equal competition, equal treatment, proportionality and non-discrimination will be applied to suppliers.

Effective procurement is crucial to achieve continuous improvement and to securing value for money in public services. The Council is one of the largest purchasers of goods and services in the district, and has both legal and moral responsibilities when making procurement decisions. It is important to ensure that procurement decisions are legal, ethical and in accordance with the Council's policies and procedures.

Changes to Local Government funding underline the need for Local Authorities to have efficient an effective procurement procedure in place, these will support the delivery of front line services. Every aspect of Local Authority service involves procurement.

Competitive procurement remains the cornerstone of the Council's procurement approach but there will be circumstances where a direct award contract with a sole supplier will be appropriate.

## The Council's procurement values

The Council's core procurement values are fundamental to the planning and delivery of services. The core values are;

- Enhancing value for money for all our partners
- Maximising opportunity for innovation and best practice from an environmental and a carbon reduction perspective
- Embracing change
- Creating and maintaining effective working relationships
- Seeking out opportunities to collaborate
- Being on the 'same team' as partner authorities
- Providing constructive challenge where procurement practices can be improved
- Committing to commercial excellence and continuous improvement
- Openness and transparency
- Being flexible in our approach
- Listening to feedback and growing from experience

These values are important in guiding how the service and partners engage in order to deliver an effective service and ongoing partnership.

## The Council's procurement principles

The Council's Procurement Strategy recognises that different models and approaches will be required for the very different and divergent services that the Council has responsibility for. To support the values outlined above the Council will apply the following guiding principles in its procurement activity;

- Consider the impact of all major procurements on the achievement of the strategic priorities of the Council identified within the Council's current and future Corporate Plan;
- The Council will apply the overriding principles of fairness, openness and transparency to all procurement activities;
- Preserve the highest standards of honesty, integrity, impartiality and objectivity in all dealings;
- Strategic procurement will ensure the Council obtains value for money in the acquisition and management of its resources, balancing quality and cost with the lengths/measures that suppliers are going to address carbon emissions and environmental impact;
- Consider the potential for innovation, the management and balance of risk, and the opportunity for new or alternate methods of service delivery;
- All procurement activity should support and promote Council policies and priorities, including equal rights, sustainability, value for money, supporting the local economy and protecting the environment;
- Operate within the legislation determined by European Union Law, United Kingdom Law and any law in place following Brexit. Those regulations outlined within Finance, Code of Practice and Contract Procedure Rules, in that order of precedence;
- Utilise competition as a means of achieving economy, efficiency and effectiveness, wherever appropriate and seek to ensure that this contributes to the competitiveness of suppliers, contractors and service providers;
- Ensure that procurement activity is customer focused. Involving internal consultation and involvement to support service objectives. Feedback will be sought and customer satisfaction measured and a means of improving performance;
- Consult end service users, where appropriate, to ensure that the service meets their needs, especially where decisions affect their lives;
- Ensure that the Public Services (Social Value) Act 2012 is adhered to in our procurement process, the act requires commissioning public sector organisations to consider how their procurements that fall within OJEU/UK Law will improve the social, economic and environmental wellbeing of related areas
- The Council will ensure that procurement activity is undertaken in the most effective and appropriate manner considering, but not limited to; development of strategic partnerships, the use of collaborative procurement with other local government bodies, development and promotion of corporate contract, use of consortia e.g Eastern Shires Purchasing Organisation (ESPO) and Crown Commercial Services (CCS);
- All procurement will be assessed on a whole life costing and benefits basis and procurement decisions will be evidence based on value for money;
- Continue to support the local economy and SME'S, breaking down barriers to entry into the Local Government Marketplace; and
- Introduce formal performance indicators and contract management on strategic contracts to ensure suppliers meet their obligations and that the Council achieves value for money. Performance indicators and contract management will cover risk, compliance, satisfaction, value for money, sustainability, the environment, complaints and continued innovation. This process should feed into the next contract opportunity. With limited resource to carry out contract management, there is a requirement to

maximise the benefits of this activity and therefore it is envisaged that performance indicators will be applied to any strategic contracts in excess of £50k.

Further to the overriding high level values and principles, the Council considers that the following are important for the people of the District and commit to considering them in a proportionate way where relevant to the contract when procuring goods, services or works;

### **Economic principles**

- Growing the local economy
- Paying the living wage
- Increasing employment opportunities

### **Environmental principles**

- Environmental sustainability
- Reduction of waste
- Reduction of carbon emissions
- Improving outdoor spaces

### **Social principles**

- Encouraging health and well-being
- Improving safety
- Improving community participation and reducing social isolation
- Improving Housing (quality and quantity)
- Encouraging contractors to support apprenticeship roles

## **Objectives**

How we will achieve our objectives?

Ensure that the Council's Standing Orders relating to contracts are continually revised and updated to ensure relevance and compliance to current related regulations and cascade updates to all stakeholders within and without the Council, supported by further training where required

We will consult and engage with stakeholders throughout the procurement lifecycle, to ensure our procurements properly reflect need and opportunity, and take account of the wider context, including the Council's plans and strategies, locality working and collaboration with others.

## **Governance and review**

The Council's procurement activity takes place within a corporate structure supported by the Council's Constitution, Contract Procedure Rules, Procurement Strategy, procurement guidance and wider regulatory framework e.g. Public Contracts Regulations 2015, UK Law, and Financial Procedure Rules.

The full list of internal procurement services the Council delivers is as follows;

- Provide regular procurement training to officers, including sharing best practice via procurement forums with Procurers in the Council;
- Review of 'off contract' spend;

- Provide procurement management information;
- Advise and support on the development of tenders, route to market and specifications;
- Advise and support on business cases, tender evaluation and options appraisals;
- Provide support for market engagement;
- Provide guidance and support to ensure all procurements adhere with procurement law;
- Coordinate and moderate tender evaluation processes;
- Procurement project planning;
- The Council's Contract Procedure Rules (CPRs) and procurement processes ensure adherence to its statutory and local obligations. The CPRs are reviewed on an annual basis and minor changes are required within the year then adjustment to procedures will be made. Updates to the CPR's are communicated out to officers in the Council as and when they occur. The Council's aim is to deliver an agile and low friction procurement service; and
- To support the Council's aim of becoming carbon net-zero by 2030 the Council will embed sustainable sourcing and procurement practices into its processes where permissible.

Delivery of this strategy is the responsibility of the Procurement Officer but every officer within the Council has a responsibility for ensuring legally compliant procurement which represents best value for our residents. Key procurement projects and activities to be undertaken will be monitored through the Council's normal performance management framework, supported by the Corporate Delivery Unit (CDU), which will promote continual improvement.

This strategy is next scheduled for review in May 2025.

## Customer Services Strategy

Summary:	Adoption of updated Customer Services Strategy
Options considered:	An approved strategy is required.
Conclusions:	The Customer Services Strategy provides a sound base for the definition and improvement of standards and performance and should be approved for adoption.
Recommendations:	<b>Cabinet are requested to approve the Customer Standards Strategy for adoption.</b>
Reasons for Recommendations:	This will allow the further definition and development of the Digital Customer Service Improvement programme.

Cabinet Member(s): Cllr. Lucy Shires	Ward(s) affected: All
Contact Officer, telephone number and email: Sean Kelly, 01263516276, Sean.Kelly@North-norfolk.gov.uk	

### 1. Introduction

- 1.1 As a key element of the Council's Corporate Plan the requirement for an update to the previous Customer Services Strategy was identified.
- 1.2 This has been developed by a number of key stakeholders and has been the subject of consultation with various Member and management groups.

### 2. Main body of report

- 2.1 Building on the previous Customer services Strategy a new strategy has been produced that will form the basis of the Digital Customer Services Improvement programme which is a key part of the Council's corporate plan
- 2.2 Extensive web based research and engagement with a number of stakeholders has been undertaken to inform the content of the Strategy
- 2.3 Because of the importance of the strategy meeting the needs of all Customers and Users of Council provided services expert external advice to compile the Equality Impact Assessment(EqIA) which forms a key part of the Strategy.

### 3. Corporate Plan Objectives

3.1 This strategy underpins and supports the Digital Customer Service Improvement Programme which is one of the key themes of the Council's Corporate plan

3.2 It also influences many of the other programmes and plans contained within the Corporate Plan.

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

4.1 This strategy does not directly impact the Medium Term Financial Strategy

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

5.1 There are no significant direct financial or resource implications arising from the strategy. However, there may be requirements to deliver the Digital Customer Service improvement programme as the improvement projects within this are defined.

5.2 Where there are such resource implications these will be captured within the business case for each initiative and submitted for approval through the normal project and budget approvals process.

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

6.1 The Equality Impact Assessment has been identified as being of extreme important to this strategy. Consequently, external expertise in this area has been utilised to ensure compliance with applicable legislation.

#### **7. Risks**

7.1 Without a defined strategy the development of a coherent and sustainable Digital Customer Service Improvement programme will be more difficult.

7.2 This in turn increases the risk of not achieving the highest standard and most efficient customer service provision.

#### **8. Sustainability**

8.1 There are no significant sustainability issues arising from this strategy

#### **9. Climate / Carbon impact**

9.1 The strategy highlights the priority of extending the availability and accessibility of the Council's online service offerings as an addition to existing service access methods not instead of them.



- 9.2 Increasing uptake of digital services by making them accessible and easy to use will contribute to a reduction in the overall carbon footprint of the delivery of the Council's services.

## **10. Equality and Diversity**

- 10.1 Recognising the importance of making access to the Council's services as inclusive and wide ranging as possible, third party expertise has been engaged and their contribution is included as an appendix to the strategy

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

- 11.1 There are no significant section 17 Crime and Disorder considerations arising from the strategy.

## **12. Conclusion and Recommendations**

- 12.1 The Proposed strategy delivers a sound basis for developing and improving Customer Service across all of the Council's services.
- 12.2 It is consistent with and supportive of the objectives and outcomes defined in the Corporate Plan
- 12.3 Cabinet are requested to approve the adoption of the Strategy by the Council

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**NORTH  
NORFOLK  
DISTRICT  
COUNCIL**

# **Customer Service Strategy**

**13 September 2021  
Version 3.3**

## **Foreword**

This customer service strategy has been designed to shape the nature of Customer Service across all of the Council's Services.

It is designed to provide a framework for the development of a council-wide Customer Service Improvement programme that will build on the existing commitment to the highest standards of customer service for all our residents, businesses and visitors.

It is influenced and informed by experiences and learning gained during the Council's changed service delivery model which was developed as a part of the response to the Covid-19 pandemic.

It aspires to harness the best features of emerging technologies to deliver as wide a range of methods to access the Council's services as possible without removing any of the existing ways of communicating with the Council

The strategy covers the medium and long term approach to delivering the highest quality customer service in a way that meets the needs of everyone the Council serves. It also incorporates a set of Customer Service Standards by which service delivery can be objectively measured and compared. These standards will be regularly reviewed and revised to ensure that the Council continually strives to improve the service it offers.

Signed

Name

Cllr Name

Officer role

Member role

North Norfolk District Council

North Norfolk District Council

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## Executive Summary

The North Norfolk district covers an area of 360 square miles and has a population of over 100,000 people living in 121 distinct communities and settlements. Our main office is centrally located in Cromer and we have a small office in Fakenham. The public transport across the district is limited and many of our residents and customers find accessing the Council offices difficult. Our customers are also not a single group of people with singular interests in common – we provide a diverse range of services, both directly and through contractors and partner organisations, and our customers and service users are not only local residents, but also visitors and local businesses.

The Customer Service Strategy explains how we will continue transforming the services we provide to the residents, visitors and businesses of North Norfolk. It outlines our aspirations for the service quality and user experience we want for all of our customers.

This strategy provides a vision and direction to show how the Council can take advantage of new technology and new ways of working to deliver;

- Services of high quality,
- Improved access to our services and positive customer experiences, and
- Customers' needs.

### 1. Services of high quality

At the heart of our customer charter will be our commitment to improving the quality of service delivery to our customers and responding to their needs.

We will communicate better, consistent and high quality service standards across all of our teams.

We will provide good quality, responsive services.

### 2. Improved access to our services

We will make the Council's services as simple and easy to access as possible and will use a variety of channels to facilitate this – including self-service via the Council's website, and also for customers making personal visits to the Council's offices, or communicating with us by letter, telephone, web chat and online.

We will ensure that we have contact points which enable access to services by all.

### 3. Customers' needs

We will place customers at the heart of what we do and embed that focus in our service delivery.

We will work to understand our customer's needs.

We will establish strong mechanisms to encourage customer feedback and use that information to improve service delivery.

This Customer Service Strategy will, once fully implemented, allow the Council to provide a consistent 'one front door' customer experience across a variety of channels, meeting people's service expectations while delivering value for money.

This strategy details our vision for services to our customers, how the vision will be delivered through a range of investment and change, and how we will listen to our customers and improve.

## Scope

This Strategy applies all aspects of customer service and customer contact throughout the Council.

## 1 Introduction

The Council is the only place to get local car park season tickets, hire beach huts, to organise essential financial support such as housing benefit, to register so that you can vote and ensure your waste is collected regularly. Our customers also come to the Council seeking help, advice and guidance often at the most critical and emotional points in their lives such as following the death of a close family member or when facing eviction or financial difficulties.

It is the place where elected councillors organise local resources to make sure they work for the people who live, work and visit here through services such as planning, housing, environmental services, parking, economic growth, coastal management and many others.

We want contacting the Council to be easy, helpful and friendly. We have all experienced bad customer service: being on hold for what feels like hours waiting for the call to be answered; having to speak to several different people for a simple query or request; receiving letters that don't clearly tell you what you need to know or do; completing lengthy and unclear online forms only to find you have to call or visit with additional information; having to chase someone repeatedly to do something they said they would do; or simply dealing with someone who was clearly not genuinely interested in your circumstances. These are not the experiences we want for our customers.

Customer service across the Council must recognise in its design and how it is delivered that it is about helping people and that it is our duty to do this in the best way possible and accepting that one size does not fit all.

## 2 Customer Vision

Through this strategy our aim is to make sure each customer's experience of contacting the Council is a positive one.

We want our customers to:

- Find it easy to get whatever service they need from the Council
- Feel reassured and confident that their needs have been understood, that action will be taken promptly and that their time has been well spent
- Find it easy to submit an online form or application
  
- The council believes when our customers contact us they want to:
- Feel they are treated as an individual, for their opinion to be heard and their Input and response appreciated
- Receive respect and kindness in all their interactions with the Council
- Feel their contact with the Council is a positive and compassionate experience
- Receive information that is clear and understandable and free from professional expertise, however well intended, that may lead to customers feeling talked down to
- Recognise their wider needs and circumstances are understood and taken into consideration
- Trust that action will be taken in a timely manner
- Have access to services online at all times
- Have access by phone and face-to-face Monday to Friday
- Have access to Emergency out-of-hours services
- View the progress and outcome of their requests
- Trust that information provided is correct, relevant, easily found, and accessible
- Feel social media is responsive, open and a two-way communication channel
- Have their issue resolved at the first point of contact – handoffs only where the issue is complex and the customer can be better helped by an officer from the back office
- Receive contact details of other agencies where the Council can't provide what's needed



The Customer Service Strategy explains how we will continue transforming the services we provide to the people of North Norfolk. It outlines our aspirations for the quality and experience we want for our customers.

This strategy provides a vision and direction to show how the Council can take advantage of new technology and new ways of working to communicate better and deliver improved services to our customers, alongside consistent, high quality service standards across all our teams.

In achieving this, there is no compromise in our commitment to understanding our customers and their needs. We aim to increase our customers' control over their experience with us while utilising digital channels as a way of delivering services in the most efficient way.

We will encourage those customers who are able to self-serve through online services to do so. This will enable staff to provide more support and help to those who are less confident, have multiple or complex needs or do not have access to technology.

The digital by design principles embedded in the strategy will move more of the simple transactional processes to our website and into our Customer Services Team.

The ability to do straightforward tasks online such as renew a parking permit, claim benefits or grants, notify us of change of circumstance, book an appointment or make an application for a licence are basic expectations and the most convenient way for most people to get what they need. We all do this in other aspects of our lives and people expect the same from the Council.

People also contact the Council about extremely personal and sometimes sensitive arrangements that are much more than transactional. At such times, when customers really need a conversation with the Council, this exchange should not add to the challenges they are facing but provide relief from them. It is essential that they can speak to someone who understands their circumstances and can organise the right support quickly, but also with genuine care and consideration.

We will dedicate time and resources into these conversations by improving our systems and delivering training to our staff to make sure everyone gets the service they need and can rightly expect.

We will ensure that wherever feasible services can be accessed online. The Covid-19 pandemic has demonstrated that the ability to access and use technology

will play a central role in how well we can assist our customers to live safely and well during this crisis and beyond.

To deliver these improvements and to ensure customers can experience seamless consistent services we will move even more of our customer interactions to our Customer Services Team. This will also free up time for staff in the back-office to focus on tasks that often require a different set of skills.

Wherever possible we will design our systems and business processes to ensure that customers' needs can be resolved during their first contact with the Council. If we are unable to resolve the enquiry at the first point of contact staff handling the contact will be responsible to ensure the customer case is transferred seamlessly to a Council team who can provide the assistance they need. If their needs are better met by another agency the Council will ensure that they are provided with full information and it is made clear how they can resolve their enquiry from an alternative source of support.

We will continue to encourage our customers to share their feedback about their experiences with us and we will actively use their feedback to make real improvements to our services. We want our services to be valued by those who use them. Customers will be at the heart of what we do.

We want improved processes, buildings and staff that are focused on meeting our customers' expectations on every occasion we are able to. Key to this is the continued development of three key concepts:

- One Front Door
- Customer Experience
- Digital by Design

## **2.1 One Front Door**

The One Front Door encompasses all channels that customers choose to access our services. It includes face-to-face, telephone, email/letter, automated phone, mobile, online, social media and other digital routes.

We will deliver online customer registration, so that we will be able to proactively communicate with customers about any service the Council delivers. This will enable customers to receive tailored information that is relevant and important to them.

We will welcome feedback from our customers and continue to improve how our customers can access and manage what they want online and will expand live chat so we can text talk to people as they are looking at our services online.

We will continue to simplify access to our services such as introducing a Customer App for reporting issues and accessing services.

## **2.2 Customer Experience**

This is the experience a customer has with us when accessing a service. It includes how many contacts they have with us, be it online, over the phone or face-to-face with staff, across all parts of the organisation, and what their experience was along the way. It includes the technology used, the systems, processes and procedures adopted by the Council and the quality of staff that are involved throughout the process.

Our customers are increasingly meeting their non-council needs online, such as banking, utilities, benefits and shopping. Their expectations of customer service are now shaped by their day-to-day experiences to expect simple, intuitive, fast and efficient solutions when accessing council services. The Council recognises the need to meet our customers' expectations by providing easy to use, digitally accessible services at a time and place that is convenient to them using PC, smartphone, or tablet.

The ongoing development of our self-service channels will enable our customers to have greater control of the services they use. This will allow us to focus our most expensive telephone and face-to-face support on those who need it most.

We will ensure that the customer experience is central to our decision making when we look at how our services are designed in the future. This will be led by every senior manager driving the delivery of this strategy as a core function in every service area.

The Assistant Direct for Organisational Resources will work with service areas on the planning, customer journey mapping, transforming and embedding of new and improved processes.

Design and development of customer focussed processes will include efficient service hand over points for when a customer needs to be assisted by more than one service. It will also ensure effective customer feedback and performance monitoring data are built into the systems used to interact with customers and the data that is generated will be made available to service managers to allow them to manage their service provision in accordance with the agreed Customer Charter standards.

Managers will be responsible for ensuring appropriate learning and training for all their staff which includes understanding and developing core customer service skills. This will help them to recognise customer service is a key skill to all roles in the Council and excellent customer service is a requirement of all job roles in the Council.

Communications will be essential to implementing the changes required by this strategy so that the benefits to our residents, visitors and businesses we aspire to are successfully implemented.

Alongside the changes in process and technology we will deliver an ongoing communications campaign designed to promote the uptake in digital service delivery and to generate effective engagement with customers to help shape the ongoing digital service improvements.

## **2.3 Digital by Design**

To assist with the delivery of the One Front Door and Customer Experience improvements Digital by Design principles will be applied throughout the programme. These principles were designed by central government to help implement change to focus on the needs of the customer.

The 10 principles are;

### **1. Start with user needs**

Service design starts with identifying user needs.

### **2. Do less**

If there is a way of doing something that works, it should be reused and shared instead of reinventing the wheel every time.

### **3. Design with data**

Learn from real world behaviour, look at how existing services are used, to inform decision-making, not hunches or guesswork.

#### 4. Do the hard work to make it simple

It's usually more and harder work to make things simple, but it's the right thing to do. Don't take "It's always been that way" for an answer.

#### 5. Iterate. Then iterate again

The best way to build good services is to start small and iterate widely.

#### 6. This is for everyone

Everything we build should be as inclusive, legible and readable as possible. We're building for real long-term user needs, not to follow short term trends.

#### 7. Understand context

We're not designing for a screen; we're designing for people.

#### 8. Build digital services, not websites

A service is something that helps people to do something. Our job is to uncover user needs, and build the service that meets those needs. The digital world has to connect to the real world, so we have to think about all aspects of a service, and make sure they add up to something that meets user needs.

#### 9. Be consistent, not uniform

We should use the same language and the same design patterns wherever possible. This helps people get familiar with our services, but when this isn't possible we should make sure our approach is consistent.

#### 10. Make things open: it makes things better

We should share what we're doing whenever we can. The more eyes there are on a service the better it gets.

Through the application of the Digital by Design principles the Council will be able to create the tools to support staff to successfully develop the change in outcomes the Council is aspiring to achieve. New digital technologies and business processes will not only enable the majority of council services to be accessed online, but in a way that provides better outcomes for customers and the Council.

## 2.4 Summary

We are committed to providing services that are:

- **Easily accessible**
- **Simple to use**
- **Streamlined**
- **Convenient**
- **Consistent**
- **Cost effective**
- **Reliable**

Our aim is to provide customer focus by committing to the principle of the One Front Door for customer access, supported by services designed on delivering the best possible Customer Experience through the application of Digital by Design.

The future of retaining customer focus will be an iterative process of simplifying the way customers access our services, understanding their journey with us, giving them control over the services they use, and listening and responding to their feedback when implementing change.

Services which can be delivered digitally must be, allowing valuable resources to be focused on those services which cannot be delivered digitally and made accessible to our most vulnerable customers.

Both the One Front Door and understanding the Customer Experience will be critical to getting this right.

We recognise that some customers do not have the skills, knowledge or confidence to use online services or access to equipment and the internet to make this possible. We will need to plan how they are supported to build their skills and confidence and will seek to influence better digital connectivity across the district. At the same time, we recognise that we will need to provide direct help for other customers via the telephone or face-to-face.

We are confident the work we have started and our plan for the future will enable us to improve customer access and experience to our services, whilst at the same time reducing our costs.

### 3 Delivering the Vision

We will deliver our customer vision and improve our customers' experience by:

- Ensuring consistency in customer experience through our One Front Door, moving more tasks to our Customer Services Team, so that, wherever possible, their enquiry is resolved at the first point of contact
- Using customer insight data so we understand better what customers want and need
- Ensuring the customer has easy access 24 hours a day 7 days a week (24/7) to services, advice and information at times and in places that are right for them
- Listening and responding to customer feedback on all of our services
- Enabling customers to access services flexibly through digital channels, freeing up resources to directly support those customers who need it most
- Offering support to help people to access online services and working with our partners to improve local access to services

### 4 Consistency

A 'One Front Door' approach is where we ensure customers receive consistent advice, information and access to services irrespective of which channel they choose to use to contact us. We recognise that currently customers do not always receive consistent service when contacting different services, often resulting in confusion for our customers and a poor customer experience.

We will make it easier for customers to contact us, ensuring they get to the right service the first time. Through the principles of digital by design customers can have access to most of our services 24/7 where and when it is convenient to them. We will continue to provide access to services via the telephone or face-to-face for customers unable or unwilling to self-serve online and we will provide a consistent standard of service across all contact channels.

Our One Front Door approach streamlines service access enabling customers to resolve a number of service requests in one place and we will increase this over time. Our staff will need the right skills and competencies to support our vision, so we will develop them to ensure they are equipped to support digital services.

Ensuring the consistency of customer experience through One Front Door requires us to have accurate, up-to-date and relevant advice and information held across all

services and accessible to the frontline Customer Services team. This will be achieved through an improved Customer Relationship Management system.

This will provide the staff with the knowledge, skills and tools accessible to help all customers through the One Front Door and give a consistent seamless positive experience, enabling them to access 24/7 the right services, through a single point of contact.

Only in the most complicated of cases, where detailed assessments are required to enable the service to be delivered or where it is in the best interests of the customer, will they be passed to a back office colleague.

## **5 Getting it right**

We will improve the way we collect, collate and use information on customer contacts and satisfaction to understand our customers and their behaviours better, to help inform the changes we will be making to our services.

Through the delivery of all our services we collect data about our customers, from where they live, what services they use, and how they use them through to which services people use the most or the least.

We will use the information to shape the future delivery of our services, which services we deliver and how they are accessed through our One Front Door.

The information will help us design services and how they are accessed to give priority to the people who use our services over convenient organisational practice. We will develop our systems and processes so that customers do not need to speak to several different teams or officers to have straightforward queries or service requests resolved. We want to improve customers' access to services and make it easy for them to track progress on existing requests and get information without having to repeatedly contact us unnecessarily.

## **6 Customer choice**

We will continuously analyse how customers can access our information and services, aiming to develop increased accessibility and functionality for the customer.

Through the development of customer self-service, we will ensure we have intuitive systems that are clear, simple and consistent, so the customer is confident of the outcome of their service request.



Research has identified that customers are looking for the following outcomes:

**Accessibility / Intuitive** – It's easy to access services, complete transactions and find information

**Availability** – I can deal with the council 24/7 in the way that suits me best

**Responsive / Proactive** – Services are responsive and I am kept up to date with progress

**Personalisation / Needs based** – Information is personalised and meets my needs

**Right first time / Accountable** – I only have to make a request or tell my story once and the job is done

**Clear and simple** – Explanations are clear and I know what to expect

We will introduce digital services to monitor all contacts on a consistent basis across all contact channels. This will help to enable customers to choose the contact channel that best suits them without disadvantage.

The customer will be encouraged to interact digitally with the Council so that we can then send them information or advice that relates to their ongoing service needs in the future. This means we can be proactive in dealing with the subjects our customers are interested in, ensuring they get timely and relevant information.

## 7 Improving what we do (Customer and Internal Feedback)

Customer feedback helps us know what customers think we are doing well, identify customers who aren't happy with our services, stop recurring problems and helping us increase our overall customer satisfaction.

We will make it easy for customers to give us feedback on our services and we will listen to what customers say. We will use customer surveys across all contact channels and will make these simple, focused and quick, the results will be used to make improvements.

We will improve the way in which we deal with customer complaints, recognising that failure demand is a real drain on our resources and that complaints often provide us with a chance to improve.

Continue to work with disabled and older people and residents from other groups to find ways to overcome barriers to physical and digital access and ensure that everyone in North Norfolk can easily access North Norfolk District Council information and services.

## 8 Offering flexibility (Digital channels)

We will use digital channels to enable customers to have 24/7 access to most services at times and places that work for them. More staff time can be given to those who need it most who are unable to access digital services or self-serve online.

When redesigning services, the principles of digital by design will be applied, so that customer service transactions are consistently delivered whether through self-service or assisted service.

We will seek to ensure that all services delivered online are computer, tablet and smartphone friendly allowing access from all digital devices and providing a consistent customer experience.

To make this as effective as possible for customers, we will make sure that online customer transactions automatically integrate with the back office systems, creating a smooth and seamless service to our customers.

## 9 Digital by Design - Journey

### 9.1 Current situation

The Council has incrementally increased digital services for customers to self-serve and the restrictions imposed in response to the Covid-19 pandemic has increased this pace, driven by the need to ensure the safety of customers and staff.

We recognise our website is information based and is not a place where customers can consistently transact easily. We want our website to be designed to give priority to the people who use our services over convenient organisational practice or professional bias.

### 9.2 Overall Desired solution

This is very much a refocusing of a journey that has already begun as we overhaul our services to enable digital end-to-end transactions by our customers, while at the same time recognising the principles of not excluding any customer who may not be able to easily access online services because of poor signal or broadband speed or is unable or does not wish to.

We want to encourage as many customers who are able to use our online services whenever they wish 24/7. In order to achieve this, we will consider how our processes can be streamlined, automated and offered online. The principles of Digital by Design will be utilised which will be an iterative process delivering customer service improvements that reflect the changing expectations of our customers.

The principles of digital by design require each of our processes to be reviewed in detail and where necessary remodelled to support digital interactions in the future. This work will be programmed focusing on the areas that bring the highest volume of queries to our Customer Services Team such as council tax, benefits, licensing, housing options, waste and electoral services.

Once a service has been remodelled the customer will remain able to contact us by phone or face-to-face. However, the onward journey for their transaction will utilise the new improved processes.

### **9.3 Technology**

Customers increasingly expect access to services through a wide range of options. We will consider the appropriate application of modern technologies to support their interactions, whether that be through artificial intelligence, intelligent websites, social media, online accounts, web chat, chatbots and apps.

The Customer Service Strategy will need to dovetail with our ICT Strategy so that the tools required can be implemented using the best technologies to simplify our processes to better serve our customers. This will include;

- Implementing and extending new digital engagement /CRM platforms as technology evolves.
- Implement as far as practically possible a single 'My Account' functionality, which allows customers to manage their digital engagement in a single secure way.
- Develop a Customer Mobile App, and integrate it with the CRM to ensure seamless issue handling and resolution.
- Evaluate emerging technologies to identify those that will add value to the Customer Experience.
- Implement service and appointment booking solutions, to allow Customers as much choice as possible when accessing council services.
- Implement customer satisfaction surveys across all digital platforms.
- Commission a new customer focused Council website supported by clear operational responsibilities throughout the Council.

## **10 Supporting online services for those who need it (Digital Inclusion)**

The increased use of our online services during the covid-19 pandemic has demonstrated the ability and appetite of customers to access help and support online including those who are isolated and/ or vulnerable. Customers are learning the skills and increasing in confidence as they daily use online services to order groceries, prescriptions, book medical appointments, holidays, claim benefits and grants, set up utility accounts, pay bills and manage their bank accounts. Online digital delivery is becoming the way most organisations prefer to deliver their services.

As we develop our digital services those who use them will have greater choice, control and access to our services and the information they would like to receive.

We recognise that not everyone has the skills, access to the online services or equipment to take advantage of this or the knowledge of what online services can offer. We also understand that some people simply do not wish to access services in this way.

For those customers who are unable or unwilling to make use of self-service digital access our staff will be trained to support those customers by offering Assisted Digital access to our services.

We understand that we need to work with our customers and other agencies so we can increase the confidence of those who are digitally excluded and increase their ability to use online services. Information on what can be done online and the benefits of doing this will be made as widely available as possible raising customers' awareness of what they can do online as and when they want to.

Ensure that our digital web content is accessible regardless of people's ability, disability or literacy skills or whether English is their first language.

### **Strategy Statement**

This strategy will take effect from the 1st of January 2022

The master copy of this document, a record of review and decision making processes will be held in the corporate online Records Centre and made available for public viewing on the Council's website. All documentation will be available for audit as necessary.

## Equality Impact Analysis

In Appendix One we have included the Equality Impact Assessment which will influence and inform the action plan to enable the Customer Services Strategy to deliver on outcomes in support of all residents, visitors and businesses within North Norfolk.

## Review Process

Customer outcomes across all contact channels will be regularly monitored and will be reviewed annually.

We will know we have been successful in placing the customer at the heart of our service delivery when the customer:

- Finds it easy to access our services and information
- Gets the service delivered or issue resolved first time
- Has a high level of satisfaction with the service/information they received
- Has a high level of satisfaction with the attitude, skills, knowledge and professionalism of our staff
- Is offered complementary services by us without them having to work it out for themselves

## Appendix 1 – Equality Impact Assessment (EQIA)

Published separately.

## Appendix 2 – Customer Standards Charter

Published separately.

## Document Information and Version Control

Document Name	CUSTOMER SERVICE STRATEGY
Document Description	The corporately approved Strategy which guides the approach to ensuring the delivery of consistently high quality customer service across all of the Council's services.
Document Status	Final FOR Approval
Lead Officer	STUART HARBER, CUSTOMER SERVICES MANAGER
Sponsor	CLLR LUCY SHIRES
Produced by (service name)	CUSTOMER SERVICES
Relevant to the services listed or all NNDC	ALL NNDC
Approved by	
Approval date	
Type of document	STRATEGY
Equality Impact Assessment details	APPENDIX 1
Review interval	3 Years
Next review date	June 2024

Version	Originator	Description including reason for changes	Date
0.01			

## People Services Restructure

**Summary:** Following the Management Restructure a new 'People Services' service grouping was formed which brings together the Benefits, Housing Options, Housing Adaptation and Health and Wellbeing teams under an Assistant Director.

The Assistant Director has identified a number of challenges and opportunities for the service and has proposed changes to the structure which are supported by additional posts to provide capacity to deliver an enhanced service in support of the Corporate Plan objectives and maximise the opportunities to lever in external funding and income to expand the offering further.

This paper sets out the basis for these additional fixed term posts and the use of uncommitted fee income and relevant reserves to fund them over the two-year period.

**Recommendations:** It is recommended that Cabinet agree the use of uncommitted fee income and reserves to fund the proposed additional posts within for the revised 'People Services' service grouping and to earmark the uncommitted fee income and the required level of reserves to support the funding of the structure for the next 2 years.

### 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)*

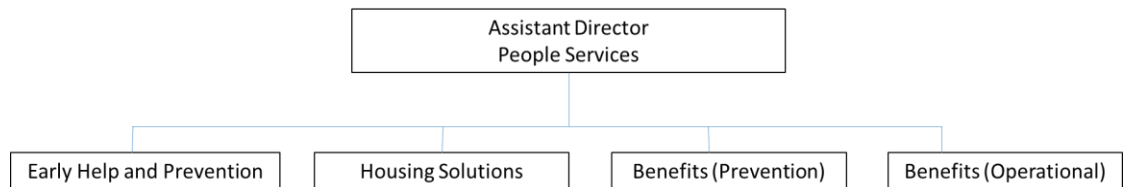
none
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Cabinet Member(s)	Ward(s) affected – all
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Contact Officer, telephone number and email: Karen Hill, Assistant Director of People Services, 01263 516183, karen.hill@north-norfolk.gov.uk
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## 1. Introduction

- 1.1 This reports sets out the budget position in relation to a revised structure for the People Services following the Management Restructure which resulted in the realignment of a number services, previously sitting under different areas, into one service grouping. A high level structure is below.



- 1.2 The structural proposal seeks to:
- equalise the size of the teams managed by the 4 services managers
  - create capacity for Service Managers to undertake development and change to meet the Corporate Plan objectives
  - maintain posts which generate income
  - extend the tenure of posts for which further external funding is anticipated
  - provide opportunity to lever in additional funding
  - address short term pressures created through the response to COVID within teams.
- 1.3 The proposal increases the staffing cohort over a two-year period using unspent reserves within the People Services budget area.
- 1.4 The service areas that make up People Services each have elements which are statutory in nature and highly regulated. Many have seen significant change in recent years; needing to adapt to changes in legislation and regulation for which additional burdens funding has been made available. Whilst extremely welcome, this funding has tended to be in the form of grants determined on an annual ad hoc basis which has made longer term service planning extremely challenging. In a number of cases additional resources have been bought in to deliver service but no additional provision has been made at the management level. The people management burden has eroded the ability for Managers to undertake the required level of strategic work.
- 1.5 The sustained period of response to the COVID19 pandemic over the last 15 months has added to these pressures and sustained and potentially increased demand can be expected throughout the recovery phase.
- 1.6 To realise the benefits expected through the bringing together of People Services areas it is necessary to provide capacity for change to be delivered.
- 1.7 The proposed structure is for two years and will be funded through:
- unspent reserves within the People Services budgets
  - income from already established chargeable service income
  - recovered COVID19 expenditure from the Contain Outbreak Management Fund (COMF)
- 1.8 It is expected that some of the temporary posts within the current structure will have their funding extended directly. The funding for these posts has



been included in the proposal as it provides certainty for the existing staff, who might be lost to the Council if we waited for the funding announcement. Not only do we potentially lose members of the team who are valued but results in additional recruitment and training resource being required.

- 1.9 By joining up those services delivered by People Services there is the potential to reduce the burden on other statutory services in particular Health and Social Care and therefore opportunities exist to attract additional funding from other sources to sustain the current structure and fund further investment in services to deliver at an enhanced level.
- 1.10 There is also opportunity within the proposed structure to increase the level of income generated through chargeable services in some areas which could result in a surplus to assist in other service provision.

## 2. **Proposed changes**

- 2.1 This report has not included those structural changes which do not require additional funding to be made available as these are within the delegation to the Assistant Director, in consultation with the Director from Communities.

- 2.2 A proposed structure for the Early Help and Prevention Operational Unit is included in Appendix 1. The structure includes the following posts beyond base budget in full or part:

### 2.2.1 Team Leader Early Help

This post will provide line management support to the Living Well/Social Prescribing officers thereby freeing the Early Help and Prevention Manager to concentrate on more strategic activity, including the interface with key partners and service development design.

The Team Leader duties will be in addition to normal casework and so the post will come from a secondment opportunity from within the current Living Well Officers and there will be no backfill. This is a development opportunity from within the team.

The additional cost comes from the likely increase in grade associated with the increase in responsibilities, subject to the job evaluation outcome.

### 2.2.2 Team Leader Housing Adaptations

This post will provide line management support to the officers within the IHAT team thereby freeing the Early Help and Prevention Manager to concentrate on more strategic activity, including service development design.

There is a potential for a secondment from within the IHAT Team which would provide a development opportunity or for external recruitment. If the post is filled through secondment, then backfill recruitment would take place.

This post supports the income generating element of the service through the fees charged to the Disabled Facilities Grants budget for additional support to applicants beyond processing the grant application. This post creates further capacity to widen the scope of the support offered and therefore open up further income generating options whilst enhancing the service offered to residents.

### 2.2.3 Housing Adaptations Admin Officer

The post supports the delivery of the Disabled Facilities Grant scheme with administrative activity and provides capacity within the team to generate the level of fee income. It is proposed to extend the contract for a further period of time as, based on previous years the post is fully funded by the fee income generated.

#### 2.2.4 Service Development Officer

This post will work across the Early Help and Prevention Operational Unit to develop the service offer, assist in implementing new ways of working, tap into external funding sources and deliver opportunities for enhancing the fee earning potential.

The main areas of focus for the Service Development Officer will be;

##### Housing Adaptations

- Waiting times
- Customer pathways
- Consistent service delivery across the county
- Enhanced management of contractors
- Operating costs
- Maximising fee income to support service delivery
- New income generation opportunities
- Partnership working with Health and Social Care

##### Early Help

- Securing ongoing funding for the Living Well service and horizon scanning to take advantage of other opportunities to fund services on behalf of others
- Relaunch of the Help Hub
- Development of an Equal, Diverse and Inclusive district
- Review of support to vulnerable and marginalised groups including safeguarding, domestic abuse services
- Partnership working with Health and Social Care
- COVID recovery and sustaining/building on community capacity developed
- Contract monitoring/service level agreement for commissioned services and grant programmes
- Income generation opportunities
- Intergenerational promotion

2.3 A proposed structure for the Housing Options Operational Unit is included in Appendix 2. The structure includes the following posts beyond establishment:

#### 2.3.1 Team Leader Housing Solutions

At present the Housing Solutions Manager has direct line management responsibility for a significant number of staff. This post will provide line management support to the officers within the Housing solutions team thereby freeing the Housing Solutions Manager to concentrate on more strategic activity, interface with key partners, horizon scanning, securing external funding, service development design.

The Team Leader duties will be in addition to normal casework and so the

post will come from a secondment opportunity from within the current Living Well Officers and there will be no backfill. This is a development opportunity from within the team.

The additional cost comes from the likely increase in grade associated with the increase in responsibilities, subject to the job evaluation outcome.

### 2.3.2 Team Leader Accommodation and Support

This post will provide direct line management responsibility for a cohort of staff within the Housing Solutions Team thereby freeing the Housing Solutions Manager to concentrate on more strategic activity, interface with key partners, horizon scanning, securing external funding, service development design.

The Team Leader will also deal with more complex casework in addition to the line management activity. The post will be offered as a secondment as a development opportunity within the team or external recruitment. If a secondment the vacant post will be backfilled externally.

The post creates capacity focused on developing new area of the team's work requiring a specific focus giving support to the officers employed to develop the accommodation and support options for those who are homeless and those threatened with homelessness. The role will have a specific focus on managing spend on temporary accommodation options with invest to save options being a potential focus.

### 2.3.3 Accommodation Solutions Officer – Private Sector

One of the Housing Options Officers has previously been seconded into a similar role to assist in the selection, purchase and ongoing management of units of accommodation for use as temporary accommodation. This previous post was temporary but with the increase in the Council's portfolio of temporary accommodation there is a need to continue the additional tenancy management support and provide links into other teams such as Property Services, around maintenance and repairs.

In addition, this role will also focus on identifying solutions in the wider housing market for the prevention of homelessness which could include private sector leasing and Homeshare initiatives. These will provide an additional route to the owned portfolio and enables a mix of housing types and locations to be considered.

### 2.3.4 Service Development Officer

To support the Housing Solutions Manager to develop the service offer and assist the Housing Solutions and Accommodation and Support Team Leaders to implement new ways of working to support service development

Main areas of focus will be;

- Homelessness and Rough Sleeper Strategy development and implementation
- Housing Register, management of partners, policy review, data collection and analysis
- Domestic Abuse accommodation and support offer, data collection and analysis, strategy development and implementation, new duty to co-operate following enactment of the Domestic Abuse Act 2021, joint procurement of Domestic Abuse Services by the Office for the Police

- and Crime Commissioner
- Rough Sleeper initiatives
- Overview/performance of the SHPS – Single Homelessness Prevention Service
- Procurement of accommodation for temporary accommodation
- Supporting joint working with partner agencies and other Councils
- Benchmarking

2.4 A proposed structure for the Benefits Operational Unit is included in Appendix 3. The structure includes the following posts beyond establishment:

2.4.1 Benefits Team Leader (Fraud)

The structure refocuses on the two Housing Benefits Managers into more defined responsibilities around Operational Delivery and Prevention Streams. The current structure contains three Team Leader posts with a Senior Housing Benefits Officer supporting the Team Leader roles on a temporary basis.

Creating a fourth Team Leader post brings additional capacity at this level, provides an appropriate balance to the structure and reduces the number of direct reports to each Team Leader to a manageable number. This post will be recruited from the existing team and the post will not be back filled.

2.5 A high level summary of the impact of these requests and the reserve funding required to support the delivery of the new structure can be found within Appendix 4. The total forecast cost is c£486k over the period in question.

2.6 The proposal contains 5 new posts over the existing establishment, 1 post which is an extension of an existing temporary post, 2 posts which uplift the level of an existing post to include line management responsibility and 2 posts which uplift the level of an existing post to include additional line management responsibility.

### 3. Corporate Plan Objectives

3.1 The restructure proposal supports directly or indirectly all of the Corporate Plan objectives;

- Local Homes for Local Need – assisting people to sustain their housing or secure alternative or more suitable housing
- Boosting Business Sustainability and Growth – supporting local businesses through the provision of grant funding to fund adaptations (£1.3m)
- Customer Focus – the People Services service grouping support some of the most vulnerable residents in the districts through the provision of information, advice and guidance; applications for benefits, grants and social housing; and signposting and case work in normal times and assistance with food, prescriptions and other daily essentials during the COVID pandemic
- Climate, Coast and the Environment - supporting residents with energy advice and reducing carbon footprints
- Financial Sustainability and Growth – delivering services efficiently to reduce spend, invest to save options, prevention and income generation to offset costs, efficient and effective use of burdens

monies

- Quality of life – impacting on the health and wellbeing of residents and reducing inequalities

3.2 Through the Team Planning process the Assistant Director of People Services will, in conjunction with the relevant Operational Unit Managers and Portfolio Holders, develop a number of success criteria, performance measures and targets. Regular monitoring will be undertaken to check and report performance and outcomes against these measures and targets. Prior to the end of the 2 year period evaluation will be undertaken of the outcomes of implementing the proposal against the success criteria and identified Corporate Plan Objectives.

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

4.1 The proposal utilises reserves of uncommitted income and unspent grant alongside some COMF funding and ongoing fee income to fund a structure with an exit strategy at two years, through the use of fixed term contracts.

4.2 Unspent income has been generated through the chargeable element of DFG work. This money was put into a reserve to support future service delivery and therefore the proposals meet the purpose for which the reserve was created.

4.3 Ongoing income is generated through fees charged to the Disabled Facilities Grant budget for support provided by the council to applicants in respect of progressing the application to approval and overseeing works. It is proposed to use this income to fund posts which enable this additional work to be undertaken.

4.4 The Council has received a number of grants from Central Government in respect of initiatives, particularly around reducing homelessness. The Council supports these initiatives but there is some unspent grant money which has been placed in reserves. In many cases this money is ring-fenced to housing purposes with a time limited period to spend the allocated monies. There is a potential that Government could claw back unspent or uncommitted grant funding in the future.

4.5 During the Covid19 pandemic significant staff resources have been reallocated from within the People Services area to support the Council's response. The Council has received various funding streams to support the Covid19 response including the Contain Outbreak Management Fund (COMF). The Council is able to allocate costs which support the response to Covid19 and its work is currently ongoing to maximise the allocation of this budget before unspent elements have to be returned to County. It is therefore proposed to allocate the appropriate post costs for the period to 31-03-2022.

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

5.1 The financial costs of the proposed structure are met from reserves and fee income, supported through use of COMF budget. There is no adverse impact on the base budget.

5.2 The additional costs for the Early Help and Prevention Operational Unit posts,

including on costs, are set out below:

#### 5.2.1 Team Leader Early Help

The costs involved relate to an anticipated increase in grade of the seconded member of staff.

The cost per annum is £8,877 with a total cost for the two year fixed term contract of £17,754.

The cost will be split equally between the IHAT reserve and the Housing Options Reserve.

#### 5.2.2 Team Leader Housing Adaptations

The costs arise from the creation of a new fixed term contract post.

The cost per annum is £40,912 with a total cost for the two year fixed term contract of £81,824.

The cost will be funded through the IHAT uncommitted fee income.

#### 5.2.3 Housing Adaptations Admin Officer

The costs arise from the extension of an existing fixed term contract post for a further two years.

The cost per annum is £24,466 with a total cost for the two year fixed term contract of £48,932.

The cost will be funded through the IHAT uncommitted fee income.

#### 5.2.4 Service Development Officer

The costs arise from the creation of a new fixed term contract post.

The cost per annum is £38,905 with a total cost for the two year fixed term contract of £77,810.

The cost will be funded through the IHAT uncommitted fee income topped up from the IHAT reserve. Some funding from the Housing Options Reserve may be appropriate if required due to the scope of the post.

#### 5.3 The additional costs for the Housing Solutions Operational Unit posts, including on costs, are set out below:

##### 5.3.1 Housing Options Team Leader

The costs involved relate to an anticipated increase in grade of the seconded member of staff.

The cost per annum is £2,007 with a total cost for the two year fixed term contract of £4,014.

The cost will be met from the Housing Options Reserve.

##### 5.3.2 Accommodation and Support Team Leader

The costs arise from the creation of a new fixed term contract post.

The cost per annum is £40,912 with a total cost for the two year fixed term contract of £81,824.

The cost will be funded through the Housing Options Reserve.

##### 5.3.3 Accommodation Solutions Officer – Private Sector

The costs arise from the creation of a new fixed term contract post.

The cost per annum is £38,905 with a total cost for the two year fixed term contract of £77,810.

The funding for this post will be through the Housing Options Reserve.

##### 5.3.4 Service Development Officer

The costs arise from the creation of a new fixed term contract post.

The cost per annum is £38,905 with a total cost for the two year fixed term contract of £77,810.

The first year of funding will be met through the Domestic Abuse Bill funding with the balance coming from the Housing Options Reserve.

- 5.4 The additional costs for the Housing Benefits Operational Unit Solutions Operational Unit posts, including on costs, are set out below:

5.4.1 Benefits Team Leader (Fraud)

The costs involved relate to an anticipated increase in grade of the seconded member of staff.

The cost per annum is £8,877 with a total cost for the two year fixed term contract of £17,754.

The cost will be met from the Benefits Reserve.

## 6. Legal Implications

- 6.1 There are no specific legal implications associated with this although the Council is at risk of not meeting its statutory obligations if it does not resource these services to provide sufficient capacity to manage increased demand and resilience.

## 7. Communications issues

- 7.1 There are no specific Communications issues associated with this proposal however there may be reputational risks if the Council did not the same level of service previously delivered or was not able to meet its statutory obligations around grant funded activities.
- 7.2 There is further reputational risk if unspent grant funding is clawed back by the Government at some point in the future. This proposal enables the spending of some of these reserves within the scope of this grant funding.

## 8. Risks

- 8.1 There are risks associated with this proposal. On one hand there is risk around the ability to deliver an increasing range and demand for services, in areas that support the Corporate Plan, without adequate staff resource to deliver these effectively; this is the reason for bringing the paper forward. There is a risk that unspent grant funding may be clawed back by Government, removing the benefit to residents in need. Conversely there are risks around increasing the cohort of staff and the additional financial burden; these risks are managed through the additional posts will being filled on a fixed term basis and supported by the secondment of staff.

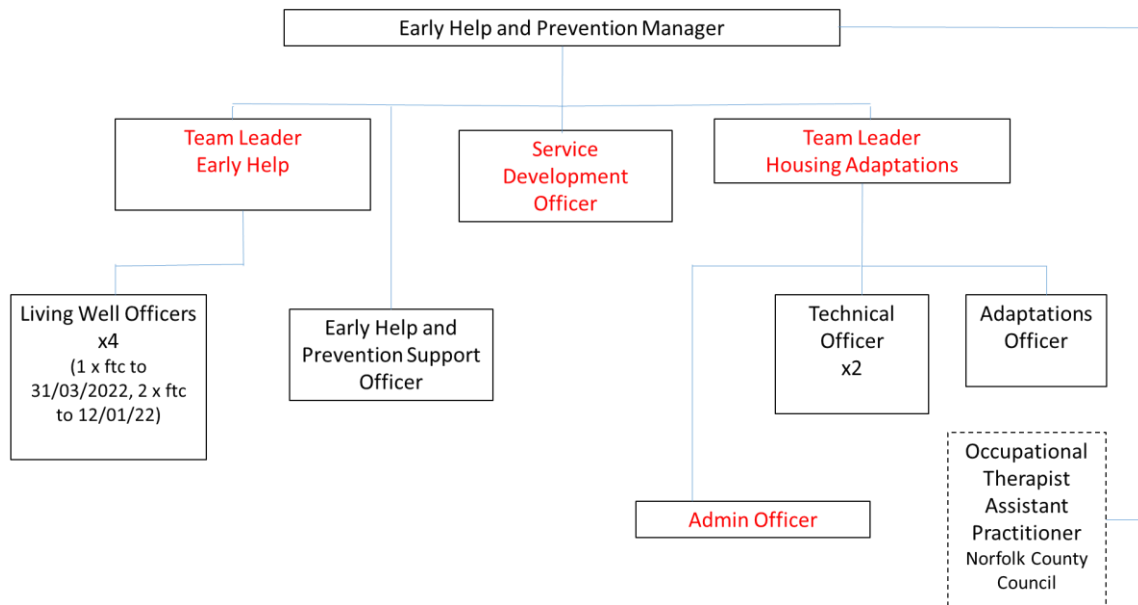
## 9. Conclusions and Recommendations

- 9.1 The report proposes a number of additional fixed term contract posts within the structure for People Services to provide capacity to deliver an enhanced service in support of the Corporate Plan objectives and maximise the opportunities to lever in external funding and income to expand the offering further.
- 9.2 It is recommended that Cabinet agree the use of uncommitted fee income and reserves to fund the proposed additional posts within for the revised

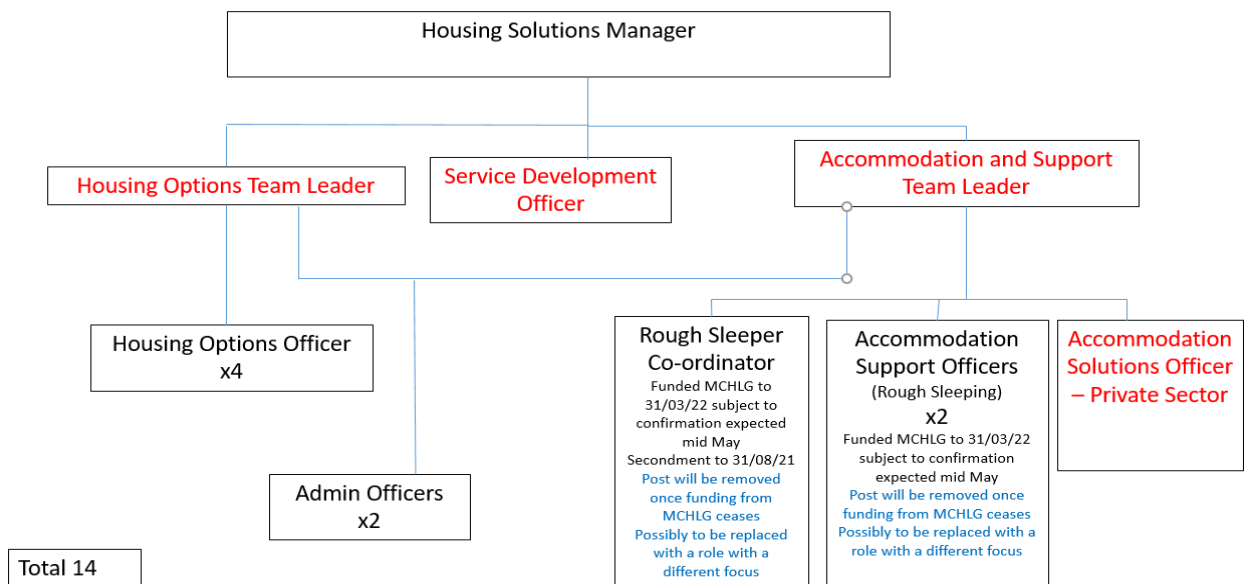
'People Services' service grouping and to earmark the uncommitted fee income and the required level of reserves to support the funding of the structure for the next 2 years.



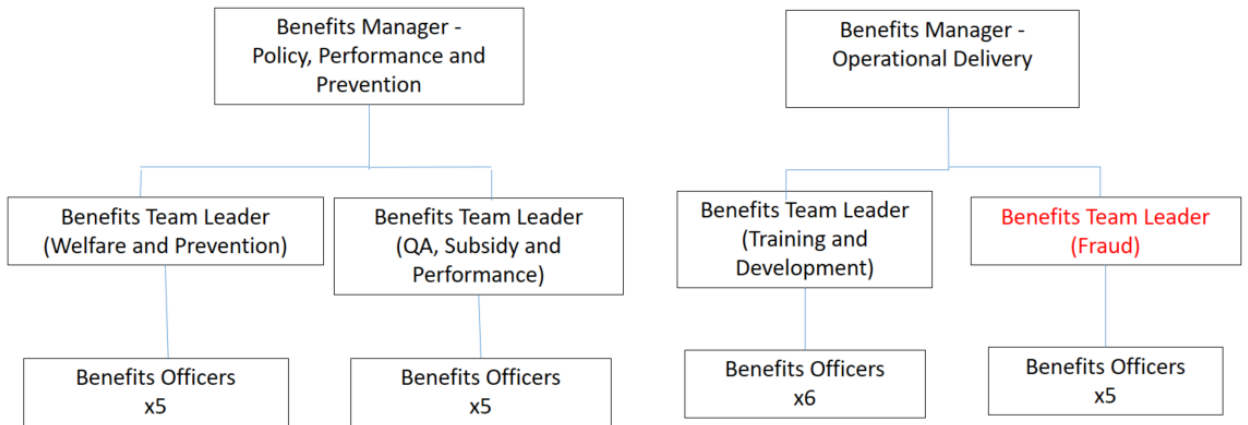
## Appendix 1



## Appendix 2



Appendix 3



Total 25

Appendix 4

Potential housing restructure - August 2021 Business Planning									
	Yr1	Yr2	Total			Funding			
						Housing Reserve			
				Domestic Abuse Bill	Benefits Reserve	IHAT	Housing Options	IHAT uncommitted fee income	
	£	£	£	£	£	£	£	£	
<b>Early Help and Prevention Operational Unit posts</b>									
Team Leader - Early Help Hub	8,877	8,877	17,754	0	0	8,877	8,877	0	
Team Leader Housing Adaptations	40,912	40,912	81,824	0	0	0	0	81,824	
Housing Adaptations Admin Officer	24,466	24,466	48,932	0	0	0	0	48,932	
Service Development Officer	38,905	38,905	77,810	0	0	0	38,905	38,905	
<b>Housing Solutions Operational Unit</b>									
Housing Options Team Leader (grade increase only)	2,007	2,007	4,014	0	0	0	4,014	0	
Accommodation and Support Team Leader	40,912	40,912	81,824	0	0	0	81,824	0	
Accommodation Solutions Officer – Private Sector	38,905	38,905	77,810	0	0	0	77,810	0	
Service Development Officer	38,905	38,905	77,810	32,138	0	0	45,672	0	
<b>Housing Benefits Operational Unit</b>									
Benefits Team Leader (Fraud) (grade increase only)	8,877	8,877	17,754	0	17,754	0	0	0	
<b>Total funding requirement</b>	<b>242,766</b>	<b>242,766</b>	<b>485,532</b>	<b>32,138</b>	<b>17,754</b>	<b>8,877</b>	<b>257,102</b>	<b>169,661</b>	
Please note - all projections include oncosts at 28.3%									

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## Use of Housing Reserves to Enhance Delivery

**Summary:** This paper provides information on the level of housing reserves held by NNDC as at 31/3/21, which were £2.516m; and includes information on the source of these reserves.

The report goes on to set out some proposed uses for these reserves; including reference to a paper elsewhere on today's agenda which set out proposals for maintaining and strengthening staffing resources in Peoples Services.

The report sets out plans and commitments already in place to use some of the funding, i.e. continuing to fund the Community Enabler post and ensuring some grant funding remains for community-led housing.

The report further recommends that funding is used to support a dedicated energy officer role to help deliver many of the energy efficiency projects included in the agreed Housing Strategy

The report then recommends uses for the remaining housing reserves to enhance housing delivery, which are in line with the objectives in the Housing Strategy.

**Options considered:** Options considered for use of reserves, in line with agreed Housing Strategy objectives, are set out in the body of the report.  
Retaining un-committed reserves was rejected as an option as it is considered that releasing the funding can have a positive impact on housing need at this time.

**Conclusions:** £2.516m of housing reserves were brought into 2021/22. Some of these reserves have already been committed to existing salaries and projects. However, the remaining reserves can be used to help meet housing needs in the district in line with the Corporate Plan objective Local Homes for Local Need.

**Recommendations:** That Cabinet support the recommended uses of the £2.516 of housing reserves to fund the continuation of posts and restructure of Peoples Services, continuation of community-led housing activity and an energy officer role (as set out in paragraphs 2.1 – 2.11)

That Cabinet support use of the remaining £890,246 of reserves to accelerate housing delivery (as set out in paragraphs 2.12 – 2.25), including the purchase of two further units of temporary accommodation for homeless households.

That Cabinet gives delegated authority to a Chief Officer, in consultation with the Portfolio Holder for Housing & Benefits, for the purchase of the specific properties within the overall re-allocated budget of £640,000 (with all purchases subject to an independent valuation and survey).

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

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

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

<p>Outturn Report – Period 12 budget monitoring (Cabinet 6th September 2021)          Community Housing Fund (Cabinet 6th February 2017)</p>
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<p>Cabinet Member(s)          Cllr Wendy Fredericks</p>	<p>Ward(s) affected          Districtwide</p>
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<p>Contact Officer, telephone number and email: Contact Officer: Nicky Debbage/Graham Connolly, Housing Strategy &amp; Delivery Manager, tel: 01263 516027/516282</p>
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**1. Introduction**

1.1. The Housing Strategy 2021-2025 was recently agreed at Full Council on 21/7/21. The Strategy and accompanying action plan set out the Council's priorities for housing and the actions and interventions which the Council, partners and stakeholders will undertake to deliver the key priorities for Housing. The Strategy covers four main areas of activity:

- Increasing the supply of new housing
- Improving housing stock condition in the private sector
- Making better use of existing housing
- Supporting vulnerable residents

1.2 The Strategy builds on much of the current ongoing work to improve housing in the district (such as development of an effective Local Plan, enabling activity to support delivery of new affordable homes, particularly support to community-led housing). This 'foundation' work is key to ensuring the right environment is in place to ensure delivery of new homes and other aspects of the Strategy. Many housing projects, especially building new homes, are slow-burn projects with results delivered several years down the line. There have been significant housing delivery successes over the last year or so:

- The council now has 12 homes in its ownership for use as temporary accommodation (with one further home being purchased and one being converted to bring the total to 14).
- Delivery of the first Extra Care housing scheme providing 66 affordable homes with support for older people in Fakenham, and

Planning Permission submitted for a further scheme.

- Delivery of new affordable homes above the 100 homes per annum target; 108 delivered in 2020/21 and 183 in the pipeline for 2021/22

1.3 There are some specific sources of funding for housing activity (beyond use of generic council funding sources) and the key sources are:

- Revenue grant funding for homelessness prevention work, including specific funding for tackling rough sleeping. These are government grants provided to the council to help perform our statutory duty in relation to prevention and relief of homelessness
- Fee income from delivery of Disabled Facilities Grants to cover the council's services as an agent (specifying and managing grant works)
- Community Housing Fund – this was one-off funding from government in recognition of the impact of second and holiday homes on communities and is used for enabling activity to support delivery of new affordable homes, in particular community-led housing schemes.
- S106 Commuted sums – this is ring-fenced capital funding in lieu of on-site provision of affordable homes and can only be used to support the delivery new affordable homes.
- Specific project grants – recently the council has received grants to help with the cost of provision of housing for ex-rough sleepers, this funding can only be used on the projects for which it was awarded.

1.4 A Housing Reserve of £2.516m was brought forward to 2021/22. This figure does not include the last two sources of funding (s106 or specific project grants) set out above as these are ring-fenced and not available for other uses. However, plans for use of the s106 monies are set out in paragraph 2.14 below. Given the current housing pressures in the district (high levels of homeless cases and use of temporary accommodation) and likely approaching pressures (with the end of the ban on private rented sector evictions together with the end of the furlough scheme and the temporary increase in Universal Credit) Cabinet have asked for options to use these reserves to improve / accelerate housing activity and delivery.

1.5 This report sets out the existing plans for use of the available housing funding together with options for additional spend to accelerate delivery. The report links to another report to Cabinet which recommends strengthening teams in the People Services directorate to help prevent housing crisis. These posts very much align with objectives in the Housing Strategy, particularly regarding support to vulnerable residents. This report assumes that Cabinet support the funding of additional resources in Peoples Services so the report focuses on options for use of any remaining housing reserves to accelerate housing projects.

## **2. Housing Reserves - proposed and potential uses**

### **Peoples Services**

2.1 The level of Housing Reserves brought forward into 2021/22 is £2.516m. This consists of the following: Homeless Grants (including Rough Sleeper Initiative and Norfolk County Council grants) - £786,961, Disabled Facilities Grant fee income - £192,123, Social Prescribing Funding - £43,211 and Community Housing Fund - £1,466,195 (there is also a small amount - £27,861 left from the Broadland loan fees).

- 2.2 Some of the reserves are already committed to funding ongoing posts and services, such as rough sleeper outreach in Peoples Services. Additionally, the restructure proposals for Peoples Services would use some of reserves (£486k – see report elsewhere on today’s agenda) over the remainder of 2021/22 and the two years 2022-2024. As proposed this review would use the Social Prescribing funding to fund social prescribing activity in 2021/22 and 2022/23, the majority of the Disabled Facilities Grant fee income to support the restructure to 2024 and some of the Homeless grant, also to support the restructure to 2024.
- 2.3 In the new Housing Strategy the restructure of People Services is important to help identify people ‘at risk of crisis’ and so prevent homelessness. (Housing Strategy – Prevention of Homelessness and Help for those who are Homeless - 4.1).

### **Use of Community Housing Fund**

- 2.4 As set out above, the Community Housing Fund (CHF) makes up a large part of the Housing Reserves - £1,466,195 brought into 2021/22. Adding the small Broadland loan fees of £27,861 gives a total of £1,494,056 of funding broadly aimed at providing more affordable homes. The CHF was a grant received from government in 2017. The Council was awarded £2,436,942, with payment of 50% of this sum dependent on the submission of a satisfactory delivery plan. Cabinet supported the delivery plan in September 2017 which included dedicated staffing resources (now the Community Enabling Officer) plus loan and grant funding to support the development and expansion of community led housing.
- 2.5 Between 2017/18 – 2020/21 just over £1m of the CHF has been spent. On average this has been £50k per annum on staffing resources and £200k per annum on grants and support to community-led housing (e.g. for formation of new groups or expansion of existing groups such as Homes For Wells, Holt Housing Society and Stable Door – who have all received grant to help them purchase additional homes).
- 2.6 The current Community Enabling Post is a fixed term contract which runs until March 2023. This post is key, not only to delivery of community-led housing but also to help enable affordable housing especially on rural exception schemes. The Enabler works with housing associations to identify housing need, gain the support of parish councils to new affordable homes, identify suitable sites and willing landowners, liaise with Planning, carry out public consultation, etc. Without this work housing associations may not choose to develop in North Norfolk and would arguably develop in districts where development is considered ‘easier’. In line with the Peoples Services restructure and funding posts until the end of 2023/24 we propose to commit £50k p.a. to ensure continuation of the Community Enabling role.
- 2.7 In addition to the requirement to fund the Enabler role from the CHF there is an expectation that some funds will be maintained for the development and expansion of community-led housing. A new Community Land Trust has recently been formed in Swanton Novers who, together with existing groups, are likely to request funding from the Council for additional affordable homes. Additionally, £50k of grant has already been spent this year to provide support to Stable Door to purchase a further home in Sheringham. Therefore it is recommended that a budget of £300k p.a. (£50k revenue for staffing costs and £250k capital for grant) is continued for the next 3 years (2021-24).
- 2.8 Support for community-led housing is part of the Housing Strategy



(Supporting new types of Development – Supporting the delivery of community-led housing – 1.6).

### **Energy Officer Proposal**

- 2.9 North Norfolk District has over 5,000 households living in fuel poverty. At the same time CO<sub>2</sub> emissions from domestic properties represent nearly 30% of carbon emissions in the district. Taking action to improve energy efficiency for low income households will help deliver corporate objectives to reduce both fuel poverty and CO<sub>2</sub> emissions.
- 2.10 A key element of the Corporate Plan and Housing Strategy is about improving energy efficiency and reducing fuel poverty.
- Identifying the most effective interventions to improve conditions and energy efficiency in the private sector (Corporate Plan Action Plan 1.2.2)
  - Investigate the viability of methods to help reduce fuel poverty amongst vulnerable local residents (Corporate Plan Action Plan 1.2.4).
- 2.11 This report recommends that the Council appoints an Energy Officer, initially on a two-year fixed term contract. The salary including on-costs will be £76,266. (We anticipate a contribution from Norfolk Warm Homes will fund £22,500<sup>1</sup> of the cost leaving a net cost of £53,766 for the Council).

The Energy Officer will be responsible for:

- Delivering the actions relating to energy efficiency and fuel poverty in the Housing Strategy.
- Identifying properties/households likely to be eligible for grants for energy efficiency improvement works and raising awareness/encouraging applications from those households.
- Providing support to grant applicants to make the application process easy and to minimise disruption caused by installation works.
- Supporting partner organisations with work that will improve energy efficiency of homes in the district.

### **Other Options for use of Reserves**

- 2.12 In total, taking account of: the proposals for Peoples Services, continuation of an enabling role and community-led housing activity, and part-funding a dedicated energy officer post; there would be £890,246 of uncommitted Housing Reserves available (see section 5. Financial and Resource Implications).
- 2.13 This funding could be used to deliver new affordable homes. However, it is very hard to accelerate new build, which has a long lead-in period, so additional funding is unlikely to yield quick results. There are a number of actions already identified in the Housing Strategy to secure a good pipeline of new affordable homes – such as working with Planning to make the process of planning applications for affordable housing easier, continuing the enabling role (as set out above) and making available a programme of s106 funding to support schemes that might otherwise struggle due to viability.
- 2.14 S106 commuted sums are already to be used to help deliver new affordable

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<sup>1</sup> Subject to a successful LAD3 and HUG bid.

homes. Cabinet on 23/2/21 agreed to allocate £900k of existing Section 106 commuted sums to provide enabling grant to Registered Providers to deliver new affordable homes in North Norfolk. The funding was agreed to deliver five housing schemes providing approximately 181 affordable homes between 2021/22 and 2023/24 and a £500k budget has been included in the 2021/22 capital programme. Individual reports will be presented to Cabinet for approval of grant support over £100k (the first of which is anticipated in November 2021).

- 2.15 Therefore it is not recommended that Housing Reserves are used to fund building of new affordable homes as this is unlikely to deliver quick results and s106 funds are already being used for this purpose. Recommended options to deliver housing strategy aims are set out below:
- 2.16 **Purchase of Temporary Accommodation (TA)** – the council has over the last two years purchased several additional units of TA. The People Services restructure acknowledges the impact of this and the need to adequately resource management of the homes and residents. Business cases for previous TA purchase have shown that this is a viable use of funding, reducing the net cost to the council of more expensive/poorer quality bed & breakfast accommodation and providing a rental income to the council. Available Reserves could be used to purchase further TA units. In particular we have recently purchased a Flagship disposal bungalow for £160k which requires some renovation with an estimated outturn full cost of £200k. Reserves could be used to purchase a similar further unit of TA.
- 2.17 Additionally, the Council has no acceptable TA options for large families who are faced with homelessness. There is no suitable TA available for large families and if we have to resort to bed & breakfast accommodation this is not only expensive but also means families are split across a number of separate units. The council could purchase a large property, primarily to be used as TA for large families, but which could be used flexibly in future (e.g. as a shared house for younger single people). It is likely that a budget of £440k would be required to purchase a suitable property.
- 2.18 Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan (Corporate Plan Action Plan 1.4.1) is a Corporate Objective and the Housing Strategy identifies delivery of further temporary accommodation (Housing Strategy Action Plan 4.2.2) as a way of helping implementation of the Corporate objective. In addition both the Corporate Plan (Corporate Plan Action Plan 1.5.3) and the Housing Strategy Housing Strategy Action Plan (3.1) see the purchase of Flagship properties rather than sale on the open market as option to deliver other housing objectives, i.e. in this case the provision of temporary housing.
- 2.19 Whilst the elements of the uncommitted housing reserves are not ring-fenced those arising from the DFG/Homelessness reserve could be used towards purchase of additional temporary accommodation.
- 2.20 **Rent guarantee** – The private rented sector in North Norfolk is relatively small and there is often fierce competition for decent properties that do become available. Increasingly landlords require not only significant deposits but also (for those on lower incomes) a rent guarantor. A guarantor needs to be someone in full time employment and/or a home owner. Many customers who approach the council for advice and support do not have anyone that can act as a guarantor for them and so trying to access private renting can be impossible. The council could act as a guarantor in such circumstances. Guarantees are generally required for the full length of a tenancy, i.e. 6 or 12 months, and must be available to cover the full cost of the rent (so for

example a rent of £800 per calendar month would require a guarantee for 6 months of £4,800). It might be sensible to set a cap, perhaps a maximum guarantee of £5,000 which would support access to most reasonably priced accommodation. As a trial it is also suggested that a relatively small provision could be made for this use – which would allow time to understand the level of default/bad debt this might incur. A pilot scheme will also help us develop and refine criteria to identify which households should be prioritised for help with this scheme. Therefore a budget provision of £50,000 to help at least 10 households into private renting could be established.

- 2.21 Although rent guarantees are not specifically mentioned in the Housing Strategy rent guarantees do help achieve the objective of Accessing Alternative Housing Options (Housing Strategy Action Plan – 3.5).
- 2.22 Whilst the elements of the uncommitted housing reserves are not ring-fenced those arising from the DFG/Homelessness reserve could be used towards rent guarantees.
- 2.23 **Shared ownership – conversion to Affordable Rent** – this year’s forecast of new affordable homes contains a particularly high level of shared ownership (SO) homes – 112 from a total of 183 homes. There is a mixture of reasons for this high number – 36 are older persons SO flats at Meadow Walk the new extra care scheme in Fakenham, 36 are homes purchased by Clarion that were due to be full market sale in Fakenham, similarly 20 are homes purchased by Broadland housing association at Holt that were also due to be full market sale homes. Most of these 92 (36+36+20) homes are already sold and in some cases the developer will not accept other tenures (i.e. rented) homes. However, there are some SO homes on sites due for delivery in 2021/22 or 2022/23 where it may be possible with grant support from NNDC, for the housing association to convert SO homes to Affordable Rent homes, which are in greater need. SO homes are more viable for housing associations – not only do they recoup some of their build costs immediately with sale of part of the home, they also charge rent on the remaining share and are not responsible for much of the repair of these homes. Therefore additional funding is required to change SO to rented homes. Discussions with Homes England and local housing associations suggest the conversion cost is around £25k per home (depending on location and type of property). £200k could be allocated to convert eight SO homes to more affordable rented homes.
- 2.24 Although not a specific objective in the Corporate Plan or Housing Strategy, conversion of shared ownership homes to affordable rent does help increase the supply of homes which meet the needs of the most vulnerable households.
- 2.25 Whilst the elements of the uncommitted housing reserves are not ring-fenced those arising from CHF reserves could be used towards shared ownership conversion to affordable rent.

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

This proposal helps deliver the Corporate Plan objective “Local Homes for Local Need”

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

The proposals for use of Housing Reserves are based on outrun information for 2020/21 and have taken account of commitments to fund key services for

the 3-year period 2021-24. Use of reserves to help strengthen homelessness services and other Peoples Services, provide new affordable rented homes, provide access to the private rented sector for those in housing need and fund purchase of NNDC properties to be used for TA, instead of a more costly alternative such as bed and breakfast, will help reduce the Council's net spend on homelessness and TA.

## 5. Financial and Resource Implications

The report sets out a range of recommendations and options for use of £2.516m of Housing Reserves brought into 2021/22. The table below summarise these:

Starting Balances as at 31/03/2021	£2,516,351
Recommended Uses:	
Balance remaining after funding Peoples Services restructure (additional cost £486k) and continuation of existing posts 2021-24 (total £649,850)	£1,866,501
Balance remaining after funding continuing enabling and community-led housing activity 2021-24 (£900k)	£966,501
Balance remaining after funding part of the cost of Energy Officer 2021-23 (£76,266)	£890,246
Balance remaining after purchase TA (1 x large family TA & 1 x 'normal' TA (£640k)	£250,235
Balance remaining after establishing a private rented sector rent guarantee scheme (£50k)	£200,235
Balance remaining after converting 8 x Shared Ownership homes to Affordable Rent (£200k)	£235

## 6. Legal Implications

Whilst none of the housing reserves are legally ring-fenced, proposals for their use in this report are in line with the purpose for which the funding was originally awarded or allocated. Both Homelessness and provision of Disabled Facilities Grants are statutory services and strengthening these services will help us perform these statutory duties more effectively. The council is able to hold in the General Fund, and let on license, homes to be used for TA for homeless households. Legal input will be required to ensure effective conveyancing and to identify any legal constraints on properties that are considered for purchase.

## 7. Risks

The risks of associated with the Peoples Services review are set out in a separate report on today's agenda.

The risks associated with use of the Community Housing Fund were identified in the original Cabinet report in 2017 and the scheme has been running

successfully for four years.

The main risk relating to the energy officer post is that the Norfolk Warm Homes LAD3 and HUG bid is unsuccessful or only partially successful. In this event Norfolk Warm Homes will be unable to grant fund part of the cost of the energy officer. This risk has been mitigated by budgeting in this report for the full costs of the posts and not assuming grant funding.

The key risks and mitigations associated with purchase of properties for TA are:

- The property is a poor investment – mitigated by purchases being subject to an independent valuation
- The property has unforeseen major investment needs – mitigated by purchases being subject to a full survey
- The property is not required for TA in the future – mitigated by either sale of the asset or use as market rented home (if a housing company is in place)

The key risk associated with the establishment of a private rent guarantee scheme are: that it is oversubscribed – this will be mitigated by clear criteria for use and regular monitoring; or that tenants default on their rent and the guarantee is called in – this will be mitigated by budgeting for a bad debt allowance.

The key risk associated with conversion from shared ownership to affordable rent is that this change could be reversed in future by the housing association – this will be mitigated by use of a Funding Agreement and by securing the change in tenure through a variation to the Section 106 agreement.

## **8. Sustainability**

The creation of an energy officer role will help raise awareness of sustainability issues and improve the energy efficiency of homes in the district. Homes purchased for use as TA will achieve good energy standards and improvements to heating and insulation will be undertaken to ensure this where required.

## **9. Equality and Diversity**

No direct implications in this report

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

No direct implications in this report

## **11. Conclusion and Recommendations**

The housing reserves held (£2.516m as at 31/3/21) can be used to make a positive impact at a time of high housing need in the district. Therefore it is recommended that the funding should be used in line with the table in paragraph 5. (to support the strengthening of Peoples Services, continuation of community-led housing activity, creation of a dedicated energy officer role, purchase of two further units of temporary accommodation for homeless households, establishment of a private rented sector guarantor scheme and conversion of 8 shared ownership homes to affordable rented homes) and funds reallocated to the appropriate budgets.

Further, to allow purchase of suitable properties for temporary accommodation in a timely way, authority for individual property purchases should be delegated to a Chief Officer, in consultation with the Portfolio Holder for Housing & Benefits (with all purchases subject to an independent valuation and survey).

## North Norfolk Armed Forces Covenant Pledge

### Summary:

The National Armed Forces Covenant represents a promise by the nation that those who serve or have served, and their families, are treated fairly. All 407 local authorities in mainland Great Britain and 4 Northern Ireland councils have pledged to uphold the National Armed Forces Covenant. Thousands of organisations have signed the covenant, including businesses and charities.

North Norfolk District Council (NNDC) signed the Norfolk Armed Forces Covenant at an official ceremony on 7 March 2012.

The Covenant, in its current form, has been in operation for nearly ten years. Whilst positive progress has been made, the Government is concerned that some members of the Armed Forces Community still face disadvantage when accessing public services.

Legislation will soon be introduced to increase awareness of and improve the delivery of the Covenant in key areas fundamental to a good life, while retaining the ability of local service providers to honour the Covenant in the best way to suit local needs.

To further demonstrate North Norfolk District Council's commitment to the Armed Forces Covenant and to ensure compliance with the forthcoming legislation, it is proposed that the Council publishes and signs its own Armed Forces Covenant Pledge. The pledge will include a commitment to achieve the Bronze, Silver and Gold Defence Employer Recognition Scheme (ERS) awards.

### Options considered:

There is no legal requirement for NNDC to publish its own pledge. However, a pledge forms part of the eligibility criteria for the ERS and will help the Council ensure compliance with the new Armed Forces Covenant Duty of Due Regard legislation. It will also demonstrate the Council's gratitude and support to members of the Armed Forces Community.

From a reputational and legislative perspective it is considered essential that the Council publishes a pledge therefore no other options have been considered.

Conclusions: The publication of a North Norfolk District Council Armed Forces Covenant Pledge will demonstrate NNDC's gratitude, support for and commitment to residents of the Armed Forces Community that live in or visit North Norfolk.

It will help the Council to meet the eligibility criteria to achieve the Bronze, Silver and Gold Defense Employer Recognition Scheme.

It will support compliance to the forthcoming Armed Forces Covenant Duty of Due Regard legislation

Recommendations: To give authority to the Armed Forces Member Champion and Lead Officer to write a North Norfolk Armed Forces pledge in accordance with this report and ensure actions are implemented within an agreed timescale.

The pledge to be formally signed by the Leader of the Council.

Reasons for Recommendations: The pledge will identify specific actions that NNDC will take as an employer and community leader to support members of the Armed Forces Community and achieve the criteria for the Defence Employer Recognition Scheme (ERS) Bronze, Silver and Gold awards.

To ensure that NNDC is able to meet the forthcoming Armed Forces Covenant legislative Duty of Due regard.

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

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

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Cabinet Member(s) Cllr. John Toye	Ward(s) affected All wards in North Norfolk
Contact Officer, telephone number and email: Sonia Shuter 01263 516173 <a href="mailto:sonia.shuter@north-norfolk.gov.uk">sonia.shuter@north-norfolk.gov.uk</a>	

**1. Norfolk Armed Forces Covenant**



1.1 An Armed Forces Covenant is a voluntary statement of mutual support between a civilian community and the local armed forces community. The Norfolk's Armed Forces Covenant was signed by all Norfolk Councils on 7 March 2012.

The development of the Armed Forces Covenant in Norfolk is overseen by the Norfolk Armed Forces Board. The districts represented on the board are those where there is an existing armed forces base.

The Norfolk Armed Forces Covenant priorities are:

- Building Communities
- Health, Housing and Wellbeing
- Education, Employment and Skills

1.2 The Council has appointed an Armed Forces Member Champion who is responsible for ensuring North Norfolk District Council proactively fulfils its responsibilities in relation to the Covenant. The Member Champion or their substitute will be the representatives on the newly formed Norfolk Armed Forces Covenant Elected Member Champions Group. The Health and Communities Manager is the Covenant Lead Officer and supports the Armed Forces Member Champion and substitute.

1.3 An internal review has recently been carried out to identify how North Norfolk District Council and key services it provides or contracts support the implementation of the Covenant and the forthcoming Armed Forces Covenant Duty of Due Regard legislation.

1.4 Based on best practice guidance and discussions with the other local authorities in Norfolk that have achieved the Gold ERS award, a number of actions the Council could adopt to demonstrate their commitment to the Armed Forces have been identified. It is recognised some of the actions could have financial implications.

Potential actions:

- Publish a covenant pledge to identify specific actions and commitments which will demonstrate NNDC support as an employer and community leader to the Armed Forces Community.
- Fulfil the Defence Employer Recognition Scheme criteria to obtain the Bronze, Silver and Gold awards
- Enable staff to learn more about the issues faced by the Armed Forces Community by enabling access to specific eLearning training on Skillgate. Consideration would be given as to whether the training should form part of the induction process for new members of staff
- Establish a dedicated Armed Forces area on the Intranet and external NNDC website.

- Hold information sessions for staff supported by the responsible Member and lead officer.
- Ensure Members and staff particularly those in customer facing services are aware of the national and local charities, financial and practical support available to serving personnel, reservists and veterans. Promote use of Veterans Gateway App on relevant staff mobile phones.
- Amend application and request for support forms to offer the option for people to identify themselves as a member of the Armed Forces Community, i.e. a Serving Person, Reservist, Veteran or an immediate family member of such a person.
- Ensure appropriate NNDC policies including Human Resource and Equality and Diversity recognise staff who are reservists or who have immediate family that are serving in the Armed Forces and are given appropriate support and flexibility regarding leave and for reservist's additional paid leave whilst on deployment duties.
- Advertise job vacancies on the Careers Transition Partnership and Forces Families for Jobs websites. Offering a guaranteed interview to anyone leaving the Armed Forces or has left in the previous 24 months and who sufficiently meets the essential criteria of the role applied for.
- Encourage leisure contractors of NNDC facilities to widen concessionary discounts to include to serving and reservist armed forces personnel.
- Ensure compliance with new Armed Forces Duty of Due Regard legislation and that Council policies particularly in relation to housing allocations, housing and Council Tax benefits do not disadvantage serving Armed Forces personnel, veterans or reservists.
- Hold staff events to support Armed Forces charities
- Ensure significant Armed Forces commemorative days are appropriately recognised
- Offer free parking in NNDC car parks on Remembrance Sunday.
- Promote North Norfolk as a district that supports Armed Forces Communities. Encourage Town and villages to participate in the Heroes Welcome scheme <https://heroeswelcome.co.uk/> designed to inspire communities to demonstrate their support to members of the Armed Forces Community.

## **2. Conclusion**

- The publication of a North Norfolk District Council Armed Forces Covenant Pledge will demonstrate NNDC's gratitude, support and commitment to residents of the Armed Forces Community that live in or visit North Norfolk.
- Publication of a pledge is one of the essential eligibility in relation to the Defense Employer Recognition Scheme Bronze, Silver and Gold awards
- A pledge will help ensure compliance with the forthcoming Armed Forces Covenant Duty of Due Regard legislation

## **3. Implications and Risks**

3.1 Reputational risk, it is understood that North Norfolk District Council is the only Council in Norfolk that has not written and published an Armed Forces Covenant pledge.

3.2 The Council is required to demonstrate how it has fulfilled its responsibilities in relation to the Norfolk Armed Forces Covenant. Currently there is no cohesive corporate document that identifies or monitors how NNDC fulfills its responsibilities or supports the Armed Forces Community in North Norfolk.

3.3 Implementation of the pledge will enable the Council to demonstrate compliance to the forthcoming Armed Forces Covenant Duty of Due Regard legislation.

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

4.1 A small number of actions within the pledge may have a financial implication such as advertising job vacancies on the Careers Transition Partnership and Forces Families for Jobs websites and the addition of Armed Forces eLearning training on Skillgate. All actions with a potential financial implication, will be identified, discussed and the budget agreed prior to being included in the pledge.

## **5. Sustainability**

5.1 An annual report will be presented to Cabinet / Full Council to demonstrate progress on and implantation of the pledge.

## **6. Equality and Diversity**

6.1 The publication of a pledge will support the Councils commitment to Equality and Diversity

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

7.1 There are no crime and disorder considerations

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