

Cabinet



Please contact: Emma Denny

Please email: emma.denny@north-norfolk.gov.uk

Please Direct Dial on: 01263 516010

Friday, 19 November 2021

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Monday, 29 November 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 have requested to speak at the meeting should arrive at least 15 minutes before the start of the meeting. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel:01263 516010, Email:emma.denny@north-norfolk.gov.uk.

Please note that this meeting is livestreamed:

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

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

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

Email districtcouncil@north-norfolk.gov.uk **Web site** www.north-norfolk.gov.uk

A G E N D A

1. **TO RECEIVE APOLOGIES FOR ABSENCE**
2. **MINUTES** 1 - 8

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 01 November 2021
3. **PUBLIC QUESTIONS AND STATEMENTS**

To receive questions and statements from the public, if any.
4. **ITEMS OF URGENT BUSINESS**

To determine any other items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act 1972
5. **DECLARATIONS OF INTEREST** 9 - 10

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. **MINUTES AND RECOMMENDATIONS FROM CABINET WORKING PARTIES** 11 - 14

To receive the draft minutes of the Cabinet Working Party for Projects held on 20th October 2021.

There are no recommendations from Cabinet Working Parties to Cabinet this month.
8. **RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE**

The following recommendations were made to Cabinet by the Overview & Scrutiny Committee at the meeting held on 10th November 2021:

TREE PLANTING STRATEGY

RESOLVED

 1. To recommend to Cabinet that greater consideration be given to the future management and maintenance of trees planted as a result of the strategy, and that the importance of hedgerows be given greater consideration, with the potential for their inclusion in the Strategy's title.

2. To recommend to Cabinet that consideration be given to the potential development of a separate Biodiversity Strategy, with special reference to ecosystems dependent on peat, salt marsh, and seaweed.

9. LOCAL PLAN CONSULTATION ARRANGEMENTS

15 - 22

Summary: To agree the period and process of Regulation 19 Local Plan consultation

Options considered: The consultation process at this stage of plan preparation is regulated and must also comply with an adopted Statement of Community Involvement (SCI). Commencing consultation prior to and over the Christmas period was considered but is not recommended to ensure maximum opportunity for effective engagement.

Conclusions: That Local Plan Regulation 19 consultation should commence on Monday 10th of January 2022.

Recommendations: That subject to Working Party endorsement of Plan content in December, Cabinet resolves to agree the Communications & Engagement Plan as the basis for conducting Regulation 19 public consultation on the Draft Local Plan and supporting documents.

Reasons for Recommendations: To expedite the preparation and adoption of a new Local Plan for the District.

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

Cabinet Member(s) Cllr J Toye	Ward(s) affected All
----------------------------------	-------------------------

Contact Officer, telephone number and email: Mark Ashwell, 01263 516325, Mark.ashwell@north-norfolk.gov.uk

10. PUBLIC CONVENIENCE INVESTMENT PROGRAMME

23 - 48

Summary: This report outlines proposals in relation to continuing to improve the standard and quality of the District Council's public conveniences

as a key element of the district's local infrastructure whilst also proposing a more strategic approach to this service area. The report presents a number of options to improve the public convenience service following on from the previous investment programme and makes a number of recommendations for the next phase of capital works to provide new inclusive, replacement and remodelled facilities in key locations within the District. It also provides a framework for the consideration of a Public Convenience Strategy to help shape the future direction of this important provision.

Options considered: Do nothing.

Explore transfer of public convenience provision to town and parish councils.

Continue the investment programme to make improvements to the quality of the public convenience portfolio.

Adopting a more strategic approach to the management and improvement of these assets.

Conclusions: In conclusion it is recommended that the Cabinet adopt the principles set out in the draft strategy document contained within Appendix A. To further support the Strategy, it is recommended that the capital improvement programme continues to enable the Council to provide quality facilities to residents and visitors alike whilst also focusing on wider accessibility.

Recommendations: **It is recommended that Cabinet resolve to;**

- **Adopt the principles contained within the draft Strategy document contained within Appendix A;**
- **Approve a provisional budget of £30k to support with the evidence gathering recommended within the Strategy, to be funded from the Invest to Save reserve;**
- **Task the Overview and Scrutiny committee with further developing and embedding the draft strategy and considering the further work in relation to evidence collection and engagement proposed and that**

Cabinet agree the scope of this work; and

- **Recommend to Full Council that further capital provision of £500,000 is allocated from capital receipts (to include any potential grant funding) to undertake improvements to facilities in Sheringham and North Walsham, to include provision of Changing Places facilities. These facilities will be delivered by the end of the 2022 calendar year.**

Reasons for Recommendations: To provide a more strategic approach to the management and investment off these important assets whilst continuing the capital investment improvement plan.

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.

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected Sheringham, North Walsham
---------------------------------------	---

Contact Officer, telephone number and email: Duncan Ellis (Director for Resources), 01263 516330 duncan.ellis@north-norfolk.gov.uk

11. MANAGING PERFORMANCE QUARTER 2 2021/2022

49 - 112

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

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

Conclusions: Strong progress has been made over the quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report. This positive progress has been achieved alongside the Council continuing to demonstrate strong community leadership in the local response to COVID, particularly supporting the local economy recover and open up following the lifting of social distancing restrictions as part of Phase 4 of the Government Road Map which saw large numbers of tourist visitors to the District over the months of July, August and September.

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

That Cabinet approves the amendments to reporting as outlined in paragraph 3.3.

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

None.

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

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

Email:- steve.blatch@north-norfolk.gov.uk, Tel:- 01263 516232

12. TREASURY MANAGEMENT HALF YEARLY REPORT 2021/2022 (113-124)

Summary: This report sets out the Treasury Management activities actually undertaken during the first half of the 2021/22 Financial Year compared with the Treasury Management Strategy for the year.

Options Considered: This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.

Conclusions: Treasury activities for the half year have been carried out in accordance with the CIPFA Code and the Council's

Treasury Strategy.

Recommendations: That the Council be asked to RESOLVE that The Treasury Management Half Yearly Report 2021/22 is approved.

Reasons for Recommendation: Approval by Council demonstrates compliance with the Codes.

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

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

13. 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.”

14. PRIVATE BUSINESS

This page is intentionally left blank

CABINET

Minutes of the meeting of the Cabinet held on Monday, 1 November 2021 at the Council Chamber - Council Offices at 10.00 am

Committee

Members Present:

Mrs W Fredericks
Ms V Gay
Mr N Lloyd
Miss L Shires

Mrs A Fitch-Tillett
Mr R Kershaw
Mr E Seward
Mr J Toye

Members also attending:

Mr A Brown
Mr C Cushing
Mr N Dixon
Dr V Holliday
Mr J Rest

Officers in Attendance:

Democratic Services Manager, Director for Communities and Director for Resources/Section 151 Officer

Apologies for Absence:

Mrs S Butikofer

154 MINUTES

The minutes of the meeting held on 4th October were agreed and signed as a correct record by the Chairman.

155 PUBLIC QUESTIONS AND STATEMENTS

None received.

156 DECLARATIONS OF INTEREST

Cllr L Shires declared a non-pecuniary interest in agenda item 11 as the County Council member for North Walsham East.

157 ITEMS OF URGENT BUSINESS

None.

158 MEMBERS' QUESTIONS

The Chairman advised that Members could ask questions as matters arose throughout the meeting.

159 RECOMMENDATIONS FROM PLANNING POLICY & BUILT HERITAGE

WORKING PARTY

Cllr J Toye, Portfolio Holder for Planning, introduced this item. He outlined the first recommendation and explained that these were strategic policies that aligned with the Local Plan and that would be used as the basis for undertaking consultation in line with Regulation 19. He added that he believed the environmental aspects of the policies to be ahead of many other local authorities. He then spoke about the Five Year Land Supply Statement and the Housing Test Delivery result and said that the Council had delivered 104% of the previous targets set during the last 4 years. Regarding the last recommendation relating to site allocations in Cromer, Cllr Toye said that this had not been supported by the Working Party and would therefore not be included in the Reg 19 version of the Local Plan.

It was proposed by Cllr J Toye, seconded by Cllr V Gay and

RESOLVED

Local Plan Strategic Policies:

1. That the Local Plan strategic policies section be agreed as the basis for undertaking the consultation and submission in line with Regulation 19 – 22.
2. That minor amendments in the finalisation of the proposed submission version be delegated to the Planning Policy Manager and Team Leader.

Five Year Land Supply Statement 2021 and Housing Delivery Test Result

That the Council publishes the 2021 Five Year Land Supply Statement.

Local Plan Site Allocations – Cromer

That land off Roughton Road (site references C19 and C19/1) is not included as a proposed allocation in the Regulation 19 version of the Local Plan.

160 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

The Chairman of the Overview & Scrutiny Committee, Cllr N Dixon, introduced this item. He said that he wished to raise some key points relating to the recommendation on the use of housing delivery reserves. He began by saying that it had been a missed opportunity for pre-scrutiny and it was only because he had insisted that the report came forward that it was considered. He said that Cabinet and the Overview and Scrutiny Committee must work together more effectively in future and that there was an agreed protocol in place to support this. Consequently, the committee was not able to allocate as much time to the topic as they would have liked. Cllr Dixon then spoke about the recommendation which proposed that the Council worked more closely with the private sector to retain privately rented accommodation in the District. He said that the committee felt that a broader, multi-source approach was needed to address the housing issues in the District and the recommendation reflected this. He concluded by saying that it was felt that there was a contradiction in the proposals to move homes in shared-ownership over to affordable rentals and the Committee requested that Cabinet fully explore this approach and assess the implications.

Cllr W Fredericks, Portfolio Holder for Housing, thanked Cllr Dixon for his comments and acknowledged the issues he had raised regarding process. She said that she

had suggested to officers that more homes should be moved from shared ownership to affordable rentals and that it was hoped to convert more as the opportunity arose.

Cllr Dixon replied that she had misunderstood the issues raised by the committee. It was felt that the issue had not been fully explored and that it could be a retrograde step. He said that there could be value in exploring all forms of housing provision. Shared ownership homes had the potential to thrive as well as returning capital receipts. It was for this reason that the committee felt there was more work to be undertaken on this matter. He said that either Cabinet should make the case clearly for converting to affordable rentals or reconsider whether it was the right approach. Cllr Fredericks thanked him for clarifying the issue. She said that the proposals had come about because there were so few larger houses available for private / social rent. A lot of shared ownership homes that were coming onto the market were not suitable for families on low wages and zero hours' contracts.

Cllr C Cushing referred to the Housing 21 facility in Fakenham which provided a mix of both shared ownership and rental homes and said that both options were proving popular.

Cllr J Rest said that he had raised the issue at the Overview & Scrutiny Committee meeting as he felt that it was not the right approach. He said that it was better to own 10% of something than 0% of nothing. He added that banks were becoming more flexible with mortgage options and requested that Cabinet review the approach being taken before moving forwards. Cllr Fredericks thanked him for his comments and assured him that this was not a backward step. The housing list had been reviewed and options explored to see how people could be helped. She said that the situation would be reviewed and monitored.

Cllr Dixon said that Cllr Rest had considerable experience of working with social housing providers and he suggested that Cllr Fredericks could work with him on this matter.

Cllr Fredericks agreed and said that she would arrange a meeting with Cllr Rest. She added that a workshop on housing would be arranged for all members.

RESOLVED

That CLT and the Housing Portfolio Holder task officers to investigate what more can be done to work with private landlords to support and retain privately rented accommodation across the District.

161 BUDGET MONITORING 2021/22 PERIOD 6

Cllr E Seward, Portfolio Holder for Finance, introduced this item. He said that although there was currently a small underspend, it was anticipated that expenditure would match income at the end of the financial year. The waste contractor, Serco, had not invoiced the Council as yet, which meant that this money was currently set aside. He added that parking income and planning application and building control income were both above that forecast. Final works on the Reef were going ahead without additional borrowing being required.

Cllr C Cushing asked for clarification regarding the reserve figures. The Director of Resources replied that the forecast balance for 01 April 2023 was £17,988,379 with the balance as at 01 April 2021 being £28,871,047. He added that this looked

artificially high due to an accounting entry for the business rates reserve.

Cllr Holliday asked whether enquiries had been made as to why Serco had not invoiced the Council yet and whether there should be cause for concern. Cllr Lloyd, Portfolio Holder for Environment, confirmed that it had been chased up. Serco's accounting was undertaken overseas. The money would continue to accrue and be set aside until an invoice was issued. The Director of Communities confirmed that this was an issue across the consortium. There had been discussions regarding the financial modelling on which the invoices would be based as all of the local authorities had had concerns. These issues had now been resolved and it was anticipated that billing was imminent. He added that due to the size of Serco, the company could carry a relatively high level of cost on their balance sheet.

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

RESOLVED

- 1) That £40,000 is released from the Invest to Save reserve to fund the purchase and implementation of Planning s106 software.
- 2) That £150,000 is released from the Capital Receipts Reserve to fund the new Financial Management System purchase and implementation.

Reason for the decision:

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

162 NORTH NORFOLK CORPORATE PLAN - REVIEW OF DELIVERY FEBRUARY 2020 - OCTOBER 2021 AND AGREEMENT OF PRIORITY OBJECTIVES FOR THE NEXT TWELVE MONTHS

In the absence of the Leader, Cllr E Seward introduced this item. He outlined the background to the report, explaining that due to the pandemic, there had been less capacity to progress some aspects of the Council's Corporate Plan Delivery Plan as originally proposed in February 2020. Cabinet had therefore reviewed the Delivery Plan objectives and actions in October 2020 at which time it agreed eighteen priority objectives for delivery over the 12 months from October 2020 – October 2021. The report outlined the progress made in delivering against the revised priorities given the prolonged COVID situation and against some other Corporate Plan objectives where capacity has existed and proposes new priority objectives for the next year.

Cllr J Toye said that he wished to highlight a couple of issues, following the recommendation from the Overview & Scrutiny Committee earlier in the agenda. Referring to page 73, section 2.2, he drew members' attention to the possible acquisition of older housing trust properties which would be upgraded and made available for market rent. He then referred to page 87 (6.4) which proposed the reduction of staff travel and explore alternative options. Finally, he spoke about electric vehicle charging points (EVCPs) and said that the Council was ahead of other local authorities in installing these. Overall, he said that he was supportive of the proposals and said that good progress had been made.

Cllr V Holliday referred to the Corporate Plan and said that this had measuring impacts and performance metrics which were not reflected in the Delivery Plan and this made it difficult to judge the grading used. She referred to the numbers on the housing list which had a green RAG rating but said that it was hard to tell if this was

a true reflection of the figures. Cllr Holliday then referred to the sports strategy and a health and wellbeing strategy which now seemed to have dropped off. She said that these were still important issues and requested an update. Cllr V Gay, Portfolio Holder for Culture, Leisure & Wellbeing, said that the intention was to bring forward a Quality of Life Strategy which would cover health and wellbeing. In addition, the County Council was also now preparing a countywide Health and Wellbeing strategy which would come back to the District Council for input and comment.

In responding to the first point regarding performance metrics, the Director of Communities, replied that the Chief Executive would be better placed to respond. The Delivery Plan set things out in a more linear form. A lot had been delivered but not in the order intended. He accepted the query regarding the grading criteria but said that it had been subject to robust discussion but overall it was a fair reflection of the Council's progress.

Cllr Cushing commented on the lack of progress regarding income generation and cost saving ideas. Looking at page 91, objective 2, which was amber and he queried as nothing had been done on this, why it was not red. He then asked what was being done to boost local tourism as he could not see anything set out in the report.

Cllr Seward said that in terms of income generation, the Government had made it clear that they did not expect to see local authorities investing in projects for income growth – for example purchasing industrial units. In addition, it was no longer possible to borrow from the Public Works Loan Board if there were items of income growth in the capital programme. This had presented a real challenge. This meant that options to generate income growth were now limited. In terms of savings, he said that the aim of the zero based budgeting exercise that was currently being undertaken was to give a clear view of the cost of the operations of the Council, whether they were geared towards the Council's corporate priorities and if not, whether they should continue.

Cllr R Kershaw, Portfolio Holder for Sustainable Growth, replied to the comment regarding local tourism. He said that the Council had been supporting a large number of businesses during the last 18 months and continued to do so during the recovery phase of the pandemic. He said that the Council was working with Visit North Norfolk (VNN) and they had produced videos aimed at lengthening the tourist season. He acknowledged the challenges faced by the hospitality sector in recruiting staff and said that the Business Resilience and Recovery Grant scheme (BRRG) was focussing on supporting these businesses in advance of the next season. He concluded by saying that the number of businesses failing in the District remained low.

Cllr Seward said that when he had inherited the estates and assets portfolio, it was apparent that several projects had not been progressing, including the Melbourne Slope toilet building and the Art Deco building on Cromer seafront. He confirmed that they were now moving forwards.

Cllr Cushing asked Cllr Seward to clarify which projects aimed at generating income had been impeded by Government legislation. Cllr Seward replied that the establishment of a property company was no longer possible following the legislative changes.

Cllr Toye referred to the increasing support and development of eco-tourism businesses which were coming forward and which would boost the local tourist offer in a new, innovative way. He added that the recent zero based budgeting exercise

and the closing of tax-loopholes both addressed the issue of cost savings.

Cllr V Gay said that members should not underestimate the work that had carried on throughout the pandemic to maintain the District's tourism offer – including the retention of both blue and green flags and work on Council owned woodlands. In addition, the Council had continued its support for Sheringham Little Theatre and there were ongoing talks regarding the Pier.

Cllr A Fitch-Tillett, seconded the proposal and said that she wished to comment on the emphasis placed on protecting and enhancing the environment, which had led to North Norfolk becoming one of the top tourist destinations in the country. She referred to page 84 and the objective of taking the lead role nationally in coastal management as well as being a frontline authority in tackling the impact of climate change on the coast.

RESOLVED

To confirm the revised Delivery Plan priorities as detailed in Section 3.0 of the report.

Reasons for the decision:

To reflect the changed circumstances in which the Council has operated over the period since March 2020 in seeking to balance its Corporate Plan priorities against the ongoing COVID situation.

163 NORTH WALSHAM TOWN CENTRE 'PLACE MAKING' PROPOSALS

The Portfolio Holder for Sustainable Growth, Cllr R Kershaw, introduced this item. He said that he wished to propose the following amendments to the recommendations (in italics):

1. Agree to the potential use *of a section of* the New Rd Car Park as a bus interchange and to meet the revenue costs of its future maintenance
2. Agree in principle to the permanent designation of eight spaces at the Bank Loke Car Park and eight spaces at Vicarage Street car park as free short stay (1-hour) spaces, to compensate for the sixteen (30-minute) short stay free parking spaces that would be lost on Market place (*whilst retaining disabled parking spaces in the Market place*) should the place making scheme go ahead

Cllr Kershaw said that this had been a very consultative process and the Council had engaged and consulted across the board during the previous 18 months. He said that there had been objections but they had diminished over the consultation period and the majority of businesses were now persuaded about the proposals. He said that the main aim was to make the town a better place. The key issue at the moment was the Traffic Regulation Order (TRO). The idea was to stop goods vehicles and heavy traffic going through the market place, unrestricted, at all times. He went on to say that it had become clear that new toilets were needed in the town and the intention was to replace them with a changing places public convenience. However, this was separate to the Heritage Action Zone project.

Cllr Gay thanked Cllr Kershaw for clarifying the proposals regarding the removal of traffic through the town centre, which section 5.1 of the report implied. She said that there had been great concern about not allowing deliveries at the start and end of the day and the impact on the evening economy of people not being able to collect food takeaways.

The Assistant Director for Sustainable Growth said that the consultation process had only just concluded and there had been a very good level of response from a wide range of parties. The next stage would be the formal consultation on the Traffic Regulation Order.

Cllr Seward reiterated Cllr Gay's comments that the TRO should reflect people's concerns regarding deliveries and evening trade. He said that new toilets would be welcomed.

It was proposed by Cllr R Kershaw, seconded by Cllr V Gay and

Resolved to approve (as amended)

To delegate the determination of the final place making designs to the Assistant Director for Sustainable Growth in consultation with the Portfolio Holder for Sustainable Growth

To delegate to the Assistant Director for Sustainable Growth in consultation with the Portfolio Holder for Sustainable Growth, having regard to the consultation feedback, the decision on the proposed Traffic Regulation Order – on which NCC will follow the statutory consultation process

Agree to the potential use of a section of the New Rd Car Park as a bus interchange and to meet the revenue costs of its future maintenance

Agree in principle to the permanent designation of eight spaces at the Bank Loke Car Park and eight spaces at Vicarage Street car park as free short stay (1-hour) spaces, to compensate for the sixteen (30-minute) short stay free parking spaces that would be lost on Market place (whilst retaining disabled parking spaces in the Market place) should the place making scheme go ahead.

Reasons for the recommendations:

To enable the North Walsham 'place making' proposals to progress in a timely fashion and to ensure the land and resources are made available for the bus interchange proposals to be further developed.

164 COUNCIL POLICY IN RELATION TO THE REGULATION OF REGULATORY POWERS ACT 2000 (RIPA)

Cllr N Lloyd, Portfolio Holder for Environment, introduced the report. He began by saying that section 3.1 should state 'in the last two years' not 'two months'. He then explained that the policy had been revised following an audit of the Council's activities by the Investigatory Powers Commissioners Office (IPCO) conducted in 2021 and was presented to Members for approval.

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

RESOLVED

That the changes to the revised Regulation of Investigatory Powers Act 2000 Policy and Procedures, set out at Appendix A, be approved.

Reason for the decision:

The Policy has been revised following an audit of the Council's activities by the Investigatory Powers Commissioners Office (IPCO) conducted in 2021. Members are required to be aware of the RIPA activity undertaken by the Council.

165 EXCLUSION OF PRESS AND PUBLIC

It was proposed by Cllr V Gay, seconded by Cllr A Fitch-Tillett and

RESOLVED 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(s) of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A (as amended) to the Act.

166 PRIVATE BUSINESS

167 EXTENSION AND AMENDMENT TO CO-MINGLED DRY RECYCLABLE WASTE PROCESSING CONTRACT WITH NORSE ENVIRONMENTAL WASTE SERVICES

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

RESOLVED

To amend and extend the current joint venture company contract with NEWS for three years from 2024 to 2027, accepting a shift to a variable gate fee based on actual costs from October 2021.

Reason for the recommendation:

The proposal to extend the contract with NEWS offers the Council the best value over the full term of the remaining contract and proposed extension period.

The meeting ended at 11.03 am.

Chairman

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.

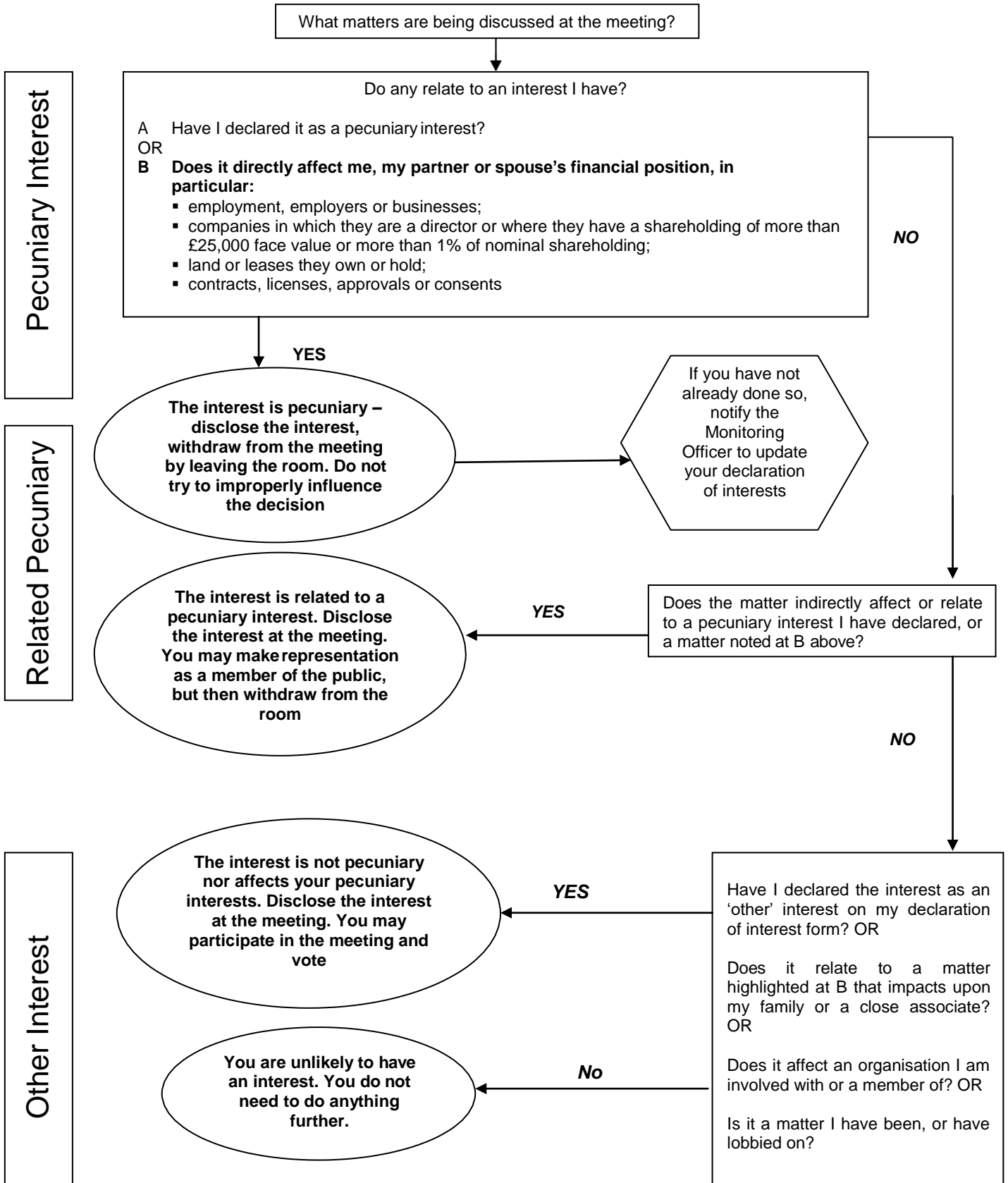
FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF

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



CABINET WORKING PARTY - PROJECTS

Minutes of the meeting of the Cabinet Working Party - Projects held on Wednesday, 20 October 2021 remotely via Zoom at 4.00 pm

Committee Mrs S Bütikofer Mrs A Fitch-Tillett
Members Present:

Ms V Gay Mr R Kershaw

Members also attending: Cllr N Dixon

Officers in Attendance: Planning Policy Manager, Chief Executive, Property, Project & Programme Manager, Democratic Services Manager, Director for Place & Climate Change, Project Manager North Walsham Heritage Action Zone, Corporate Business Manager, Programme & Projects Manager, Assistant Director for Planning, Environmental Policy Officer and Assistant Director for Sustainable Growth

1 APOLOGIES

Apologies were received from Cllr E Seward.

2 DECLARATIONS OF INTEREST

None received.

3 ITEMS OF URGENT BUSINESS

None received.

4 PROJECT GOVERNANCE MANAGEMENT FRAMEWORK

The Chairman, Cllr S Butikofer, invited the Chief Executive to speak on this item. He explained that the Project Governance Management Framework had been considered by Cabinet, Overview & Scrutiny Committee and Governance, Risk & Audit Committee (GRAC) in February and March 2021. It had been produced to reflect the outcomes and recommendations from Audit reviews to ensure transparency and oversight of key projects. Referring to page 9, which outlined the process for the review of projects via Overview & Scrutiny Panels, the Chief Executive explained that he had met with the Chairman of the Overview & Scrutiny Committee, Democratic Services and the Corporate Business Manager to discuss how the panels would relate to the Cabinet Working Party. The Working Party had been set up to ensure that main Cabinet meetings were not overloaded. It was anticipated that it would meet quarterly to receive project updates. He explained that each project had a project lead – usually a Director or Assistant Director and a named Cabinet member who would be the project sponsor.

The Overview & Scrutiny Committee would have an opportunity to review and comment via the Panels. The Panels had not been established yet and it had been agreed that one panel would be established initially as a pilot and there would be a further discussion with the Chairman and the Leader to ensure that the Cabinet and Overview & Scrutiny work programmes were more closely aligned going forwards

and that the added value of the scrutiny mechanism was fully understood.

The Leader agreed that the work programmes should interlink and ensure effectiveness. Cllr Dixon, Chairman of the Overview & Scrutiny Committee said that the committee had had a discussion on the establishment of O&S panels but at the time there had not been sufficient agreement to move forwards. There had been a consensus to pilot a panel, as outlined by the Chief Executive, and develop the model further as projects progressed and additional capacity was needed. He said he hoped that more focussed discussion could take place via the panel.

5 PROJECT UPDATE REPORTS

The Leader invited the Cabinet Portfolio Holder (if present) to introduce each project in turn:

1. North Walsham High Street Heritage Action Zone

Cllr R Kershaw, Portfolio Holder for Sustainable Growth, introduced the report. He said that the consultation on the town centre placemaking proposals had just finished and there was a meeting scheduled for that evening with local businesses. Some risks to the overall project had been identified, including supply chain issues in the construction industry. The Assistant Director for Sustainable Growth added that the Heritage Action Zone was a multi-faceted project and there were additional risks regarding finance and the constraints that the external funding placed on delivery of the project. He said that he was confident that these could be worked around as the Council had a good dialogue with external funding partners. He said that the substantive feedback from the place-making consultation would inform the scheme that would be taken forward through the traffic order regulation process.

Cllr A Fitch-Tillett referred to page 15 and the deadline of February 2022 for the spending of funding from the New Anglia Local Enterprise Partnership (LEP). She asked whether this was still achievable. The Assistant Director for Sustainable Growth replied that the Council was working with them to identify ways in which a resolution could be reached. He said that the programme prepared by the Council's consultants outlining the delivery programme was being shared with the New Anglia LEP. He said that there was a similar risk regarding the Historic England funding which was divided into different years. He said that they could be flexible about the use of the funding but not the amount that had to be spent each year. It was likely that the most flexible part of the funding (NNDC's allocation) last and the constrained funding (external partners) first.

2. Fakenham A148 Roundabout

Cllr J Toye, Portfolio Holder for Planning said that the main issue was that the project could not be delivered as early as first thought due to the summer embargo on roadworks on key routes. The completion date was now set for March 2023.

The Director of Resources said that outline planning permission had now been granted for the Fakenham urban extension and this project was to deliver a new roundabout as part of the infrastructure for the site. Of the 950 homes, 157 (16.5%) would be affordable homes. It was hoped to leverage in a further 18 units (2%). A capital contribution of £1.8m, of which NNDC was contributing £900k. In addition, a further £0.4k had been received from the Norfolk Strategic Fund and £0.5k from the Business Rates Pool. He concluded by saying that there had been some delays to the overall project as it was the biggest housing delivery programme that the

District had seen and the scheme was complex, with constraints around highway works during the summer season. He concluded by saying that the legal agreement with the site owners was currently being finalised.

The Leader said she was pleased to see the project was finally moving forwards.

3. Sheringham Leisure Centre

The Portfolio Holder for Leisure, Cllr V Gay introduced this item. She said that the project had over-run a little due to issues with materials and labour. It was anticipated that the budget overspend would be £130k. However, it should be noted that the contractor may be required to pay costs to the Council for each week that the project over-ran. Cllr Gay said that one of the main impacts of the delayed completion related to resources and the delivery of other work streams whilst officers focussed on this. The Chief Executive agreed with the focus and attention that officers were currently giving to completion of the project. He said that he had written to the contractors regarding the resolution of snagging issues and the confirmation of a completion date. The response suggested that focus and additional resources were being given to the final push to complete the project. He added that the Council did not want a rushed end to completing the project and possibly compromising the quality. Cllr Gay agreed, saying that the centre was intended to last for 30 years and it was important to get it right.

4. 110,000 Trees Project

The Climate & Environmental Policy Manager introduced this item in the absence of the Portfolio Holder. She said that a Tree Planting Strategy had been prepared and would be considered by the Overview & Scrutiny Committee at their meeting in November. She confirmed that since the commencement of the project, over 20k trees had been planted, with a further 40k planned during the planting season between October 2021 and March 2022. The Council had been offered some funding from DEFRA to plant 'mini' forests. Officers were currently exploring options on NNDC land for delivery of these. Regarding risks, the Climate & Environmental Policy Manager concluded by saying that the project was progressing in line with the targets set out in the strategy.

5. Production of new Local Plan

The Portfolio Holder for Planning, Cllr J Toye, introduced this item. He said that the Plan was now close to being finalised for Regulation 19 consultation. The changes proposed by the Government to the planning regime had now been put on hold, which meant the project could now move forwards.

The Planning Policy Manager said that the Regulation 19 Plan was now complete. Any responses to the consultation would be considered by the Inspector and any adjustments could be made ahead of final approval by Full Council. He added that the formal signing off of the site allocations by Cabinet had not been done yet but it was hoped that this could be done within the next month or so.

Cllr N Dixon asked for clarification on when the consultation for Regulation 19 would begin. The Planning Policy Manager said that a specific date had not yet been agreed. Publication depended on an updated viability assessment. This may require further changes to the Plan. He said that a report would come to the Planning Policy & Built Heritage Working Party soon regarding the consultation arrangements, adding that the consultation was likely to start in early January with an 8 – 12 week

response period.

Cllr Dixon said that a lot of parishes were very interested in the Regulation 19 Plan. The Planning Policy Manager said that his team would put some additional information on the website.

The Chief Executive sought clarification regarding Cabinet sign-off for going out to consultation. He said that the best approach would be to take a report to Cabinet in late November, stating the intention to consult on the Plan and sign off all of the documentation.

The Director for Place and Climate Change said that the consultation should not take place over the Christmas period and that a January start date was achievable.

Cllr V Gay asked how the Working Party would report its discussions. The Chief Executive confirmed that the Governance, Risk and Audit Committee would receive an update regarding the project management framework model and the operation of the Cabinet Working Party and the Scrutiny Panel(s). The Democratic Services Manager added that the minutes of the Working Party meetings would be reported through to Cabinet and that the Chairman of Overview & Scrutiny Committee would update the committee on any outcomes and actions. She sought clarification on how the meetings would progress in the future.

The Chief Executive said that it was anticipated that the Community Renewal Fund may come forward for the next meeting (depending on the Government's timetable) and the two coast protection schemes – at Mundesley and the Phase Two scheme at Cromer.

Cllr N Dixon referred to the earlier comments regarding reporting to Governance, Risk and Audit Committee and he said that he was supportive of the committee having an opportunity of reviewing whether the project management framework was being applied and was operating in the way that had been anticipated. He said he hoped that this would happen sooner rather than later.

The Project and Programme Manager said that this initial meeting had been relatively brief as many of the projects were in the early stages but that as the projects evolved there would be more reporting on exceptions and risks and it was possible that the process would need to be reviewed to be ensured that full, substantive discussions could take place.

The Leader agreed, saying that these meetings were important for governance and transparency. She thanked everyone for their input.

The meeting ended at 16.43 pm

Chairman

LOCAL PLAN CONSULTATION ARRANGEMENTS

Summary: To agree the period and process of Regulation 19 Local Plan consultation

Options considered: The consultation process at this stage of plan preparation is regulated and must also comply with an adopted Statement of Community Involvement (SCI). Commencing consultation prior to and over the Christmas period was considered but is not recommended to ensure maximum opportunity for effective engagement.

Conclusions: That Local Plan Regulation 19 consultation should commence on Monday 10th of January 2022.

Recommendations: **That subject to Working Party endorsement of Plan content in December, Cabinet resolves to agree the Communications & Engagement Plan as the basis for conducting Regulation 19 public consultation on the Draft Local Plan and supporting documents.**

Reasons for Recommendations: To expedite the preparation and adoption of a new Local Plan for the District.

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

Cabinet Member(s)	Ward(s) affected
Cllr J Toye Cllr Andrew Brown	All

Contact Officer, telephone number and email: Mark Ashwell, 01263 516325, Mark.ashwell@north-norfolk.gov.uk
--

1. Introduction

1.1 This report presents a programme of community engagement for the Draft Local Plan Consultation. The report details what work has already been undertaken, what we are required to do in the plan making regulations, and what we propose to do in order that those with an interest in the Local Plan

have the opportunity to engage in this important stage of the process and are suitably informed.

2. Background

- 2.1 The way in which Local Plans are to be prepared is specified in regulations. There are two specific regulatory stages of public consultation referred to as Regulation 18 and Regulation 19.
- 2.2 The Local Plan review was initiated in May 2015. A number of consultation events took place at the time as part of the launch, including an 8-week Regulation 18¹ consultation entitled 'Subjects of the Local Plan'. The principle purpose of that consultation was to *notify* specific consultees of the Council's intention to prepare a Local Plan and to invite representations as to which subjects the Local Plan should address. This was a high-level consultation which did not, at that stage, include any details of proposed policies.

Regulation 18: First Draft Local Plan

- 2.3 A second period of formal public consultation took place over an eight-week period in May and June of 2019. This sought feedback from the community and statutory consultees regarding the emerging content of the First Draft Local Plan and presented drafts of the proposed policies, provisional preferred development sites in the selected settlements together with details of all the alternatives considered. As well as the Draft Plan and alternative options, the Council published a large number of supporting documents including a comprehensive library of evidence and a number of background papers explaining various aspects of the Plan.
- 2.4 Over the last 18 months the Planning Policy and Built Heritage Working Party has considered the representations made and a substantially modified version of the Plan, which responds to consultation results has been produced. The final content relating to sites is timetabled to be agreed at the Working Party meeting in December following receipt of an updated Viability Assessment² and final Habitats Regulation Assessment.

3. Regulation 19: What we are now required to do?

- 3.1 This stage of Plan making is prescribed through legislation, namely Regulations 19 of the legislation³. Local Plan consultation is informed by an adopted Statement of Community Involvement (SCI). This lays down the ground rules for public engagement, both when preparing Local Plans and

¹ Regulation 18 - The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended)

² For a Plan to be found sound there must be a good prospect of its policies and proposals being viable based on up-to-date viability assessment.

³ The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended)

when dealing with planning applications, and is informed by national policy and legislative processes. The latest and most up to date SCI was adopted by Cabinet on 5 January 2016. **This is the adopted document that guides officers, members of the public and the Planning Inspectorate** around the level of engagement the Council will undertake. **The engagement programme outlined in this report is designed to meet and exceed the objectives of the SCI and to ensure we obtain as much constructive feedback from the community as possible, having regard to staff and financial resource constraints.**

3.2 At Regulation 19 stage the Council has produced a Plan which it considers meets the formal tests of soundness and is suitable for submission for independent examination. The Council is essentially saying that subject to successful examination, it is the intention to adopt this version of the Plan. Prior to this examination, the Plan is subject to public consultation and interested parties are invited to comment on the **soundness** and **legal compliance** of the Plan, and if thought unsound, how it should be modified. Representations made at this stage are considered by an Independent Inspector rather than the Council, although if the Council considers further changes are desirable it can invite the Inspector to incorporate a list of scheduled modifications. If substantial issues are raised the Council would need to withdraw the Plan from Inspection, make changes, consult further, and then resubmit.

3.3 It is important to note that at this stage the representations made must relate to the soundness and legality of the Plan. This means that those making representations must state why the Plan is unsound or unlawful and how it should be modified. The soundness tests are:

- has the plan been positively prepared;
- is it justified by proportionate evidence;
- will it be effective; and,
- is it consistent with national policy.

4. Communication & Engagement Plan - Draft Reg 19 Plan Submission Consultation

4.1 The proposed approach to consultation and engagement is divided into three areas:

- a) promotion before and during the consultation period
- b) document production and availability
- c) consultation process

a) promotion before and during the consultation period

4.2 The consultation will be promoted by officers and the Council's communication team through a variety of potential methods including media releases, social

media, the use of newsletters, posters and events in person. The details are outlined in the following table:

Table 1 - Proposed Reg 19 Consultation Arrangements Promotion

Promotion Task (Intended)	Involving	Proposed implementation
Launch Events	<ul style="list-style-type: none"> Members Briefing – All Members offered the opportunity of a briefing to explain the highlights of the Local Plan and the consultation arrangements. 	Late Dec/Early January - date TBC
Local Plan Newsletter (Task 1)	<ul style="list-style-type: none"> All our Consultee Database (including all Parish & Town Councils and all Members) advising of consultation dates and arrangements. 	Mid Dec
Targeted Letters	<p>The Consultation Database contains details of those individuals and interested parties that have registered and or engaged to date to receive direct updates such as developers, agents, local interest groups and members of the public (currently 2000 individuals and organisations). It also includes organisations representing a range of those considered harder to engage and all of the statutory bodies.</p> <p>Targeted letters / statutory notices with relevant information will be sent advising of the start, duration and how to be involved in the consultation.</p>	Start of consultation
News Release Comms Team to issue 2 x news releases prior to and during the consultation	<ul style="list-style-type: none"> EDP, North Norfolk News, Fakenham & Wells Times, Fakenham Sun Radio Norfolk, Heart, North Norfolk Radio, KLFM Look East, Anglia News, That's TV Norfolk Just Cromer, Just Holt, Just North Walsham, Just Sheringham, Just Wroxham & Coltishall, North Norfolk Post, Cromer Times, NW Times, Holt Chronicle, Sheringham Independent, Norfolk On My Mind Town & Country News 	1) Mid Dec 2) 2 weeks prior to close of consultation
Paid Advertising Sponsored Ads Comms Team	<ul style="list-style-type: none"> Facebook / Instagram (may be seen by a younger audience + local organisations) 	Mid Dec/early Jan
Consultation Notice / Poster Distributed to P&TCs + Members for placement in the locality.	<ul style="list-style-type: none"> Parish notice boards / parish meetings 	Mid Dec
Social Media NNDC posts throughout the consultation period	<ul style="list-style-type: none"> Facebook / Instagram Twitter 	Mid Dec/early Jan
Other information outlets to be utilised	<ul style="list-style-type: none"> NNDC Home Page Staff Intranet Members Bulletin 	Throughout consultation

	<ul style="list-style-type: none"> • NNDC Local Plan Web Page • NNDC News Page • NNDC 'Council Consultations' web page 	
--	---	--

b) Document production and availability

4.3 The consultation includes a number of prescribed statutory documents, associated policies mapping (online map) which illustrates the policies in the Plan, further background papers and supporting evidence. It is not practical or cost effective to print and provide hard copies of all material. The consultation documents are written and published using a bespoke online publishing software and Consultation Portal and in the case of the updated policies mapping is GIS based and only available on line. In-line with this, modern working practice, efficiency and as advised in the National Planning Policy Framework, consultation responses will be encouraged through the online portal. All electronic documents will be available on the council's website. However, a number of hard copies of the main statutory consultation documents will be produced. Those unable to respond online and opting to make paper representations will be enabled to do so.

4.4 The details of physical consultation materials are outlined in the table below:

Table 2 - Proposed Consultation Materials

Document	Details
Main Consultation Documents	<p>All of the proposed submission documents will be made available to enable representations to come forward that can be considered at examination. Copies of main consultation documents will be printed and made available at advertised consultation points, which typically includes public libraries and Council offices in and around the District. For the avoidance of doubt the main submission documents are:</p> <ul style="list-style-type: none"> • Local Plan Proposed Submission Version (Publication Stage) Regulation 19 • Sustainability Appraisal • Habitat Assessment • Consultation Statement • Policies Map (online only)
Newsletter	<p>Primarily distributed by email / online. Copies will be printed and distributed to:</p> <ul style="list-style-type: none"> • Members • Libraries (including Mobile Libraries where in service) • Council Offices

Comments Form	Those wishing to make comments will be directed to the online method. Copies of paper representation forms will be available on request at Council offices, libraries and by post on request.
----------------------	---

6. Other Considerations

Consultation Period

- 6.1 It is proposed that the consultation period lasts for six weeks in line with regulatory requirements. Officers are currently working to a commencement date of 10th January 2022.

7. Making Representations & GDPR

- 7.1 The introduction of the General Data Protection Regulation (GDPR) in May 2018 established a clear expectation that a valid lawful basis is demonstrated in order to process personal data. In regards to submitting representations this means any data that identifies an individual, for example name and address data, email, or potentially the content of their representation. This includes the identification of individuals representing organisations.
- 7.2 Personal data processed by the Council through the submission of representations is considered to meet the lawful basis of:
- (e) Public task: the processing is necessary for you to perform a task in the public interest or for your official functions, and the task or function has a clear basis in law.
- 7.3 Where specific consent is obtained:
- (a) Consent: the individual has given clear consent for you to process their personal data for a specific purpose.
- 7.4 Any data processed should be necessary, meaning that if the Council can reasonably achieve the same purpose without the processing, then there is no lawful basis.
- 7.5 The Representations Form will include a relevant data protection and privacy policy statement setting out how personal data will be processed.

8 Recommendation

That subject to Working Party endorsement of Plan content in December, Cabinet resolves agree the Communications & Engagement Plan as the basis for conducting Regulation 19 public consultation on the Draft Local Plan and supporting documents.

9 Legal Implications and Risks

- 9.1 The Local Planning Regulations require consultation at this stage of the Local Plan process. A meaningful and well promoted engagement plan strengthens the Council's ability to demonstrate compliance with the NPPF and related conformity tests at the examination stage. The Council is keen to hear views from the public and business sectors in order to help shape a robust Final Local Plan for independent examination.
- 9.2 A recent presentation by the Consultation Institute highlighted examples where Local Planning Authorities (LPA's) have been ruled against in High Court Appeals. The Institute's main message was that following the Regulations is not always enough and there are High Court case law examples where LPA's have been found to have not consulted adequately. The key points are that in undertaking consultation the Council should demonstrably:
- Be open to influence (evidenced by post-consultation reports including officer comments)
 - Give sufficient information (evidenced by implementing a communications and engagement programme and through the content of consultation documents)
 - Give sufficient time (evidenced by meeting the regulations and SCI minimum time requirements)
 - Demonstrate conscious consideration (evidenced by post-consultation reports including officer comments)
 - Must demonstrate alternatives to a proposal (evidenced by the 'Alternatives Considered' document).
- 9.3 The above considerations are based on the 'Gunning Principles' which apply to all UK public consultations and this communications and engagement plan is designed to help mitigate the risks of Local Plan delay due to a failure in the above points.
- 9.4 Once the promotional tasks in this plan have been initiated there is a risk of reputational damage should the Council delay or abandon the consultation.

10 Financial Implications and Risks

Failure to undertake plan preparation in accordance with the regulations and NPPF is likely to render the plan 'unsound' at examination and result in the need to return to earlier stages. Substantial additional costs would be incurred.

This page is intentionally left blank

PUBLIC CONVENIENCE INVESTMENT PROGRAMME

Summary: This report outlines proposals in relation to continuing to improve the standard and quality of the District Council's public conveniences as a key element of the district's local infrastructure whilst also proposing a more strategic approach to this service area. The report presents a number of options to improve the public convenience service following on from the previous investment programme and makes a number of recommendations for the next phase of capital works to provide new inclusive, replacement and remodelled facilities in key locations within the District. It also provides a framework for the consideration of a Public Convenience Strategy to help shape the future direction of this important provision.

Options considered: Do nothing.

Explore transfer of public convenience provision to town and parish councils.

Continue the investment programme to make improvements to the quality of the public convenience portfolio.

Adopting a more strategic approach to the management and improvement of these assets.

Conclusions: In conclusion it is recommended that the Cabinet adopt the principles set out in the draft strategy document contained within Appendix A. To further support the Strategy, it is recommended that the capital improvement programme continues to enable the Council to provide quality facilities to residents and visitors alike whilst also focusing on wider accessibility.

Recommendations: **It is recommended that Cabinet resolve to;**

- **Adopt the principles contained within the draft Strategy document contained within Appendix A;**
- **Approve a provisional budget of £30k to support with the evidence gathering recommended within the Strategy, to be funded from the Invest to Save reserve;**
- **Task the Overview and Scrutiny committee with further developing and embedding the draft strategy and considering the further work in relation to evidence collection and engagement proposed and that Cabinet agree the scope of this work; and**

- **Recommend to Full Council that further capital provision of £500,000 is allocated from capital receipts (to include any potential grant funding) to undertake improvements to facilities in Sheringham and North Walsham, to include provision of Changing Places facilities. These facilities will be delivered by the end of the 2022 calendar year.**

Reasons for Recommendations: To provide a more strategic approach to the management and investment off these important assets whilst continuing the capital investment improvement plan.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

--

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected Sheringham, North Walsham
Contact Officer, telephone number and email: Duncan Ellis (Director for Resources), 01263 516330 duncan.ellis@north-norfolk.gov.uk	

1. Introduction

1.1 This report follows on from the previous report brought to Cabinet in September 2018 which secured initial capital funding of £600,000 for investment in the Council’s public convenience facilities. This has since been supplemented by further provision of £137,000 to give a total project budget of £737,000.

1.2 Works completed and scheduled to date include;

- Refurbishment and re-modelling of the following facilities;
 - Lushers Passage, Sheringham
 - Coast Road, Bacton
 - Coast Road, Walcott
- Significant upgrading, remodelling and provision of Changing Places facilities at the following locations;
 - North Norfolk Information Centre, Cromer (completed December 2019)
 - Stearmans Yard, Wells-next-the-Sea (scheduled for completion by the end of the current financial year)
 - Queens Road, Fakenham (scheduled for completion by the end of the current financial year)

- 1.3 At its meeting of October 2017 the Cabinet stated that it would wish to try to provide a Changing Place facility in each of the District's seven principal towns – either directly or in partnership with a private provider or the third sector, so as to meet this specialist need and increase the attraction of the District to all visitors.
- 1.4 The subsequent report in September 2018 outlined the Council's intent in wishing to provide good quality public toilet facilities in locations across the District, recognising that such facilities are key local infrastructure and support the District's thriving tourism economy; building on the District's reputation as being a first class visitor destination.
- 1.5 This first phase of investment will, by the end of the financial year, see the completion and delivery of three new Changing places facilities within the district, being located in Cromer, Wells-next-the-Sea and Fakenham.
- 1.6 This reports looks to secure further capital funding to continue with the programme of public convenience improvements across the district and to support Cabinet's aspirations to provide further Changing Places facilities.

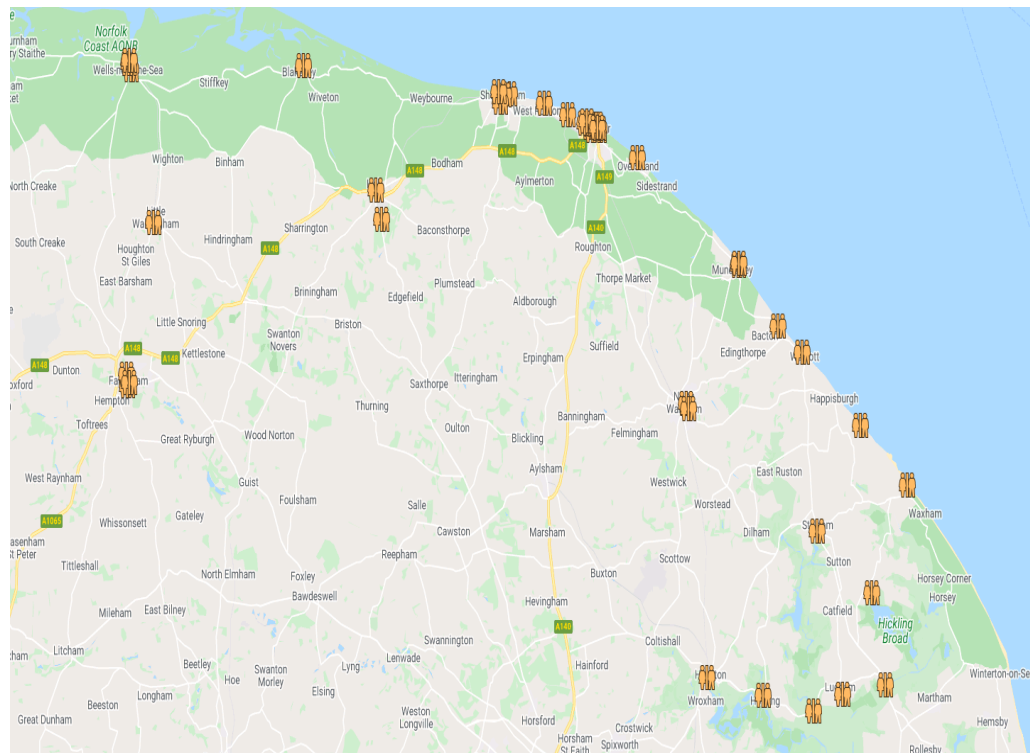
2. Background

- 2.1 The Council has consistently supported the provision of public toilets in the district, acknowledging the elderly demographic of the area, support for the tourism industry and the increasing demand for accessible facilities. Even though the provision of public conveniences is a non-statutory function for local authorities, the Council currently operates 38 public conveniences across the district at key resort and town centre locations including the Broads. Of these, 35 are sited on Council owned property with 3 being on private land leased to the Council. These three are at East Runton, Pauls Lane, Overstrand and Hickling Staithe.
- 2.2 Whilst the Council sees the provision as important, even key to providing infrastructure to support our tourism, leisure and cultural activities, the cost to the Council is significant with the 2021/22 net budget being nearly £730,000. As a discretionary service this leaves the Council with a choice about its provision in the context of decreasing central government funding and budgetary pressures.
- 2.3 The provision of public toilet facilities in North Norfolk spans many decades with facilities in the Broad's villages, seaside resorts and several key market towns and has traditionally been widespread, supporting users of small independent shops as well as busy tourism locations. Many people feel that toilet provision is key to supporting and promoting outdoor activities such as walking, boating and other sporting recreation in a significantly rural area where other provision may be limited.
- 2.4 Many of the facilities are located in key locations such as car parks or high streets and have become an expected provision by many tourists and residents, particularly North Norfolk's aging population. This provision of public toilets, over some 60+ years, has resulted in an array of assets, many that no longer reflect current public expectation of service provision. Small buildings struggle to comply with current Disabled Disability Act (DDA)

standards and despite ongoing refurbishments to update outdated sanitary wear and plumbing, high usage and vandalism makes ongoing maintenance frequent and costly.

- 2.5 Servicing remote and diverse facilities has its challenges, as does the operational issues of a managing facilities over a district spreading some 360 square miles (960 sq/km) and these costs are easy to evidence but, in several cases, where the Council has sought to rationalise or reduce provision, there has been very strong opposition to such proposals.
- 2.6 Maintenance of the provision, such as minor repairs and emergency response, is generally undertaken in-house as part of the Council's Asset Management programme by the Property Services Team. The small team of maintenance operatives is able to undertake works seven days a week when necessary which is very important during peak holiday periods when blockages and breakages can be frequent. Major refurbishments are contracted out but managed by the same team. On a day to day basis, NNDC manages a cleansing contract with Serco to undertake regular cleaning and reporting of maintenance issues.

Figure 1 – location of Council operated public conveniences



3. Public Convenience Strategy

- 3.1 A draft Strategy document is presented within Appendix A for further discussion and consideration. This Strategy provides a framework within which to make objective, informed decisions about the future direction of the service and the stock and makes a number of recommendations regarding further engagement with the public and collection of evidence to support decision making.

- 3.2 It provides the basis of a vision for service delivery and improvement, assesses the current situation and ambitions for the future in terms of service development and delivery and then considers a high level implementation plan. The Strategy also contains a high level assessment of provision across the District and indicates areas where potentially provision is low and two of these areas (Sheringham and North Walsham) are recommended for further improvement works below.
- 3.3 There are also a number of recommendations included in terms of gathering and improving various sources of evidence and information to help better inform decision making. It is recommended that a provisional budget of £30k is allocated from the Invest to Save reserve to support with this work given the current workload of the Property team.
- 3.4 It is recommended that the Overview and Scrutiny committee are tasked with further developing and embedding the draft strategy and considering the further work required in relation to evidence collection and engagement proposed and that Cabinet agree the scope of this work.

4. Changing Places provision

- 4.1 Where previously the Council have sought to keep DDA compliant facilities available through the RADAR key system, more recently there has been a drive for public provision of more inclusive [Changing Places facilities](#).
- 4.2 The Changing Places Consortium campaigns for public toilets, for people with significant/or complex health conditions, that are spacious and clean, with suitable equipment including a changing bench (adult sized), mobile hoist, space for up to two carers and centrally placed toilet and screen.
- 4.3 According to the consortium, there are as many as 250,000 people nationwide who would benefit from this type of facility. Anecdotally, it would seem many people organise their holidays and trips out around the provision of such facilities.
- 4.4 As outlined above, the Council has an aspiration to provide one of these facilities in each resort and market town if possible, the first was opened as part of the Cromer NNIC refurbishment at the end of 2019. On 29 July the government announced funding proposals for a £30m Changing Places Toilet (CPTs) investment programme, the prospectus for which can be accessed [here](#).
- 4.5 Local authorities (district councils and unitary authorities) were invited to lodge Expressions of Interest (EOIs) in this programme by 26th September 2021 to receive funding. Every local authority that opted in to this programme was able to receive capital funding equivalent to the average cost of installing at least one Changing Places toilet in their area (based on cost average assumption of £40k).
- 4.6 Whilst the outcome of this funding submission has not yet been confirmed for the purposes of agreeing this capital request it has been assumed that a minimum of £40k will be forthcoming from this application process. Should the wider bid be successful there will be an opportunity for further development and improvement of other facilities.

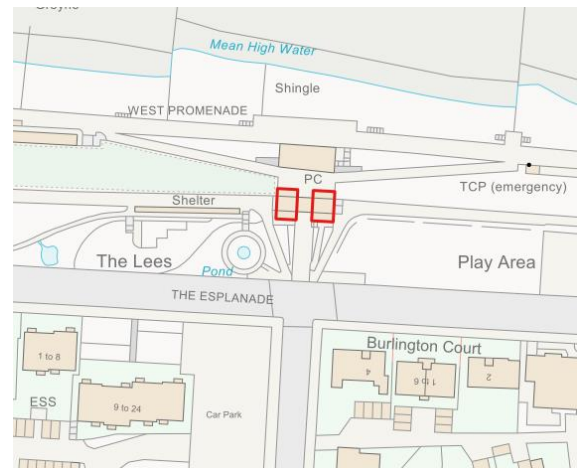
5. Additional work proposals

- 5.1 It is recommended that the next phase of works focuses on facilities in Sheringham (the Leas) and North Walsham (exact location to be agreed but to replace the current Vicarage Street facilities), to include overall modernisation, improvement and provision of Changing Places facilities. These facilities will be delivered by the end of the 2022 calendar year.

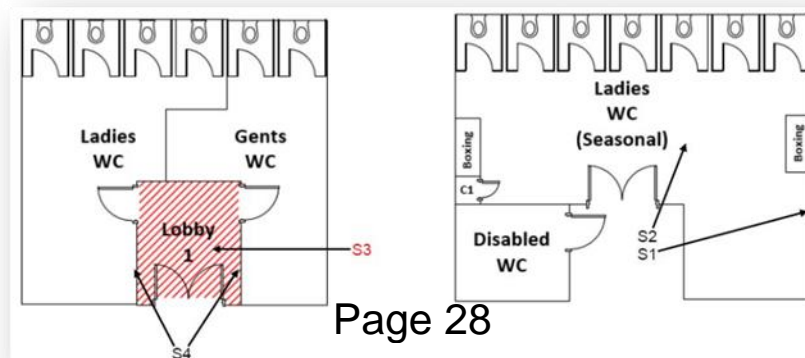
Sheringham – The Leas



- 5.2 These unique toilets are located in the busy and popular area known as Sheringham Leas. Overlooking the west promenade and beaches the two separate blocks are spanned by a pedestrian bridge linking two amenity areas. Their Palladian style include stained glass windows and fully tiled interiors, although it would be fair to say this once decadent facility is now faded. The west block is used year round with the additional east section providing additional seasonal ladies toilets and the accessible toilet.



- 5.3 Alternative uses for this prominent site have been explored but dismissed given the challenge of finding a suitable, alternative site for new facilities.



5.4 This premises have the highest running costs of any public convenience in NNDCs portfolio, often due to failure of Victorian drains, with average yearly spend of nearly £12,000.

- **North Walsham - Vicarage Street replacement**



5.5 This public convenience is located on Vicarage Street car park in North Walsham close to a popular thoroughfare between the town and Sainsburys store. The car park also has the town's only public coach park, although this is seldom used for coach parking. The modular block is unique to NNDC having been acquired (second hand) from a London borough in 2012. The individual pods are fitted out in stainless steel to reduce vandalism. It has one accessible toilet with ramped access.

5.6 It has an average spend of just over £6k per annum. It should be noted that, while this investment is to re-provide these facilities, the exact location of this re-provision is yet to be agreed.



6. Corporate Plan Objectives

- 6.1 There are two elements of the Corporate Plan supported by this report, the first directly supports Objective 7 under the 'Quality of Life' theme which includes the following;

Public convenience investment programme to include a Changing Places facility in each of our seven principal settlements

7.1. Maintain the quality and accessibility of public conveniences, ensuring they are suitable to the needs of the community and visitors to the area.

- 6.2 The second comes under Objective 1 of the 'Financial Sustainability and Growth' theme which includes the following;

Continuously reviewing our service delivery arrangements, fees and charges to ensure that we deliver value for money

1.2 Develop a public convenience policy to identify ways in which the current £600k a year spend on the provision of public conveniences (to serve users of town centres, recreational and visitor attractions) can be funded, so that good quality provision can be maintained whilst providing council tax payers with value for money.

- 6.3 Agreeing to the proposals outlined within this report will add a further two Changing Places facilities within the District which will then take the total provision to six facilities including the new development at the Reef in Sheringham.

- 6.4 Further to this adoption of the Strategy will help to provide a framework for consideration of future investment and operation of the facilities.

7. Medium Term Financial Strategy

- 7.1 While this continued improvement programme represents a significant amount to invest in a non-statutory service there is an expectation from residents and visitors alike that there is good provision of public conveniences across the District.

- 7.2 However, this level of investment will see a significant improvement to the highlighted facilities, one of which is the costliest from an operational perspective across the entire portfolio. The investment will have a beneficial impact in terms of ongoing revenue costs and reactive works, which are far costlier by their very nature than planned works and the improved facilities will be more efficient to operate.

- 6.3 There is a risk that if the Council does not invest in these assets that the buildings and facilities will continue to deteriorate leading to increased responsive maintenance costs, undermining the Council's reputation and ambition as a quality tourism destination of choice.

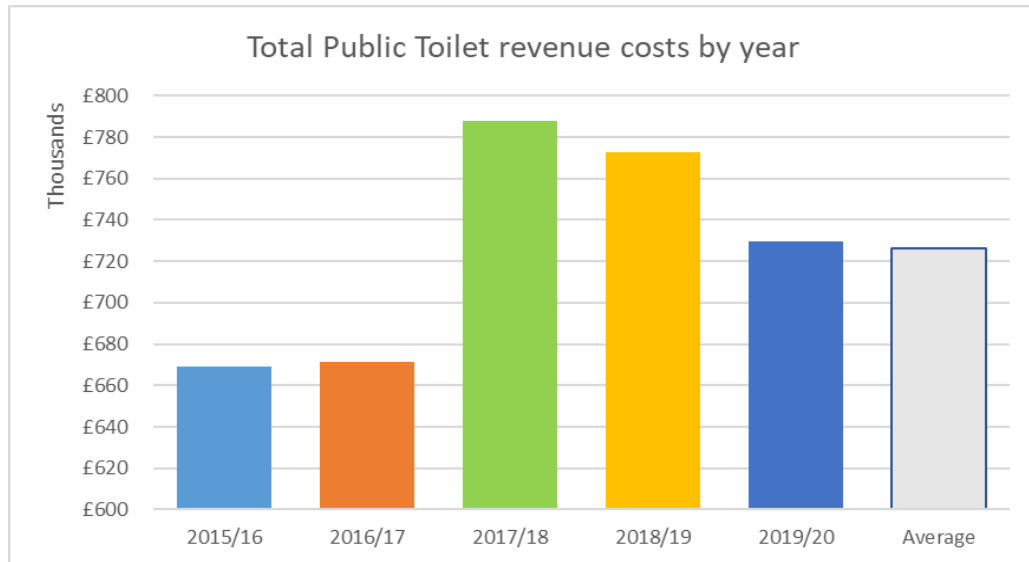
8. Financial and Resource Implications

- 8.1 The cost of operating the Council's public toilets is split across revenue budgets managed by Property Services; which cover general maintenance

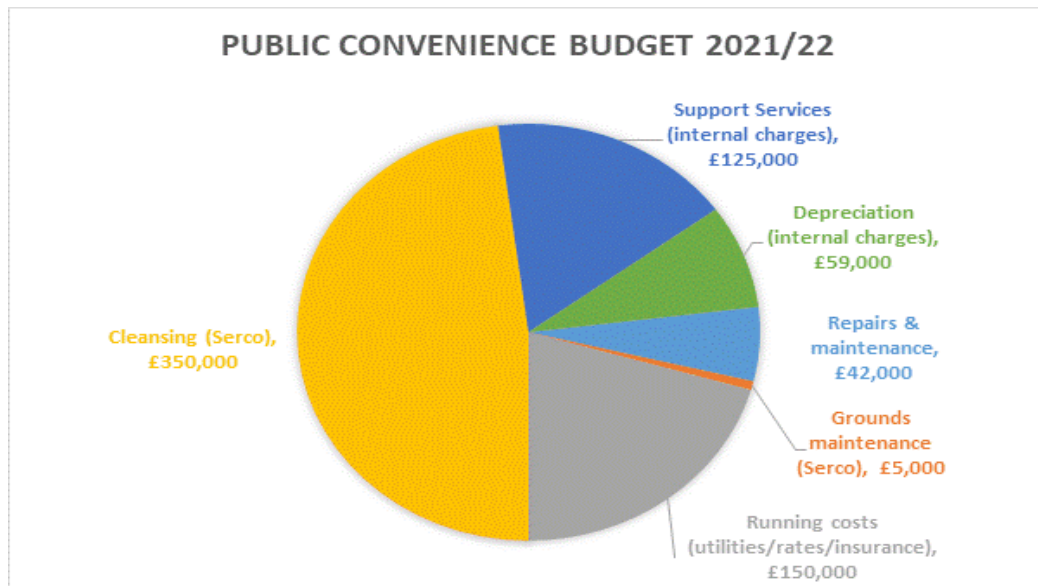
and running costs including repairs and utilities and a separate budget, forming part of the waste contract, which is assigned for daily cleansing. In addition, there have been several capital investment programmes approved for refurbishments over previous years.

8.2 The graph below shows revenue expenditure over the last 5 years. This averages £726k per year. It should be noted that these costs include depreciation and internal service support (MU) recharges.

Graph 1 - Revenue costs per year



8.3 The following diagram shows the high level breakdown of the 2021/22 budget for the annual operation of the Council's public conveniences.



8.4 This year's budget totals £731k, of which direct costs represent 75% of the budget while indirect costs (depreciation and support service charges) account for the remaining 25%. As can be clearly seen, the largest element of expenditure is the cleansing contract undertaken by Serco and represents almost half of the entire budget.

9. Legal Implications

- 9.1 There are not considered to be any legal implications as a direct result of this report of these proposals at the current time.

10. Risks

- 10.1 A detailed risk register will be completed as part of the project governance proposals along with the necessary project documentation which will be discussed and agreed with the Corporate Delivery Unit (CDU).
- 10.2 In terms of the general risks associated with not progressing with the proposals as outlined, there is a significant risk that, without an overall Strategy, decisions regarding the future investment and operation of the service provision will be made in an ad hoc and un-coordinated way.
- 10.3 Failure to invest in these facilities will see revenue costs continue to increase as the facilities age and become less fit for purpose. The Council would also be failing to deliver on two of the objectives outlined within the Corporate Plan.
11. Reputationally there is a risk that poor facilities attract negative comments and press coverage in an area which the Council has highlighted as representing key infrastructure for the District.

12. Sustainability

- 12.1 The sustainability of the facilities in terms of their operation, cleansing and fit out will be considered as part of the works specification for the improvement and will be undertaken by the Property Services team in conjunction with key officers and architects.

13. Climate / Carbon impact

- 13.1 The Property team will engage with the Climate and Environmental Policy Manager to ensure that any opportunity to improve the carbon impact of these facilities is taken as part of these improvement works.

14. Equality and Diversity

- 14.1 The inclusion of two further Changing Places facilities as part of these improvement works impacts positively in terms of equality and diversity and these aspects will be further considered as part of the overall design of the general improvement works as well for each facility.

15. Section 17 Crime and Disorder considerations

- 15.1 As with other similar improvement schemes as part of the design process the Council will engage with the police to ensure they have no concerns in relation to anti-social behaviour.

16. Conclusion and Recommendations

- 16.1 In conclusion it is recommended that the Cabinet adopt the principles set out in the draft strategy document contained within Appendix A. To further

support the Strategy, it is recommended that the capital improvement programme continues to enable the Council to provide quality facilities to residents and visitors alike whilst also focusing on wider accessibility.

It is recommended that Cabinet resolve to;

- **Adopt the principles contained within the draft Strategy document contained within Appendix A;**
- **Approve a provisional budget of £30k to support with the evidence gathering recommended within the Strategy, to be funded from the Invest to Save reserve;**
- **Task the Overview and Scrutiny committee with further developing and embedding the draft strategy and considering the further work in relation to evidence collection and engagement proposed and that Cabinet agree the scope of this work; and**
- **Recommend to Full Council that further capital provision of £500,000 is allocated from capital receipts (to include any potential grant funding) to undertake improvements to facilities in Sheringham and North Walsham, to include provision of Changing Places facilities. These facilities will be delivered by the end of the 2022 calendar year.**

This page is intentionally left blank

2021

Public Toilet Provision Strategy



NORTH
NORFOLK
DISTRICT
COUNCIL

Maxine Collis

North Norfolk District Council

11/1/2021

Content	
1. Introduction	2
2. Vision	2
3. Background	3
4. The current situation	4
5. The ambition	5
6. Managing the service	7
7. Implementation Plan	8
8. Appendix 1: Decision matrixes	10

Public Toilet Provision Strategy

1. Introduction

In order to bring about a refreshed view of how we manage the public convenience portfolio to greater effect, we are seeking to create a strategic view of the public convenience assets and their management. This strategy seeks to provide a structured plan for assessing each facility, prioritising improvements based on public usage/need and to reflect the Council's desire to provide comprehensive, quality toilet amenities to support local residents, town centre businesses and visitors alike.

This strategy forms an integral part of the Council's corporate plan in the areas of both growth and financial sustainability as well as customer focus and quality of life goals. This approach supports wellbeing in the community and echoes the council's 'A better place' ethos.

This strategy will present an overview of the current facilities and reflect on growing trends and needs of our community and visitors. This will include reviewing alternative options for sites with very low usage, identifying any appropriate future need or improvements in the context of a green agenda. Identifying new policies and creating an implementation plan.

Key elements of this Strategy are the:

- Vision
- Ambition
- Implementation Plan
- Public Toilet Decision toolkits

The Implementation Plan will identify a number of recommendations which will lead to a capital works programme being developed which will detail upgrades and refurbishment of existing facilities where needed.

Where there is a community need for a new toilet, two decision making tools have been included to assist the council in making fair and unbiased decisions.

2. The Vision

To provide and maintain good quality publicly accessible toilets across North Norfolk where there is an identified need for public toilet provision. This is to be supported by a targeted investment programme by the Council and more innovative ways of managing public toilets.

For the management of this service area this means;

- A. On current provision;
 - To ensure a suitable investment programme is in place to maintain toilets to a high standard of cleanliness and functionality to enhance the safety, health and wellbeing of all users.
 - To ensure toilets are well signposted and easily accessible for all users
 - To review the existing provision and resolve strategic network gaps and over provision.
 - Actively consider alternative provision where feasible.
 - To regularly review expenditure and seek ways to reduce revenue costs.

B. On Future design of toilets to;

- reflect need
- be visually attractive and empathic to their surroundings,
- be safe, fully inclusive and accessible to users of all ages and abilities,
- be able to minimising occurrences of anti-social behaviour through careful design and future management,
- have minimal impact on the environment through good design and technology features.

3. Background

The **Public Convenience Review Document 2021** provides information on each of the **38 public toilets** managed by NNDC as well as an overview of the costs and challenges of the overall provision. The document also undertakes a short review of the approach of other local authorities to this challenge and some of the solutions found. A summary identifies the issues NNDC faces in providing these facilities in the future.

It is generally understood that the provision of public conveniences is not a statutory obligation and that the extensive resource budget is borne through a desire to provide local residents and visitors alike with infrastructure that supports the use of our town centres and coastal and broad's resorts.

However with rising costs and shrinking budgets it is appropriate to review provision and identify better, fairer and more efficient ways of working in order to ensure continued provision at a good standard.

The review document was discussed by the Business Planning Group who identified some aspects for the Strategy to consider. These elements are listed below.

Business PG comments

- The Council should aim to provide 1 'high standard' public provision at Cromer, Fakenham, Wells, Sheringham, North Walsham and Holt. These will include a separate accessible toilet, changing places facility, family room and all-gender facilities (where possible) with appropriate directional signage and fit-out decoration in NNDC's corporate colours.
- Explore:
 - outsourcing with assurance of continuation / the creation of a proactive programme to identify toilets to be transferred to new ownership along with limited budgets
 - different forms of operation
 - installation of solar panels and other green solutions
 - advertising/sponsorship
 - community toilet schemes
- Identify ways to:
 - Cap rising costs and lower expenditure - maintain toilets with same/less money
 - Target investment only where needed.
 - Maximise relief on NNDR (already completed)
- DO NOT consider charging

4. The current situation

We currently provide 39 separate toilet blocks in 23 localities. We have minimal accurate data on usage but we know many have high seasonal use in line with the many resort locations along our coastline and in the broad's region.



The Public Convenience Review document 2021 gives further details of each asset including its layout, provision and current condition.

Gathering Evidence

One of the key issues with changing how the service is managed is that public toilets can be a very emotive subject. Therefore decisions are not always based on need or in the context of the wider portfolio, due, in part, to a lack of evidence from monitoring any change. This leads to decisions sometimes being made in isolation or at best on anecdotal evidence. Therefore in order to progress the service; to clarify its function and determine best practice for the future it is necessary to gain solid evidence where possible.

In the Public Convenience Review document 2021 the result of counters measuring footfall of public convenience use was illustrated. This data collection was carried out at 9 of our 39 facilities. Whilst there are no real surprises in the diverse usage shown by the data collection exercise, we have no other information collated to help us make better, more informed decisions. We have anecdotal evidence of the need to keep facilities open, but no actual evidence on what exactly users want. Equally, we know there is some public provision through local visitor attractions and businesses, but we do not know the saturation of such provision, assuming it to be minimal because of the lack of national or large food/retail chains in the area.

With this in mind the service will need to undertake an audit to seek responses to some of the following questions:

- What is the true need? i.e. Do people value quality over extent of provision? Feeling safe over extended opening? (in other words - what exactly do the local population and visitors want?)
- Where is there (geographically) greatest need?
- Where use is low – is it because better provision is made close by?
- How many changing places should we / do we want to provide?

- Are there other services that could be included?
- Are we prepared for spending on toilet provision to increase? And if so by how much?
- If not – how do we reduce costs without reducing the ability to support local economies?

5. Our ambition

- 1) There is a keen desire to ensure all the district's key towns and resorts are served by at least one **High Standard facility**.

Currently, although it does not offer gender-neutral facilities (these are offered elsewhere in the town), we would consider that Cromer's North Norfolk Visitor Centre offers a 'high standard' of public toilet provision. In 2022, new facilities being installed at Wells and Fakenham will also be considered 'high standard' provision. Consideration is now being given to future facilities at North Walsham and Sheringham.

Where possible external funding opportunities need to be sought to reduce the cost to the Council.

In that vein, on 29 July 2021 the government announced funding proposals for a £30m Changing Places Toilet (CPTs) investment programme. Expressions of interest has been declared by NNDC. Every local authority that opted in to this programme was able to receive capital funding equivalent to the average cost of installing at least one Changing Places toilet in their area (based on cost average assumption of £40k).

Whilst the outcome of this funding submission has not yet been confirmed for the purposes of agreeing this capital request it has been assumed that a minimum of £40k will be forthcoming from this application process.

- 2) That a periodic 'assessment of need' is carried out to determine any changes to provision that may be required. This should include reviewing feasibility of alternative provision such as through a **Community Toilet Scheme** or **adoption** of the facility by alternative statutory body or, if appropriate future proofing safeguards are in place, a private provider.
- 3) Any facilities where it is considered a new facility would be more compliant and more cost effective than updating the current one, AND no other provision is feasible, must seek to;
 - include green energy solutions such as solar panels and ground source heat pumps.
 - use Decision Matrix 2 to assess the number of WCs required for that location and that these should include accessible toilets, a family room and all-gender facilities and,
 - include a changing place facility if it is a) located in a key resort or town (and no other provision is made) and b) if site size permits.
 - ensure the internal design is compliant with corporate branding and standard fitting/fixtures
- 4) Where a location could be considered to offer more WCs than required for that location and a facility is particularly difficult to maintain, is non DDA compliant and is within 800m of another facility, then this facility could be considered for closure.
- 5) Closure may also be considered where provision on an alternative site in the same locality is preferable and where the sale of the redundant asset would enable the construction of a new facility.

- 6) That periodic surveys of each asset should be undertaken to identify absences in standard provision based on customer experience to include aspects of convenience, lighting, etc as set out in the Loo of the year criteria.
- 7) That either a periodic survey (approx. 4 years) be carried out to obtain customer satisfaction feedback on toilet provision in North Norfolk or an on-line public feedback system in enabled to capture feedback for consideration of issues and ideas to further improve service provision.

Key elements of High Quality Facilities

Accessible toilets Accessible toilets with standard provision of space and equipment have been in operation since the 1970s so many of the Council facilities provided these as part of the creation of the building. The council uses the radar key system to restrict use, although these are now widely and cheaply purchased by anyone. Accessible toilets assume some level of ability to use the facility alone or with some assistance and these differ from the equipment required by changing rooms or changing places facilities.

Changing Places Originating in 2006, Changing Places facilities are designed for people who require a hoist to use a toilet. The facilities differ from standard accessible or disabled toilets as they include additional features such as an adult change table, hoist, shower, screens and large circulation spaces. There has been an increasing interest in the provision of Changing Places facilities across both the private and government sectors, particularly in locations that attract regular crowds, such as sports and recreation facilities.

Changing Places facilities are vital pieces of community infrastructure which allow members of the public who with specific needs to participate in the day-to-day activities across the District.

The key barrier that constrains Council's in providing these facilities is lack of space/footprint requirements of the facility (min 12m²) and expense of facility (£12k for kit alone).

Family Rooms – offer a larger gender neutral space for families – specifically young children/babies to use. They would include a toilet, baby change, and sufficient space for sole use of a small family group and pushchair/pram etc. Space/footprint of current facilities is usually a barrier to the Council offering this facility.

All Gender toilets – (aka Gender neutral/unisex) are becoming more popular to keep in line with equality and diversity legislation. Although not universally popular they do offer a completely self-contained room with hand washing and drying facilities and individual external doors. This does enable improved management of the facility because during maintenance or repair, it is rare to have to close all units at the same time.

Considered opening times - High standard facilities should offer long opening hours to service evening customers as well as early morning ones, such as market traders. This is particularly key where the facility is close to a transport hub.

Regular cleansing/inspection – High standard facilities require regular cleaning and inspection particularly in peak season/times. Complaints need to be dealt with quickly and effectively and should be seen as a key indicator for change.

Maintenance and Décor – Such facilities need to be well maintained through surveys and inspections with priority given to any remedial work. Corporate colours, quality fixtures and fittings and clear signage is also a key element of these facilities. Importantly the works should in the main be programmed not reactive.

Loo of the year awards¹- The ‘Loo of the Year Awards’ offer a useful criteria tick box list that the Council should seek to comply with whether or not the facility is entered for the competition. The criteria includes things like; cubicle size, user convenience, cleanliness, flooring, lighting etc. Full details can be seen via the link below.

Sustainable facilities - should be both being energy and water efficient as well as financial sustainable with consistent effort to lower running costs by the use of quality materials to reduce repairs and maintenance or vandal resistant fixtures/fittings to lessen replacement costs.

Receive an appropriate budget - an appropriate repairs and maintenance budget is required and capital utilising data from 5 year planned maintenance programme.

6. Managing the service

The service needs to continue on the basis of providing an excellent service. In order to do this effectively it needs to gather evidence where possible to inform future decision making and this includes collecting customer feedback, actively taking a more strategic view of its portfolio and regularly reviewing how and why something is being done.

Ability to reduce costs

With the current situation regarding rising interest rates (particularly to energy supplies) and pressures to find green solutions not to mention supply chain difficulties with obtaining goods and materials it could be concluded that making substantial cuts to running costs is not realistic or feasible if the current desire to provide a geographically wide ranging, quality service is upheld.

It would be anticipated that an increase in improvements to assets would realise a short term reduction in wear and tear related maintenance as would the installation of improved designs around vandalism but it would be unrealistic to assume these would be negated entirely.

Resources are an ongoing issue for the Service and it is easy in such circumstances to focus on reactionary maintenance over strategic planning. This is entirely understandable as a prime need by the user of the convenience is that they function! However it is important to get ahead of the curve and to look at the long term provision and how this is best provided. Only on a solid evidence base can we ensure the delivery of the ambition.

Ensuring due diligence and consideration

It must be remembered that whilst a holistic approach is desirable for clarity and focus, determining the most appropriate response to an issue should be site/context specific and what works in one location to deter anti-social behaviour may not apply in other locations. Responses should also consider the diversity and density of activities around the toilet, particularly evening activities. 24 hour availability presents a

¹ [Enter The Loo of the Year Awards](#)

range of challenges, particularly in relation to safety and perceptions around anti-social behaviour during the evening.

The provision of additional toilets to service the night time economy is not considered necessary due to the availability of privately owned toilets found in restaurants and bars.

It is therefore recommended that the Council should retain existing operating arrangements continue to monitor this need as development and land use patterns change over time.

7. Implementation Plan

Step 1: Seek to enable periodic or ongoing customer feedback (commence by April 2022)

Through an on line submission of comments/feedback or through a dedicated questionnaire, obtain feedback on the public conveniences, what the needs are and where they are required. Aim to create a base line to work against to gauge the effect of improvements.

Step 2: Undertake a holistic audit of NNDC's public convenience assets (complete by June 2022)

One of the key features of reviews undertaken by other authorities is to take a holistic view of the portfolio. What this enables is the ability to take an objective view of the provision and align it with other data including visitor numbers, local businesses and attractions and other local provision. In addition information on accessibility, convenience and desirability can help to shape future provision and prioritise key developments. By acknowledging 'not all things are equal' will enable budgets to be spent proportionately, helping to identify where capital spend should be allocated and where new, additional or key facilities should be sited.

Given the general desire to maintain current facilities it is difficult to identify significant budget savings without reducing provision but as part of this process a review of costs could be undertaken to identify any savings or income generating elements such as advertising or car park levy.

In addition to seeking to ensure our provision fulfils need, it may be possible to created added value by taking a fresh look at other elements, for example;

- Are there opportunities to make environmental improvements? (ie PV panels)
- Are there better ways to provide the service?
- What future demands and legislation may change what we provide in the future?

In addition a comprehensive review could culminate in a strong vision or statement of intent – a written 'standard' on what the Council wishes to provide, backed up by evidence and supported by key stakeholders alike.

Ensure the audit contains information on each site with regard to; cleansing requirements, opening hours, perceived safety, lighting etc.

NB This element is likely to require additional funding and should proceed as a separate project through due process.



Step 3: Review audit (complete by Sept 2022)

Identify and prioritise improvements identified. Submit capital bids and implementation changes if funding is approved. Use Sheringham and North Walsham proposals as a test bed for evidencing change.

Step 4: Evidence work requests and needs (on going)

When requests for new build or refurbishments of public toilet facilities are received then use the decision matrix to determine the priority of the request or whether a different approach would be more suitable.

Step 5: Create supporting policies to clarify decision making processes (complete by Sept 2022)

Step 6: Prepare a 5 year plan/works programme (as part of Asset Management Plan - autumn 2022)

It is important to future proof the provision through a realistic improvement/management programme. This should be a holistic plan showing the results of the audit and identifying costs for improvements. The plan should also include conclusions regarding outsourcing and/or community toilet scheme development.

Whilst stronger evidence is gathered to inform the requirements the following decision matrixes (appendix 1) can be used to identify need and prioritise refurbishments.

As the plan is implemented it will be necessary to submit project proposals and capital bid forms in line with Council procedures.

8. Appendix 1 Decision Toolkits

Decision matrix 1 – assessing need

Public Toilet use - assessment of need											
Locations	Resident Pop	Key tourist hot spot?	Nos of Key facilities (ie banks, range of shops)	Other stand alone public toilet facilities?	Estimated provision by shops, cafes etc to customers?	Less than 500m to public car park, railway/ bus station?	KEY				
Bacton	1249	MEDIUM	LOW	NO	LOW	NO	Key tourist spot?	Very High	Has significant hostelry enterprises and visitor attractions throughout the year		
Blakeney	758	HIGH	MED	YES	MED	YES		High	Caters for large seasonal influx with some B&Bs, cafes etc but no single attraction		
Cromer	7738	V HIGH	V HIGH	NO	VERY HIGH	YES		Medium	Has a good number of seasonal visitors primarily with specific aim (ie visit beach, racecourse, broads, pilgrimage)		
Fakenham	7785	MEDIUM	V HIGH	NO	HIGH	YES		Low	Local economy not largely reliant on visitors		
Cart Gap (Happisburgh)	875	MEDIUM	LOW	NO	LOW	YES	Nos of Key facilities (ie banks, range of shops)	Very High	Lots of shops , banks, service provision inc schools and libraries		
Holt	4189	HIGH	V HIGH	YES	VERY HIGH	YES		High	A range of small shops		
Horning	1146	MEDIUM	MED	NO	MED	NO		Medium	Likely to be one or two food stores and other gift or specialist shops		
Hoveton	2078	MEDIUM	HIGH	NO	MED	YES		Low	One or two shops		
Hickling	935	MEDIUM	LOW	NO	LOW	YES	Other standalone toilets	As identified on British toilet map or local knowledge			
Ludham	1278	MEDIUM	MED	NO	LOW	NO					
Mundesley	2727	HIGH	HIGH	YES	MED	YES	Customer toilets	Very High	> 8 may be provided		
North Walsham	12901	LOW	V HIGH	NO	MED	YES		High	>5 but <8 toilets may be provided		
Overstrand	980	HIGH	MED	NO	MED	YES	Cafes, Restaurants, Hotels, Large shops and chains	Medium	>2 but <5 toilets may be provided		
Potter Heigham	1045	MEDIUM	LOW	NO	LOW	YES		Low	<2 places toilets may be provided		
East & West Runton	1639	HIGH	MED	NO	MED	YES					
Sea Palling	596	HIGH	MED	NO	HIGH	YES					
Sheringham	7365	V HIGH	V HIGH	YES	LOW	YES					
Stalham	3615	MEDIUM	HIGH	NO	MED	YES					
Walcott	546	MEDIUM	LOW	NO	LOW	NO					
Walsingham	761	HIGH	MED	NO	MED	NO					
Wells	2283	V HIGH	V HIGH	YES	HIGH	YES					
Weybourne	513	MEDIUM	LOW	NO	LOW	YES					

Scoring Need	Pop.	Tourism	No of facilities	Other PUBLIC toilets	Customer provision	Close to transport hub?			
	1pt/1000 (rounded)	VH 10, High 7, med 3, low 1		approx no WCs provided	Est no (ie pubs, cafes) low = -1, high = -5	Yes = 1 No=0	Min WC provision	Actual prov	Tolerance within 2
Bacton	1	3	1	0	-1	0	4	4	ok
Blakeney	1	7	3	-1	-3	1	8	9	ok
Cromer	8	10	10	0	-5	1	24	49	high
Fakenham	8	1	10	0	-3	1	17	18	ok
Cart Gap (Happisburgh)	1	3	1	0	-1	1	5	6	ok
Holt	4	10	10	-5	-5	1	15	8	low
Horning	1	3	3	0	-3	0	4	6	ok
Hoveton	2	3	7	0	-3	1	10	15	high
Hickling	1	3	1	0	-1	0	4	7	high
Ludham	1	3	1	0	-1	0	4	13	high
Mundesley	3	10	7	-4	-3	1	14	13	ok
North Walsham	13	1	10	0	-3	1	22	12	low
Overstrand	1	7	3	0	-3	1	9	7	ok
Potter Heigham	1	7	1	0	-1	0	8	7	ok
East & West Runton	2	7	3	0	-1	1	12	11	ok
Sea Palling	1	7	3	0	-1	1	11	9	ok
Sheringham	7	10	10	-5	-5	1	18	30	High
Stalham	3	3	7	0	-3	0	10	5	low
Walcott	1	3	1	0	-1	0	4	5	ok
Walsingham	7	3	1	0	-3	0	8	7	ok
Wells	2	10	10	-8	-5	1	10	24	high
Weybourne	1	3	1	0	-1	1	5	1	low

Decision matrix 2 – for refurbishment or replacement decision

Question	For example	Response	Suitable Evidence base
Does the implementation of Matrix 1 show an on-going need?		YES/NO	Matrix results
Is there a demonstrated community demand or volume of requests for this facility to be replaced or refurbished?		YES/NO	<ul style="list-style-type: none"> • Evidence from the community or Council audits/records that the existing facility is not adequately functioning • Maintenance requests from community • Community surveys • Local masterplans
Is there a H&S reason these facilities should be replaced or refurbished?	Broken or dangerous fittings/structures/poor hygiene, evidence of vermin	YES/NO	Internal or external surveys
Is the existing public toilet in poor condition?	Vandalism, wear and tear, features not working, issues with smell or vermin	YES/NO	observations or anecdotal information from the community, Council staff, cleaning, service or maintenance contractors
Does the existing toilet have a low level of usage?	Location and siting, opening hours and availability	YES/NO	<ul style="list-style-type: none"> • Counters if previously used • Observations or anecdotal information from the community, Council staff, cleaning, service or maintenance contractors • Maintenance costs • Water usage, levels of toilet paper, soap consumed weekly, monthly or annually

Does the toilet have appropriate fixtures or fittings?	DDA Compliance Universal access Site specific features	YES/NO	Inspections / surveys set against optimum provision levels
Is there an existing public or planned toilet nearby?	Toilets within 800m of the proposed location Evidence of community toilets that are accessible within 800m? (e.g. libraries, community centres, indoor sport/ recreation centres) Privately operated public toilets within close proximity? (e.g. Shopping Centre, restaurant)	YES/NO	<ul style="list-style-type: none"> • Site survey and investigation • Town centre strategies • National Toilet map
Does the toilet enhance community safety, health and wellbeing or offer social value?	Does it significantly contribute to existing network? Needs of different groups? Locality & environment	YES/NO	<ul style="list-style-type: none"> • Site survey and investigation • Social engine to measure social value of investment

Managing Performance Quarter 2 2021/2022

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

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

Conclusions: Strong progress has been made over the quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report. This positive progress has been achieved alongside the Council continuing to demonstrate strong community leadership in the local response to COVID, particularly supporting the local economy recover and open up following the lifting of social distancing restrictions as part of Phase 4 of the Government Road Map which saw large numbers of tourist visitors to the District over the months of July, August and September.

Recommendations: **That Cabinet resolves to note this report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.**
That Cabinet approves the amendments to reporting as outlined in paragraph 3.3.

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

--

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

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

1. Introduction

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

2. Overview

2.1 This report covers the second quarter of the 2021/22 reporting year – i.e. the period covering July, August and September 2021.

2.2 Despite the context which the Council has operated in over the period July – September 2021 – i.e. the lifting of COVID social distancing restrictions in England from 19th July whilst overseas travel for holidays remained restricted such that many UK residents took “staycation” holidays resulting in the District accommodating very large numbers of visitors; good progress has been made across the authority in the delivery of actions and objectives outlined in the Corporate Plan Delivery Plan and against core service performance measures during the second quarterly reporting period of the 2021/22 year, as detailed in Appendix A of this report..

3. Quarter 2 - 2021/22 - Managing Performance Report

3.1 The Quarter 2 2021/22 Managing Performance Report is attached as an Appendix to this Cabinet report. It covers the period 1 July to 30 September 2021 and is a summary report with more detailed information and context available through the In-Phase system.

3.2 The report takes the following format:-

Chief Executive's Overview	Overview of the Chief Executive outlining the progress in achieving the Corporate Plan and managing services
Key	Key to Delivery Plan action symbols and performance measure symbols
Delivery Plan Overview	Dashboard showing the RAG status (Red, Amber, Green) of all Delivery Plan actions
Key Priorities	Current actions for the eighteen priority objectives agreed by Cabinet in October 2020 upon which focus is being maintained alongside the Council's ongoing response to the COVID situation. This report details the Cabinet's priorities given the current situation.
Local Homes for Local Need	Delivery Plan actions progress reports under the theme

Boosting Business Sustainability and Growth	Delivery Plan actions progress reports under the theme
Customer Focus	Delivery Plan actions progress reports under the theme
Climate, Coast and the Environment	Delivery Plan actions progress reports under the theme
Financial Sustainability and Growth	Delivery Plan actions progress reports under the theme
Quality of Life	Delivery Plan actions progress reports under the theme
Key Performance Indicators	Shows performance for the Corporate Plan Key Performance Indicators (KPIs). The performance levels shown are the year-to-date figures for monthly, quarterly and annual figures.
Performance Focus	This section of the report shows all the performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are the year-to-date figures for monthly, quarterly and annual measures.
All other performance measures	This section of the report shows performance for all other monthly, quarterly and annually operational performance measures. The performance levels shown are for the year-to-date figures for monthly, quarterly and annual measures.

3.3 From quarter three onwards it is proposed to make the following changes;

- Amend the delivery plan actions within the theme Local Homes for Local Need to be consistent with the recently approved Housing Strategy 2021 to 2025 and Action Plan.
- Incorporate the Delivery Plan revisions agreed at Cabinet on 1 November 2021.
- Add additional information for each action. As well as the due date, which will remain fixed after the revisions stated above are applied, add an estimated completion date which will be subject to change by the relevant lead officer and/ or Cabinet as necessary.
- Provide benchmarking information in the form of LG Inform reports comparing the Council with similar councils against headline measures for the performance of councils alongside the managing performance report. This will also be available on the Council website and for Overview & Scrutiny to review periodically if they choose.

4. Delivery against the key priority objectives for the period 1 July to 30 September 2021

4.1 Local Homes for Local Need

- 4.1.1 At its meeting of the 5th July 2021, Cabinet agreed and adopted a new Housing Strategy which detailed the Council's ambitions to facilitate the delivery of more affordable homes (both rent and shared ownership); investment in the better provision of temporary accommodation so as to manage rising incidences of homeless presentations; increased provision of purpose-built accommodation for older people through development of Housing with Extra Care models; increasing independent living through the further improvements to the Disabled Facilities Grant scheme and reduced fuel poverty through the appointment of an Energy Efficiency Officer.
- 4.1.2 Subsequent to the adoption of the new Housing Strategy reports have been approved by Cabinet for a Restructure of the People Services group of services to provide better and more joined up advice and outcomes to some of the most vulnerable of the District's residents focussing on their housing and support needs. The Council has also completed the purchase of two further units of temporary accommodation and secured grant funding from the DLUHC for the provision of an additional unit of accommodation for a rough sleeper / street homeless person and having secured planning consent for the unit works to create the unit will now be taken forward over the period to March 2022.
- 4.1.3 During the quarter 97 households on the Council's Housing List have been housed up from a figure of 88 households for Qtr 1 and 89 new affordable homes have been completed during the first two quarters of the 2021/22 reporting year.
- 4.1.4 Strong progress has continued to have been made during this quarter in the preparation of the new North Norfolk Local Plan which will deliver objectives under the Local Homes for Local Need; Boosting Business Growth and Sustainability; climate, Coast and the Environment and Quality of Life themes of the Corporate Plan – with progress on track to move forward with the Regulation 19 consultation in January 2022.

4.2 Boosting Business Growth and Sustainability

- 4.2.1 Much work of the Economic Growth Team over the period July – September 2021 has been on supporting local recovery as part of Step 4 of the Government Road Map where the last of the COVID social distancing restrictions were lifted. This meant that the District's tourism and hospitality businesses could fully re-open and many have enjoyed a busy summer accommodating and hosting large numbers of staycation visitors. Whilst some businesses have seen labour supply / availability issues, many tourism-based businesses have recorded strong volumes of business during the July – September period.
- 4.2.2 The focus of the Economic Growth Team has continued to be the administration of Government COVID grant schemes, with the Council's success in this respect being recognised by the Government making a further £760,000 available to the Council to operate an extended Discretionary Business Recovery and Resilience Grant scheme launched on 27th September; and in being awarded the Public Finance Digital Project of the Year Award for its efficient processing of over £126million of COVID grant monies over the past 18 months.
- 4.2.3 As the national and local economy looks to recover and build back from COVID, the Economic Growth Team's focus is now on developing a new Economic Growth Strategy for the District based on the District's underlying economic strengths whilst addressing the challenges of labour supply and availability,

climate change and serviced land and premises. This strategy will be presented to Cabinet by March 2022.

4.3 Customer Focus

4.3.1 Significant work was undertaken during this quarter on developing and finalising a new Customer Services Strategy which was agreed by Cabinet at its meeting of the 4th October and will now be rolled out across the Council supported by new processes and staff training.

4.3.2 Significant progress has been made over this quarter in taking forward actions detailed in the Communications Strategy adopted earlier in the year with strong growth being seen across the Council's social media channels and through the use of video stories to deliver key messages on the Council's service delivery. Significantly the Council's Facebook followers have grown from fewer than 4500 followers in October 2020 to almost 7000 in October 2021 (i.e. 58.9%).

4.4 Climate, Coast and the Environment

4.4.1 Work has progressed over the quarter with Net Zero East in undertaking an audit of the Council's carbon footprint which will move on to inform the preparation of a Carbon Reduction Strategy and Action Plan to be presented to Cabinet in early 2022.

4.4.2 Continued monitoring has been undertaken of the Bacton / Walcott Sandscaping Scheme to assess its performance against original project projections and a mitigation strategy developed to understand the impacts of wind-blown sand arising from this pilot scheme. Remediation measures to try and reduce the impact of wind-blown sand are to be discussed with local residents and parish councils and implemented over the autumn period.

4.4.3 Work has been completed to install the final Electric Vehicle Charging Points at North Walsham, subject to UKPN connections, approved under the Council's OLEV funded project – where the Council has shown clear community leadership in the provision of such infrastructure on a number of the Council's public car parks to encourage purchase and use of electric vehicles by local residents and importantly tourist visitors to the District. The Council is monitoring levels of use and has proposals to deliver more of such units, subject to supply capacity being available through the local electricity distribution network to allow fast or rapid charging.

4.5 Quality of Life

4.5.1 An extensive programme of Community Engagement has taken place over the summer months regarding the Place-Making Public Realm and highways improvements proposed in North Walsham town centre as part of the North Walsham Heritage Action Zone programme. A Building Repair Grant Scheme has also been launched and tender documents prepared for the restoration of the listed Cedars building as part of that programme.

4.5.2 As the national COVID social distancing restrictions were lifted on 19th July, the District responded to and supported a busy summer tourism season with very large numbers of staycation visitors and day visits to the District. Despite some caution by visitors for indoor events and attractions, our leisure partner Openwide saw good audience figures for the Seaside Special Show comparable to other theatre audiences across the country and we saw large numbers of visitors to the Council's Blue Flag beaches, with strong appreciation shown and

high use recorded of the beach wheelchairs the authority provided at Cromer and Sheringham.

- 4.5.3 Work continued throughout the quarter on the final stages of the new Sheringham Leisure Centre, which has subsequently achieved Practical Completion and a date announced for its opening – 30th November 2021. This has taken significant resource in project management by some staff of the Council – capacity which will now be released and can be directed to support other corporate project delivery.

4.6 Financial Sustainability and Growth

- 4.6.1 During this quarter Service Managers have prepared and completed work to support the Zero-Based Budgeting process taken forward during October and November which forms a key element of the 2022/23 budget preparation process.
- 4.6.2 Work has also been taken forward to prepare a new Public Convenience Strategy and Investment Plan and a formative review of Car Parking Charges which are also to be considered during Quarter 3 as part of the 2022/23 budget setting process.
- 4.6.3 There has been a continued focus by the Revenues Team on Council Tax and NNDR collection with collection rates for both sources of income at or above target levels. Marketing of a number of vacant property assets has also been progressed during the quarter with good levels of interest received and reports being prepared for Cabinet.

5. Conclusion

- 5.1 Strong progress has been made over the quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report. This positive progress has been achieved alongside the Council continuing to demonstrate strong community leadership in the local response to COVID, particularly supporting the local economy recover and open up following the lifting of social distancing restrictions as part of Phase 4 of the Government Road Map which saw large numbers of tourist visitors to the District over the months of July, August and September.

6. Implications and Risks

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

7. Financial Implications and Risks

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

8. Sustainability

- 8.1 There are no negative sustainability implications of this report.

9. Equality and Diversity

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

10. Section 17 Crime and Disorder considerations

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

This page is intentionally left blank

Managing Performance

Contents

	Page
Chief Executive's Overview	1
Key	4
Delivery Plan Overview	5
Key Priorities	6
Local Homes for Local Need	13
Boosting Business Sustainability and Growth	16
Customer Focus	20
Climate, Coast and the Environment	24
Quality of Life	32
Financial Sustainability and Growth	36
Performance achieving targets - Key Performance Indicators	40
Performance Focus	43
All other management performance measures	46



Managing Performance

Quarterly Report Chief Executive's Overview

Despite the context which the Council has operated in over the period July – September 2021 – ie the lifting of COVID social distancing restrictions in England from 19 July whilst overseas travel for holidays remained restricted such that many UK residents took "staycation" holidays resulting in the District accommodating very large numbers of visitors; good progress has been made across the authority in the delivery of actions and objectives outlined in the Corporate Plan Delivery Plan and against core service performance measures during the second quarterly reporting period of the 2021/22 year, as detailed in Appendix A of this report.

Despite the context which the Council has operated in over the period July – September 2021 – ie the lifting of COVID social distancing restrictions in England from 19 July whilst overseas travel for holidays remained restricted such that many UK residents took "staycation" holidays resulting in the District accommodating very large numbers of visitors; good progress has been made across the authority in the delivery of actions and objectives outlined in the Corporate Plan Delivery Plan and against core service performance measures during the second quarterly reporting period of the 2021/22 year, as detailed in Appendix A of this report.

1 Local Homes for Local Need

- At its meeting of the 5 July 2021, Cabinet agreed and adopted a new Housing Strategy which detailed the Council's ambitions to facilitate the delivery of more affordable homes (both rent and shared ownership); investment in the better provision of temporary accommodation so as to manage rising incidences of homeless presentations; increased provision of purpose-built accommodation for older people through development of Housing with Extra Care models; increasing independent living through the further improvements to the Disabled Facilities Grant scheme and reduced fuel poverty through the appointment of an Energy Efficiency Officer.
- Subsequent to the adoption of the new Housing Strategy reports have been approved by Cabinet for a Restructure of the People Services group of services to provide better and more joined up advice and outcomes to some of the most vulnerable of the District's residents focussing on their housing and support needs. The Council has also completed the purchase of two further units of temporary accommodation and secured grant funding from the DLUHC for the provision of an additional unit of accommodation for a rough sleeper / street homeless person and having secured planning consent for the unit works to create the unit will now be taken forward over the period to March 2022.
- During the quarter 97 households on the Council's Housing List have been housed up from a figure of 88 households for Qtr 1 and 89 new affordable homes have been completed during the first two quarters of the 2021/22 reporting year.
- Strong progress has continued to have been made during this quarter in the preparation of the new North Norfolk Local Plan which will deliver objectives under the Local Homes for Local Need; Boosting Business Growth and Sustainability; climate, Coast and the Environment and Quality of Life themes of the Corporate Plan – with progress on track to move forward with the Regulation 19 consultation in January 2022.

2 Boosting Business Growth and Sustainability

- Much work of the Economic Growth Team over the period July – September 2021 has been on supporting local recovery as part of Step 4 of the Government Road Map where the last of the COVID social distancing restrictions were lifted. This meant that the District's tourism and hospitality businesses could fully re-open

and many have enjoyed a busy summer accommodating and hosting large numbers of staycation visitors. Whilst some businesses have seen labour supply / availability issues, many tourism-based businesses have recorded strong volumes of business during the July – September period.

- The focus of the Economic Growth Team has continued to be the administration of Government COVID grant schemes, with the Council's success in this respect being recognised by the Government making a further £760,000 available to the Council to operate an extended Discretionary Business Recovery and Resilience Grant scheme launched on 27September; and in being awarded the Public Finance Digital Project of the Year Award for its efficient processing of over £126million of COVID grant monies over the past 18 months.
- As the national and local economy looks to recover and build back from COVID, the Economic Growth Team's focus is now on developing a new Economic Growth Strategy for the District based on the District's underlying economic strengths whilst addressing the challenges of labour supply and availability, climate change and serviced land and premises. This strategy will be presented to Cabinet by March 2022.

3 Customer Focus

- Significant work was undertaken during this quarter on developing and finalising a new Customer Services Strategy which was agreed by Cabinet at its meeting of the 4 October and will now be rolled out across the Council supported by new processes and staff training.
- Significant progress has been made over this quarter in taking forward actions detailed in the Communications Strategy adopted earlier in the year with strong growth being seen across the Council's social media channels and through the use of video stories to deliver key messages on the Council's service delivery. Significantly the Council's Facebook followers have grown from fewer than 4500 followers in October 2020 to almost 7000 in October 2021 (i.e. 58.9%).

4 Climate, Coast and the Environment

- Work has progressed over the quarter with Net Zero East in undertaking an audit of the Council's carbon footprint which will move on to inform the preparation of a Carbon Reduction Strategy and Action Plan to be presented to Cabinet in early 2022.
- Continued monitoring has been undertaken of the Bacton / Walcott Sandscaping Scheme to assess its performance against original project projections and a mitigation strategy developed to understand the impacts of wind-blown sand arising from this pilot scheme. Remediation measures to try and reduce the impact of wind-blown sand are to be discussed with local residents and parish councils and implemented over the autumn period.
- Work has been completed to install the final Electric Vehicle Charging Points at North Walsham, subject to UKPN connections, approved under the Council's OLEV funded project – where the Council has shown clear community leadership in the provision of such infrastructure on a number of the Council's public car parks to encourage purchase and use of electric vehicles by local residents and importantly tourist visitors to the District. The Council is monitoring levels of use and has proposals to deliver more of such units, subject to supply capacity being available through the local electricity distribution network to allow fast or rapid charging.

5 Quality of Life






- An extensive programme of Community Engagement has taken place over the summer months regarding the Place-Making Public Realm and highways improvements proposed in North Walsham town centre as part of the North Walsham Heritage Action Zone programme. A Building Repair Grant Scheme has also been launched and tender documents prepared for the restoration of the listed Cedars building as part of that programme.
- As the national COVID social distancing restrictions were lifted on 19 July, the District responded to and supported a busy summer tourism season with very large numbers of staycation visitors and day visits to the District. Despite some caution by visitors for indoor events and attractions, our leisure partner Openwide saw good audience figures for the Seaside Special Show comparable to other theatre audiences across the country and we saw large numbers of visitors to the Council's Blue Flag beaches, with strong appreciation shown and high use recorded of the beach wheelchairs the authority provided at Cromer and Sheringham.
- Work continued throughout the quarter on the final stages of the new Sheringham Leisure Centre, which has subsequently achieved Practical Completion and a date announced for its opening – 30 November 2021. This has taken significant resource in project management by some staff of the Council – capacity which will now be released and can be directed to support other corporate project delivery.

6 Financial Sustainability and Growth

- During this quarter Service Managers have prepared and completed work to support the Zero-Based Budgeting process taken forward during October and November which forms a key element of the 2022/23 budget preparation process.
- Work has also been taken forward to prepare a new Public Convenience Strategy and Investment Plan and a formative review of Car Parking Charges which are also to be considered during Quarter 3 as part of the 2022/23 budget setting process.
- There has been a continued focus by the Revenues Team on Council Tax and NNDR collection with collection rates for both sources of income at or above target levels. Marketing of a number of vacant property assets has also been progressed during the quarter with good levels of interest received and reports being prepared for Cabinet.

Actions and Performance Measure Keys

Actions - key to symbols

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

Measures - key to symbols

Key

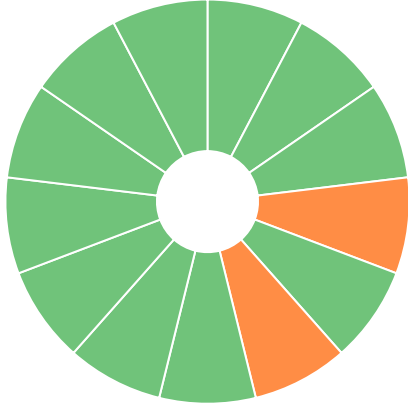
Performance	Direction of Change
 Performance better than target	 Value Increasing (Smaller is Better)
 Performance just off target	 Value Decreasing (Smaller is Better)
 Performance worse than tolerance	 Value Increasing (Bigger is Better)
 No information	 Value Decreasing (Bigger is Better)
 Missing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

Delivery Plan 2019-2023

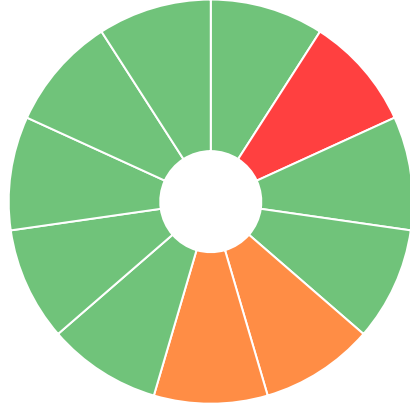


Overview

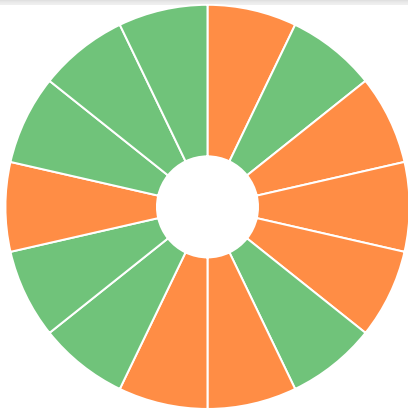
Local Homes for Local Need



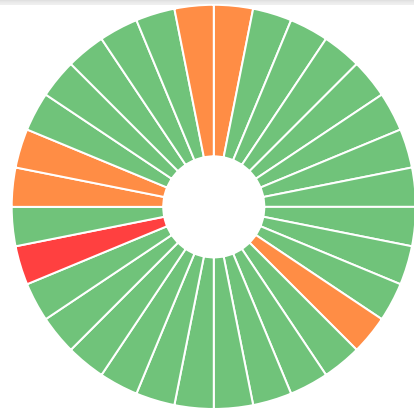
Boosting Business Sustainability and Growth



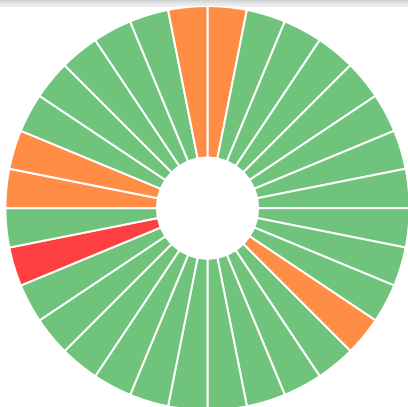
Customer Focus



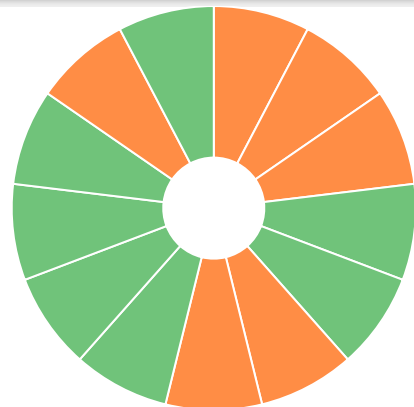
Climate, Coast and the Environment



Financial Sustainability and Growth



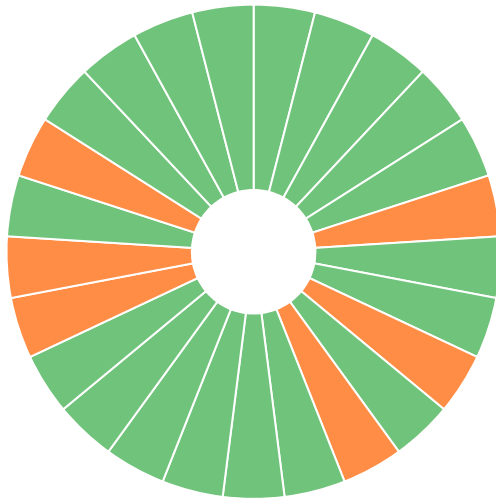
Quality of Life







Key Priorities

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

Latest Update




		30/09/2021
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	The Planning Policy and Built Heritage Working Party have finalised the Draft Plan. Officers are producing a final version of the Plan which will then be subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Performance	★
	Comments	
	Owner	Graham Connolly
	Stage	Completed
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	★
	Comments	12 units are now in purchased and in use for Temporary Accommodation, or interim accommodation for ex-rough sleepers. Purchase is underway for a further unit and the Council successfully bid for further grant to convert a space currently used for storage into a further unit. This will bring the total to 14 units. Proposals to reallocate Housing Reserves would allow the purchase of two family homes to be used as TA bringing the total to 16.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance	★
	Comments	Regular meetings are held monthly with Flagship to allow early identification of possible disposals and to identify alternative options. We have purchased one property for use as temporary accommodation. We have enabled Homes for Wells through grants and loans to purchase eight Flagship disposals (four complete and four in pipeline).
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	★
	Comments	The full draft Growth Sites Delivery Strategy has been received and is presently being reviewed before moving to the final report stage which is anticipated to be by the end of October 2021.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021

<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance	
	Comments	This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2022
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance	
	Comments	<p>The Council has continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>The announcement of the third lockdown created a natural hiatus in the immediate promotion of north Norfolk, in accordance with national restrictions to which peoples were asked to stay local. However, Visit North Norfolk recommenced marketing in April, with a particular focus on encouraging visitors to less populous areas.</p> <p>Visit North Norfolk's campaign for September-October is 'Enjoy North Norfolk Without a Car'. The film and blog will be promoted via ads on Facebook, Instagram and Google Remarketing as well as e-comms to a database of around 30,000 consumers. A new Deep History Coast film about fossil hunting also went live on 1 October.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	
	Comments	
	Owner	Stuart Harber
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/10/2021
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	
	Comments	The Customer Services Charter has been finalised and published, enabling the initialisation of the CS improvement action plan.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/01/2022

<p>> <input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement</p>	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p>	<p style="text-align: center;">★</p> <p>Following the ratification the Digital Customer Service Improvement plan is being developed. this will incorporate current initiatives such as the continued roll out of additional webforms to encourage and facilitate self service and new improvements to the Contact system to improve telephony and other contact handling across the Council.</p> <p>Sean Kelly</p> <p>In Progress</p> <p>01/06/2020</p> <p>31/03/2022</p>
<p>> <input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey</p>	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p>	<p style="text-align: center;">●</p> <p>Stuart Harber</p> <p>In Progress</p> <p>04/02/2020</p> <p>31/03/2022</p>
<p>> <input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy</p>	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p>	<p style="text-align: center;">★</p> <p>Initial discussions of the Chief Executive and the Leader and Cabinet Portfolio Holder to scope out the project are planned for November 2021. This project will then be allocated to a senior manager to progress.</p> <p>Steve Blatch</p> <p>In Progress</p> <p>02/12/2019</p> <p>31/03/2022</p>
<p><input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy</p>	<p>Performance</p> <p>Comments</p> <p>Owner</p> <p>Stage</p> <p>Start Date</p> <p>Due Date</p>	<p style="text-align: center;">★</p> <p>Implementation of the Communications Plan continues to progress well, with the marked increase in quality and quantity of video content produced for the Council's digital channels continuing. Audiences for our social media channels continue to grow, with Facebook growth ahead of that achieved on Twitter. A new TikTok Council channel has been launched to continue efforts to engage with some of our younger residents, with whom this channel is popular.</p> <p>The communications team has been producing on average around 80-90 items of content for Facebook in each four-week period and this channel will pass 7,000 page follows imminently (currently 6,946 - up from 4,369 in October 2020, 58.9% annual growth). Audience growth on our Council-owned channels provides more effective engagement with our communities and improved promotional opportunities for Council activities, events and projects.</p> <p>Review of the Council's media protocol for members and officers is on-going and due to be completed and submitted for approval in November.</p> <p>Joe Ferrari</p> <p>In Progress</p> <p>01/06/2020</p> <p>31/12/2021</p>

<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	★
	Comments	The Carbon Reduction Strategy and Action Plan is in preparation which will be presented to Cabinet in the next few months.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
	<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance
Comments		The planning process for the tree project is complete and has been encompassed through the development of a tree planting strategy which all future tree projects will align with.
Owner		Annie Sommazzi
Stage		Completed
Start Date		01/06/2020
Due Date		31/08/2021
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation		Performance
	Comments	This piece of work has been encompassed within the tree planting strategy
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/10/2020
	Due Date	31/12/2022
	<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance
Comments		Waiting for UKPN and meter provider attendance at Bank Loke North Walsham. All other sites at public car parks in the following locations Cromer, Sheringham, Fakenham, Wells, Holt and Cromer Council office car park are now operational.
Owner		Russell Tanner
Stage		In Progress
Start Date		04/02/2020
Due Date		01/11/2021
<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey		Performance
	Comments	Karen Hill and Emily Capps are putting together a proposal, by the end of 2021, for the portfolio holder to review. Then it will go through the Committee process for approval by 31 March 2022.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
	<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance
Comments		Delayed due to Covid, however, Officers are now looking at how this work is taken forward to reflect the post pandemic environment.
Owner		Steve Hems
Stage		In Progress
Start Date		04/02/2020
Due Date		30/11/2021

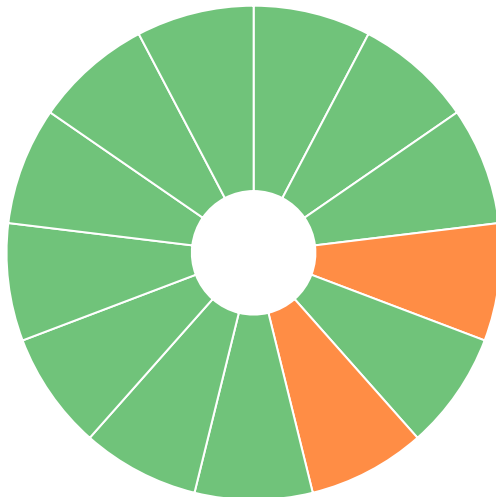
<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance Comments Owner Stage Start Date Due Date	<p style="text-align: center;">★</p> <p>The programme is progressing as planned. The Place Making work on public realm and highways - a number of events including; face-to-face public meeting with over 600 people taking part, targeted focus group discussions and online surveys. Results are being analysed which will inform the final design proposals. The next step is being considered at Cabinet on 1 November.</p> <p>An invitation to tender has been issued for the Cedars restoration work.</p> <p>The Building Improvement Grant Scheme was launched and over twenty expressions of interest have been received. The cultural programme, which runs alongside the HAZ scheme, is being delivered. A heritage exhibition and poetry performance were delivered.</p> <p>Jenni Jordan</p> <p>In Progress</p> <p>04/02/2020</p> <p>31/03/2024</p>
<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance Comments Owner Stage Start Date Due Date	<p style="text-align: center;">●</p> <p>The Leisure Centre did not complete in September due to ongoing issues with materials and labour as previously reported. The Contractor has provided new timeframes for completion and handover in October. The site is being regularly visited by the project team and dates are being monitored. The overrun of the contract does not incur direct costs to the project however the Council will incur indirect costs related to the late opening of the facility as well as a delay in the provision of excellent new swimming and fitness to residents.</p> <p>Kate Rawlings</p> <p>In Progress</p> <p>04/02/2020</p> <p>19/11/2021</p>
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance Comments Owner Stage Start Date Due Date	<p style="text-align: center;">★</p> <p>All Green Flags retained in 2021/22 for Pretty Corner, Holt Country Park and Sadlers Wood. The Blue Flag applications for 2022 will be submitted in January 2022.</p> <p>Karl Read</p> <p>In Progress</p> <p>20/06/2020</p> <p>not set</p>
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance Comments Owner Stage Start Date Due Date	<p style="text-align: center;">★</p> <p>Operational managers are working on submissions which will be discussed by Cabinet and Management Team in November prior to the budget being set in February 2022.</p> <p>Lucy Hume</p> <p>In Progress</p> <p>01/06/2021</p> <p>30/04/2022</p>

>  6.3.3 Take a strategic approach to commercial development opportunities	Performance	★
	Comments	<p>The Asset Management Plan has been redrafted to reflect the Councils key priorities and delivery plan in particular reducing carbon emissions from property. Once feedback on the document has been provided, the governance process will commence seeking approval to adopt the document in readiness for April 2022.</p> <p>Following The Beach Hut & Chalet Review 2018 and that service forming part of the Estates team earlier in 2021, an interim assessment of the Review's action plan and pricing strategy was undertaken. The objective of this was to refocus some of the actions and provide recommendations to pricing structure to encourage more bookings out of the usual peak season. Officers are now progressing through the governance process with recommended proposals and will seek to implement these for the 2022 season.</p>
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022

Local Homes for Local Need

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

Latest Update



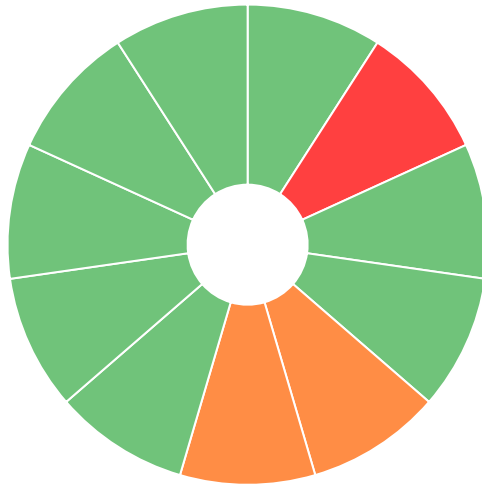
		30/09/2021
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	The Planning Policy and Built Heritage Working Party have finalised the Draft Plan. Officers are producing a final version of the Plan which will then be subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
	<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Performance
Comments		
Owner		Graham Connolly
Stage		Completed
Start Date		04/02/2020
Due Date		30/06/2021
<input checked="" type="checkbox"/> 1.2.2 Improve conditions and energy efficiency in private sector housing	Performance	●
	Comments	The target date for this action has been moved back to 30/9/21. This target will be superseded by the actions included in the Housing Strategy which was agreed by Cabinet on 5th July. This action and target dates will be updated in line with dates in the Housing Strategy Action Plan ahead of the next reporting cycle.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 1.2.4 Investigate the viability of methods to help reduce fuel poverty	Performance	●
	Comments	The target date for this action has been moved back to 30/12/21. This target will be superseded by the actions included in the Housing Strategy which was agreed by Cabinet on 5th July. This action and target dates will be updated in line with dates in the Housing Strategy Action Plan ahead of the next reporting cycle.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.3.1 Develop a business case for a housing company	Performance	★
	Comments	The Housing Strategy (agreed by Cabinet 5th July 2021) has set new target dates relating to this objective: Agreed objectives for direct delivery/ housing company - October 2021, Update Housing Company business case - December 2021.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021

<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	★
	Comments	12 units are now in purchased and in use for Temporary Accommodation, or interim accommodation for ex-rough sleepers. Purchase is underway for a further unit and the Council successfully bid for further grant to convert a space currently used for storage into a further unit. This will bring the total to 14 units. Proposals to reallocate Housing Reserves would allow the purchase of two family homes to be used as TA bringing the total to 16.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.5.2 Explore ways to help households into owner-occupation	Performance	★
	Comments	The target date for this action has been moved back to align with the Housing Strategy agreed by Cabinet 5th July 201. The new actions agreed in the Strategy are: Raise awareness of shared ownership and other low cost home ownership homes, and Report on mortgage availability and if council itself should become a mortgage lender for shared owners - December 2021.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance	★
	Comments	Regular meetings are held monthly with Flagship to allow early identification of possible disposals and to identify alternative options. We have purchased one property for use as temporary accommodation. We have enabled Homes for Wells through grants and loans to purchase eight Flagship disposals (four complete and four in pipeline).
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.6.1 Deliver, with partners, 500 units of Housing-with-Care/ExtraCare	Performance	★
	Comments	The 66 home site in Fakenham achieved practical completion in March, most of the rented homes have now been allocated (with all homes due to be occupied by the end of November) and sales of the shared ownership homes are ongoing. A Planning application for a 61 home, all social rent scheme in Stalham has been submitted and we continue to explore other sites with possibilities in North Walsham and Hoveton under consideration.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024

Boosting Business Sustainability and Growth



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

Latest Update



30/09/2021

<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	Performance	★
	Comments	The new Local Plan will be subject to public consultation shortly. It includes a range of policies designed to support all aspects of business growth including investment in town centres, expansion of businesses, tourism and supporting new inward investment on designated employment land. Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly. Formal Independent Examination of the Plan should commence early in 2022. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023)	Performance	▲
	Comments	Delayed due to Covid-19 pandemic. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy. Therefore it is considered that the due date should be amended to the end of March 2022.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	★
	Comments	The full draft Growth Sites Delivery Strategy has been received and is presently being reviewed before moving to the final report stage which is anticipated to be by the end of October 2021.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021
<input checked="" type="checkbox"/> 2.4.1 Analyse evidence of local business needs and opportunities and engage local businesses	Performance	★
	Comments	Covid-19 has had a significant impact on local businesses. A number of workstreams have been established in which the council is actively engaged and evidence is being acquired through. This includes a Business Impact Survey which was conducted between 12 May and 13 June 2020 which received 319 response. On 20 January, in collaboration with other Norfolk local authorities, the Council launched a further business survey, so that notable changes can be observed, to temperature check the current business sentiment in light of the further lockdown and to better understand the present needs of local businesses. This information may in part inform decision making around future business support schemes. This survey remains ongoing and changes in sentiment are monitored.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/12/2021

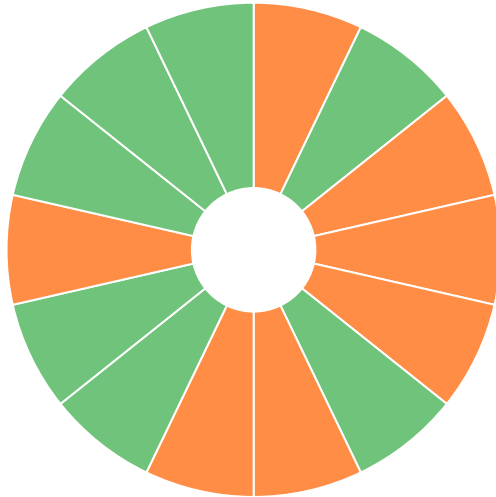
<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	Performance	
	Comments	The focus of the Economic Growth Team has predominantly been on delivering Government Covid-19 support grants and discretionary schemes for local business during the Covid-19 lockdown. This focus remains as we move on to providing the delivery of a package of support (including grants) utilising the Additional Restrictions Grant top up funding and providing immediate business support as required.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/01/2022
	<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance
Comments		This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support.
Owner		Stuart Quick
Stage		In Progress
Start Date		04/02/2020
Due Date		30/04/2022
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance	
	Comments	<p>The Council has continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>The announcement of the third lockdown created a natural hiatus in the immediate promotion of north Norfolk, in accordance with national restrictions to which peoples were asked to stay local. However, Visit North Norfolk recommenced marketing in April, with a particular focus on encouraging visitors to less populous areas.</p> <p>Visit North Norfolk's campaign for September-October is 'Enjoy North Norfolk Without a Car'. The film and blog will be promoted via ads on Facebook, Instagram and Google Remarketing as well as e-comms to a database of around 30,000 consumers. A new Deep History Coast film about fossil hunting also went live on 1 October.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021







<input checked="" type="checkbox"/> 2.6.1 Work with partners to identify skills deficiencies & monitor apprenticeships	Performance	★
	Comments	<p>The Covid-19 pandemic has continued to have an impact on apprenticeships, to which it is anticipated that this will take time to recover. Whilst we continue to work with businesses to support this, we are presently further engaged in delivering a local 'Kickstart' programme. This Government initiative is intended to support 16-24yr olds into work by providing a 6 month paid placement.</p> <p>Work is also presently being undertaken to work with care sector to deliver a Sector Based Work Programme to provide career pathways into social care.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	Performance	★
	Comments	<p>Delayed due to Covid-19 pandemic. The inclusive Growth Coalition is due to refresh the delivery plan, in the light of the consequences of the pandemic. It is deemed even more important than ever, especially a renewed focus on skills; however, tangible progress locally has been stalled due to diversion of the team into Covid-19 response activity.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021






Customer Focus

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

Latest Update



		30/09/2021
<input checked="" type="checkbox"/> 3.1.1 Undertake a Customer Contact Survey	Performance	
	Comments	The webform to record customer feedback is expected to go live on Wednesday 20th October with a reporting/analysis dashboard available by the end of October.
	Owner	Stuart Harber
	Stage	Completed
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	
	Comments	
	Owner	Stuart Harber
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/10/2021
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	
	Comments	The Customer Services Charter has been finalised and published, enabling the initialisation of the CS improvement action plan.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/01/2022
<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance	
	Comments	
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/05/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter	Performance	
	Comments	A discussion has been started with the lead officer responsible for the implementation of the Customer Service Strategy and Customer Charter to ensure monitoring is integrated into the implementation. No other action has taken place yet.
	Owner	Helen Thomas
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement	Performance	
	Comments	Following the ratification the Digital Customer Service Improvement plan is being developed. this will incorporate current initiatives such as the continued roll out of additional webforms to encourage and facilitate self service and new improvements to the Contact system to improve telephony and other contact handling across the Council.
	Owner	Sean Kelly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/03/2022

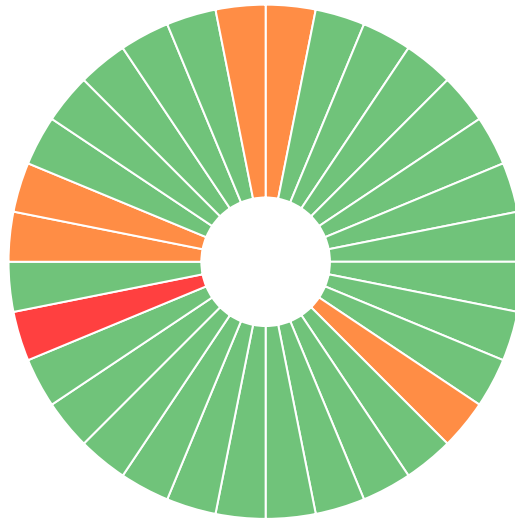
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance	
	Comments	
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere	Performance	
	Comments	<p>This work cannot be carried out yet as it is dependent on action 3.2.1 Undertake an annual Residents Survey in order to have the north Norfolk figures to compare against other councils. Due to Covid-19 it has been rescheduled to be completed by 31 December 2021. The completion date for this action has been reset to 31 March 2022. Whether or not a residents survey could be benchmarked is doubtful as there are few similar local authorities carrying out the LGA survey at the moment to whom we can compare NNDC.</p> <p>An alternative benchmarking approach is being assessed using the LG Inform headline report for local authorities comparing NNDC to our CIPFA nearest neighbours and all district local authorities in the East. Links to these reports have been added to the Council's website and are being considered for regular review at Cabinet and Overview & Scrutiny meetings.</p>
	Owner	Helen Thomas
	Stage	In Progress
	Start Date	29/05/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	
	Comments	Initial discussions of the Chief Executive and the Leader and Cabinet Portfolio Holder to scope out the project are planned for November 2021. This project will then be allocated to a senior manager to progress.
	Owner	Steve Blatch
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions	Performance	
	Comments	Delayed due to Covid-19. Agreed with the Portfolio Holder to contact schools with the aim of establishing a virtual Youth Council allowing for the impact on schools at present..
	Owner	Emma Denny
	Stage	Not Started
	Start Date	01/03/2021
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance	
	Comments	
	Owner	Rob Holmes
	Stage	Completed
	Start Date	01/10/2019
	Due Date	31/12/2021






<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance	★
	Comments	<p>Implementation of the Communications Plan continues to progress well, with the marked increase in quality and quantity of video content produced for the Council's digital channels continuing. Audiences for our social media channels continue to grow, with Facebook growth ahead of that achieved on Twitter. A new TikTok Council channel has been launched to continue efforts to engage with some of our younger residents, with whom this channel is popular.</p> <p>The communications team has been producing on average around 80-90 items of content for Facebook in each four-week period and this channel will pass 7,000 page follows imminently (currently 6,946 - up from 4,369 in October 2020, 58.9% annual growth). Audience growth on our Council-owned channels provides more effective engagement with our communities and improved promotional opportunities for Council activities, events and projects.</p> <p>Review of the Council's media protocol for members and officers is on-going and due to be completed and submitted for approval in November.</p>
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021

Climate, Coast and the Environment





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

Latest Update







		30/09/2021
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	
	Comments	This is a long term piece of work which has yet to be fully developed - the website has been updated to be more user friendly, and regular Environment Forums also established, however a full framework that looks into the detail of how to establish 'carbon champions' has yet to be determined.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.1.2 Develop an action plan, draft, adopt and publish Environment Charter	Performance	
	Comments	n/r
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/06/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 4.1.3 Promote energy efficiency and behavioural change towards greater sustainability	Performance	
	Comments	Environmental and Climate Change related issues will be considered and promoted at Greenbuild with the view to increase awareness of the agenda and shift behaviours.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	Performance	
	Comments	These issues will be considered and discussed at Greenbuild 2021.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.1.5 Monitor and review the implementation of the Environmental Charter and Action Plan	Performance	
	Comments	This is an ongoing piece of work - a Carbon Reduction Strategy and Action Plan is currently being developed which will consider ongoing mechanism for monitoring and evaluating the effectiveness of the pledges made within the Environmental Charter
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	20/06/2021
	Due Date	31/12/2021

		30/09/2021
<input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future	Performance	★
	Comments	The draft Local Plan has now been agreed by the working party. It includes a comprehensive range of policies to support the transition to a low carbon future including; enhanced energy efficiency standards, reducing car dependency, mitigating the risks from coastal erosion and flooding, electric vehicle charging points and better broadband connectivity. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	★
	Comments	The Carbon Reduction Strategy and Action Plan is in preparation which will be presented to Cabinet in the next few months.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	Meeting being arranged in October 2021 with Environmental Policy Officer to finalise wording for the report template.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.3.3 Measure, monitor and report on the change in the Council's emissions and review action plan	Performance	★
	Comments	This is an ongoing piece of work - a Carbon Reduction Strategy and Action Plan is currently being developed which will consider ongoing mechanism for monitoring and evaluating carbon emissions on an annual basis.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.3.4 'Green energy' initiatives	Performance	★
	Comments	Applying for Public Sector Decarbonisation Scheme funding to update heating systems in council owned buildings. This funding application will be submitted in November.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set

		30/09/2021
<input checked="" type="checkbox"/> 4.4.1 Agree the vision and business plan for Coastal Partnership East	Performance	
	Comments	The CPE vision has been shared with the CPE Operational Officer Group and the CPE Board. The Business Plan is in draft form and is developing and will be progressed through November with wider team input. Progression has slowed due to wider draws on resources.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.4.2 Establish evidence of coastal change impacts, interpret and communicate this to policymakers	Performance	
	Comments	Anglia Coastal Monitoring Programme ongoing and discussions ongoing for future monitoring requirements. There is an need for further analysis and this has been highlighted to the Environment Agency. Happisburgh drone survey continues. Sandscaping autumn survey captured and analysis arranged. UEA research secondment progressing and extended for a further six months.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.3 Local coastal communities - adaptive responses to coastal change and resilience	Performance	
	Comments	Innovative Resilience Fund expression of interest has been successful and a bid for initial funding to develop the Outline Business Case for full government funding has been approved. Work now underway in preparing the Outline Business Case.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.4 Develop innovative coastal management approaches	Performance	
	Comments	Innovative Resilience Fund expression of interest has been successful and a bid for initial funding to develop the Outline Business Case for full government funding has been approved. Work underway to prepare the Outline Business Case.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2023

		30/09/2021
<input checked="" type="checkbox"/> 4.4.5 Continue to implement local actions to manage the coast	Performance	★
	Comments	Maintenance of coastal assets has continued over the last quarter and a programmed work at Overstrand is due to start late October/early November. Mundesley and Cromer (Phase 2) schemes detailed design is underway and preparation for consenting. Due to shortages in resources at the Marine Management Organisation there are risks around delays in consenting (beyond NNDC/CPE control) which may impact on procurement timeframes and construction start dates.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy regarding coastal management	Performance	★
	Comments	Continued engagement with LGA Coastal Special Interest Group including input and leading on national topic themes such as adaptation. Continued support and input into the East Anglian Coastal Group including appointment to two vice chairs from CPE team. Input into DEFRA Historic Erosion Rates project. Progression of investigations in relation to the coast and climate change through UEA secondment. Progression of Coastal Loss Innovative Funding and Finance Project which seek to provide evidence and information to influence national approach of solutions or at risk residential properties - draft outputs expected later in 2021.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2023
<input checked="" type="checkbox"/> 4.5.1 Collect and analyse data relevant to the tree planting project	Performance	★
	Comments	A tree planting strategy is being taken to Overview and Scrutiny committee in November 2021 - this strategy outlines the route for the delivery of the 110,000 tree project and outlines the main aims that this scheme will fulfil.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	★
	Comments	The planning process for the tree project is complete and has been encompassed through the development of a tree planting strategy which all future tree projects will align with.
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/08/2021

		30/09/2021
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	Performance	★
	Comments	There are a range of community tree planting projects (Cromer High School, Miyawaki forests, Trunch) taking place across the current tree planting season (October 2021 - March 2022)
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	★
	Comments	This piece of work has been encompassed within the tree planting strategy
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/10/2020
	Due Date	31/12/2022
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	★
	Comments	Waiting for UKPN and meter provider attendance at Bank Loke North Walsham. All other sites at public car parks in the following locations Cromer, Sheringham, Fakenham, Wells, Holt and Cromer Council office car park are now operational.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/11/2021
<input checked="" type="checkbox"/> 4.6.2 Assess demand/growth in the use of electric vehicles and roll-out of further charging points	Performance	▲
	Comments	There is a wider piece of piece of feasibility work which needs to be undertaken to identify suitable areas across the district for the delivery of EV charging infrastructure. This needs to align with Norfolk wide approaches to the decarbonisation of highway networks as well as with public transport provision.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.6.3 Include policies on EV and EV infrastructure in the Local Plan and in asset management plans	Performance	★
	Comments	The Planning Policy and Built Heritage Working Party are close to finalising the Draft Plan. Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly. The plan includes requirements for EV charging points within new developments. The remaining stages of Local Plan production and adoption will need to be completed before the approved policies are implemented.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	28/02/2020
	Due Date	31/08/2021

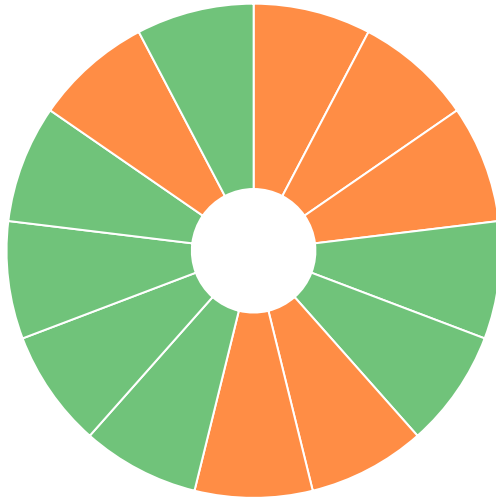
		30/09/2021
<input checked="" type="checkbox"/> 4.6.4 Review staff/member travel policies and future options that will reduce emissions	Performance	
	Comments	Work on this is progressing, but at a reduced pace, due to a number of vacancies within the HR team.
	Owner	James Claxton
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	29/10/2021
<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	Performance	
	Comments	Alongside the promotion of our Carbon Reduction Strategy and Action Plan this will follow on as a means of encouraging more sustainable modes of transport. Therefore this action will be started during 2022 with a view to completing by March 2023.
	Owner	Robert Young
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	07/09/2021
<input checked="" type="checkbox"/> 4.7.2 Waste & cleansing contract - investigate going beyond the minimum necessary	Performance	
	Comments	<p>Project started, but some delays. Provisions relating to this objective have been included within the procurement of the waste contract or the solution offered by the contractor, including community engagement grants reuse on bulky waste collections and the potential for an upcycling scheme. The deployment of these elements of the contract have been delayed whilst the contractor concentrates on delivering core services however officers are working closely with the contractor to implement these elements when it is appropriate to do so.</p> <p>Expansion of the community fridge scheme continues to see food waste being diverted from landfill. Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste reduction. We are planning an updated waste composition analysis in Q3 within north Norfolk to plan for a future targeted communication and intervention strategy.</p>
	Owner	Scott Martin
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance	
	Comments	The COVID-19 pandemic has significantly altered waste composition and collection patterns. We are planning an updated waste composition analysis in Q3 within north Norfolk to plan for a future targeted communication and intervention strategy.
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	not set






<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance	★
	Comments	<p>Two new community fridges have been opened this year. During Q2, discussions have also taken place regarding a potential new site within the district.</p> <p>Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste reduction. We are planning an updated waste composition analysis in Q3 within north Norfolk to plan for a future targeted communication and intervention strategy.</p>
	Owner	Scott Martin
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2021
	<input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Performance
Comments		<p>Eight, all electric Maxus vehicles (Transit sized) are now deployed on the contract and are in use by the Supervisors and Toilet Cleansing Operatives. Minor adjustments to working practices are still being made to reflect the charging requirements and location of charge points.</p> <p>Serco continue to investigate the availability of alternatively fuelled vehicles across their contracts and there is continued dialogue with the Councils about this rapidly developing technology environment. To reflect this, for some ancillary vehicles, officers have agreed the purchase of previously used vehicles which can be replaced when suitable alternatively fuelled vehicles become available.</p> <p>Serco are currently working to produce a baseline carbon report, to inform the Council's work towards net zero carbon by 2030. It is anticipated that this will also inform the progress made against Serco's carbon reduction plan, submitted as part of the bid process.</p>
Owner		Steve Hems
Stage		In Progress
Start Date		01/04/2020
Due Date		30/04/2022







Quality of Life

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

Latest Update



		30/09/2021
<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Performance	
	Comments	Karen Hill and Emily Capps are putting together a proposal, by the end of 2021, for the portfolio holder to review. Then it will go through the Committee process for approval by 31 March 2022.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	
	Comments	Delayed due to Covid, however, Officers are now looking at how this work is taken forward to reflect the post pandemic environment.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2021
<input checked="" type="checkbox"/> 5.2.2 Implement the Quality of Life Strategy	Performance	
	Comments	As the Quality of Life strategy has been delayed due to Covid19 it has not been possible to begin the implementation.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	
	Comments	<p>The programme is progressing as planned. The Place Making work on public realm and highways - a number of events including; face-to-face public meeting with over 600 people taking part, targeted focus group discussions and online surveys. Results are being analysed which will inform the final design proposals. The next step is being considered at Cabinet on 1 November.</p> <p>An invitation to tender has been issued for the Cedars restoration work.</p> <p>The Building Improvement Grant Scheme was launched and over twenty expressions of interest have been received. The cultural programme, which runs alongside the HAZ scheme, is being delivered. A heritage exhibition and poetry performance were delivered.</p>
	Owner	Jenni Jordan
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024
<input checked="" type="checkbox"/> 5.4.1 Formulate and publish an accessibility guide	Performance	
	Comments	n/r
	Owner	Sonia Shuter
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2021

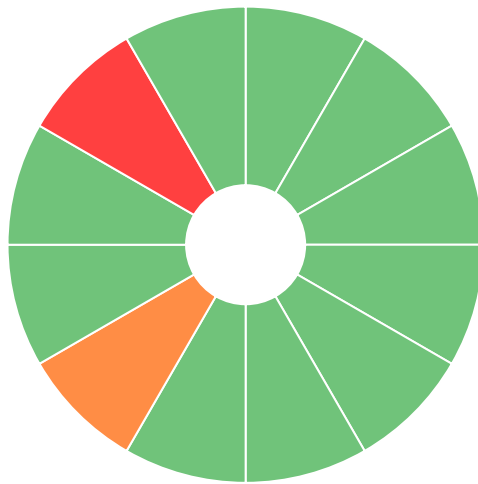
<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	
	Comments	The Leisure Centre did not complete in September due to ongoing issues with materials and labour as previously reported. The Contractor has provided new timeframes for completion and handover in October. The site is being regularly visited by the project team and dates are being monitored. The overrun of the contract does not incur direct costs to the project however the Council will incur indirect costs related to the late opening of the facility as well as a delay in the provision of excellent new swimming and fitness to residents.
	Owner	Kate Rawlings
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	19/11/2021
<input checked="" type="checkbox"/> 5.6.1a Maintain and enhance the physical structure of Cromer Pier	Performance	
	Comments	Tender is delayed until December 2021. Delay caused by additional information required for the statutory licence issued by the Marine and Maritime Organisation.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.6.1b Work with partners to develop a programme of events on Cromer Pier	Performance	
	Comments	A summer show was held at the Pavilion Theatre and a Christmas show is planned. Concerts are also being held. The programme is very close to being back to normal.
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	Performance	
	Comments	Approval from S151 officer confirmed for additional spend of approximately £50k caused by construction inflation currently at 12.5%.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	
	Comments	All Green Flags retained in 2021/22 for Pretty Corner, Holt Country Park and Sadlers Wood. The Blue Flag applications for 2022 will be submitted in January 2022.
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 5.9.1 Deliver the first Mammoth Marathon	Performance	
	Comments	Planning for the marathon has started and the intention is to hold the event on 15 May 2022.
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	15/05/2022

<input checked="" type="checkbox"/> 5.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	Performance	
	Comments	This is ongoing. I continue to research, log and share funding opportunities, as appropriate. Awaiting further direction on QoL strategy and results of survey to allow more specific opportunities to be identify.
	Owner	Laura Blackwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	28/12/2021

Financial Sustainability and Growth

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

Latest Update



		30/09/2021
<input checked="" type="checkbox"/> 6.1.1 Establish a baseline against which to review and control fees and charges	Performance	★
	Comments	This is being progressed as part of the Zero Based Budgeting (ZBB) project. Once a new cost base is established as part of ZBB, fees and charges can be set which reflect an updated cost of delivering the service.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	30/06/2021
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.2 Develop a public convenience strategy	Performance	★
	Comments	Work has not recommenced on this Strategy document. Will feed back overall approach to BPG for approval/amends Nov/Dec 2021.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	★
	Comments	Operational managers are working on submissions which will be discussed by Cabinet and Management Team in November prior to the budget being set in February 2022.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	01/06/2021
	Due Date	30/04/2022
<input checked="" type="checkbox"/> 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance	★
	Comments	There are no further updates since the previous report, officers will feed in to any further consultations in respect of business rates as they are released.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.5 Undertake service reviews to improve efficiency and reduce costs	Performance	★
	Comments	Each Service area has undertaken a Zero Based Budgeting exercise, in which managers have been asked to review the budgetary needs for their service from scratch. While this was not undertaken as a specific cost reduction exercise, it was expected that managers would review the possibilities for making efficiencies.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022

<input checked="" type="checkbox"/> 6.2.1 Develop a Financial Sustainability Strategy	Performance	★
	Comments	Draft report on the Financial Sustainability Strategy framework and development cycle discussed with the Corporate Leadership Team (CLT) in July 2021. Initial discussions held with Cabinet Members at Business Planning in August. Further meeting held at the start of October, further feedback on draft report currently awaited prior to drafting of the final strategy for committee approval by the end of the calendar year.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance	★
	Comments	A detailed proposal is being prepared and will be brought to Cabinet over the coming months.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.2.3 Explore the opportunities to generate income from advertising and sponsorship	Performance	●
	Comments	No further progress this period.
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2022
<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	Performance	★
	Comments	<p>The Asset Management Plan has been redrafted to reflect the Councils key priorities and delivery plan in particular reducing carbon emissions from property. Once feedback on the document has been provided, the governance process will commence seeking approval to adopt the document in readiness for April 2022.</p> <p>Following The Beach Hut & Chalet Review 2018 and that service forming part of the Estates team earlier in 2021, an interim assessment of the Review's action plan and pricing strategy was undertaken. The objective of this was to refocus some of the actions and provide recommendations to pricing structure to encourage more bookings out of the usual peak season. Officers are now progressing through the governance process with recommended proposals and will seek to implement these for the 2022 season.</p>
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022

<input checked="" type="checkbox"/> 6.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	Performance	▲
	Comments	There is a wider piece of piece of feasibility work which needs to be undertaken to identify suitable areas across the district for the delivery of EV charging infrastructure. This needs to align with Norfolk wide approaches to the decarbonisation of highway networks as well as with public transport provision.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/08/2021
	<input checked="" type="checkbox"/> 6.4.2 Explore the potential for the installation of photo voltaics (PV) on the Council's assets	Performance
Comments		A review is currently being undertaken to look at the delivery of a solar array over the carpark at the new Reef facility.
Owner		Annie Sommazzi
Stage		Not Started
Start Date		04/02/2020
Due Date		31/12/2021

Performance achieving targets

Key Performance Indicators

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

		Sep 2021
CS 001 Number of complaints	Performance (YTD)	
	Actual (Period) (YTD)	221
	Target (YTD)	180
	Direction of change (YTD)	
	Owner	Jane Wisson
	Comments	During Quarter 2 we have seen an increase in the number of complaints for Environmental Health and Planning. This may be due to difficulties in recruitment for both services. This will be pointed out to the relevant Assistant Directors for them to investigate.
	Objective/ Department	<ul style="list-style-type: none"> ■ Customer Services Management ■ 3 - Customer Focus
EG 011 Number of businesses supported	Performance (YTD)	
	Actual (Period) (YTD)	228
	Target (YTD)	100
	Direction of change (YTD)	
	Owner	Stuart Quick
	Comments	The number of business supported is significantly lower than the previous quarter due to closure of the last phase of Covid grant support.
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 2 - Boosting Business Sustainability and Growth
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	387
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Lisa Grice
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ People Services
HS 001 Number of affordable homes built	Performance (YTD)	
	Actual (Period) (YTD)	92
	Target (YTD)	50
	Direction of change (YTD)	
	Owner	Nicky Debbage
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 1 - Local Homes for Local Need
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	
	Actual (Period) (YTD)	144,768
	Target (YTD)	144,768
	Direction of change (YTD)	
	Owner	Karl Read
	Comments	Due to the continually changing Covid-19 situation targets are continually under review.
	Objective/ Department	<ul style="list-style-type: none"> ■ 5 - Quality of Life ■ Environment and Leisure

		Oct 2021
CE 001 Number of very long term empty homes (2 years or more as at 1st day of each month)	Performance (YTD)	!
	Actual (Period) (YTD)	140
	Target (YTD)	
	Direction of change (YTD)	↓
	Owner	Bob Wade
	Comments	The number has decreased from 166 on 30 September 2020 to 140 on 30 September 2021. The reasons for this are likely to be due, in part at least, to the market but also the financial impact of the council tax levy, amongst other things. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Combined Enforcement Team Leader and the Revenues Manager monitors these properties. Given current capacity within the teams legal interventions are constrained not least given the time and complexity of tackling this issue. The new Housing strategy includes this issue but any resources will need to be targeted given local housing needs and recognise that there are rarely instant solutions in bringing long-term empties back into use via the corporate Enforcement board.
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ Planning
CE 003 Number of long term empty homes (6 months or more as at 1st day of each month)	Performance (YTD)	!
	Actual (Period) (YTD)	470
	Target (YTD)	
	Direction of change (YTD)	↑×
	Owner	Bob Wade
	Comments	The number has decreased from 564 on 30 September 2020 to 470 on 30 September 2021. The reasons for this are likely to be due, in part at least, to the market but also the financial impact of the council tax levy, amongst other things. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Combined Enforcement Team Leader and the Revenues Manager monitors these properties. Given current capacity within the teams legal interventions are constrained not least given the time and complexity of tackling this issue. The new Housing strategy includes this issue but any resources will need to be targeted given local housing needs and recognise that there are rarely instant solutions in bringing long-term empties back into use via the corporate Enforcement Board.
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ Planning







Performance Focus

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



Latest Update

		Sep 2021
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	▲
	Actual (Period) (YTD)	60.36
	Target (YTD)	20.00
	Direction of change (YTD)	↗✗
	Owner	Renata Garfoot
	Comments	The majority of the outstanding debt now relates to 1 tenant. Payment was received for this at the start of October so the debt is still showing on this report.
CS 001 Number of complaints	Performance (YTD)	▲
	Actual (Period) (YTD)	221
	Target (YTD)	180
	Direction of change (YTD)	↗✗
	Owner	Jane Wisson
	Comments	During Quarter 2 we have seen an increase in the number of complaints for Environmental Health and Planning. This may be due to difficulties in recruitment for both services. This will be pointed out to the relevant Assistant Directors for them to investigate.
-> CS 004 Average transaction time (minutes) - Customer Services	Performance (YTD)	▲
	Actual (Period) (YTD)	14.76
	Target (YTD)	10.00
	Direction of change (YTD)	↘✓
	Owner	James Jacobs
	Comments	From April 2020 to July 2020 no face to face transactions were recorded due to lockdown. From August 2020 to June 2021 staff returned but only to see the most vulnerable of customers with complex enquiries. From July 2021 we continue to see transaction times falling back towards pre-COVID numbers. This has resulted from our offices now being open to more types of enquiries and more staff being available. We also have new reception staff who can deal with the more straightforward drop in customer enquiries at first point of contact.
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	15.06
	Target (YTD)	80.00
	Direction of change (YTD)	↘✓
	Owner	Emily Capps
	Comments	There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response. A conversation has been held with the relevant portfolio holder over how best to report this data in future. - unfortunately due to other commitments a review of this nature has not occurred.

		Sep 2021
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance (YTD)	
	Actual (Period) (YTD)	13.13
	Target (YTD)	80.00
	Direction of change (YTD)	
	Owner	Emily Capps
	Comments	There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response. A conversation has been held with the relevant portfolio holder over how best to report this data in future. - unfortunately due to other commitment's a review of this nature has not occurred.
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance (YTD)	
	Actual (Period) (YTD)	54.5
	Target (YTD)	41.0
	Direction of change (YTD)	
	Owner	Jeny Carroll
	Comments	A large value invoice was in dispute for a number of months. This has now been paid. Another factor influencing this increase in debtor days is the amount of trade waste debt waiting to be cancelled as a result of COVID.
RV 010 Percentage of non-domestic rates collected	Performance (YTD)	
	Actual (Period) (YTD)	55.87
	Target (YTD)	58.00
	Direction of change (YTD)	
	Owner	Sean Knight
	Comments	The NDR collection is 55.87% against a target of 58.00% as at end of September 2021. This is a shortfall in collection of £432k. The main reason for this is that the NDR relief awarded as part of the covid support has been changed from 100% to 66% with effect from 1 July 2021. This work needed a re-billing exercise for approx. 1,800 businesses with the total relief reducing and an increase in the amount needed to be collected by over £3.8m. This additional charge has been spread over the remaining instalments of the 2021/22 financial year and has reduced the percentage collected to date.

All other management performance measures

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














Latest Update

		Sep 2021
AS 001 Occupancy rate of Council-owned rental properties - Industrial	Performance (YTD)	★
	Actual (Period) (YTD)	80.95
	Target (YTD)	80.00
	Direction of change (YTD)	➔
	Owner	Renata Garfoot
	Comments	
AS 002 Occupancy rate of Council-owned rental properties - Retail	Performance (YTD)	●
	Actual (Period) (YTD)	73.33
	Target (YTD)	80.00
	Direction of change (YTD)	➔
	Owner	Renata Garfoot
	Comments	One asset removed as unlettable due to temporary planning consent expiry.
AS 003 Occupancy rate of Council-owned rental properties - Concessions	Performance (YTD)	★
	Actual (Period) (YTD)	100.00
	Target (YTD)	90.00
	Direction of change (YTD)	➔
	Owner	Renata Garfoot
	Comments	
AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time	Performance (YTD)	?
	Actual (Period) (YTD)	
	Target (YTD)	100.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from the Internal Audit team.
AU 002 Percentage of Priority 2 (Important) audit recommendations completed on time	Performance (YTD)	?
	Actual (Period) (YTD)	
	Target (YTD)	70.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from the Internal Audit team.
AU 004 Percentage of audit days delivered	Performance (YTD)	?
	Actual (Period) (YTD)	
	Target (YTD)	34.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from the Internal Audit team
BC 001 Building Control income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	226,193.00
	Target (YTD)	189,996.00
	Direction of change (YTD)	↕
	Owner	Stuart Tate
	Comments	

		Sep 2021
BE 027 (HB1) Average time for processing new claims (housing benefit and council tax support)	Performance (YTD)	★
	Actual (Period) (YTD)	17.50
	Target (YTD)	20.00
	Direction of change (YTD)	↗✗
	Owner	Trudi Grant
	Comments	The speed of processing for new claims increased during September as we finalised a number of outstanding new claims which had been submitted against new supported accommodation developments. The decision making process involves agreeing the rent levels and eligible service charges for Housing Benefit. Unfortunately we had not been made aware of the developments in advance of claims being submitted for Housing Benefit which meant we had claims we were not able to action in a timely manner. Our performance for Q1/2021 for new claims was 17 days and for Q2/2021 it was 18 days. Following the pandemic we are continuing to use best practices that worked well over the last 18 months and we are continuing to make service improvements which will allow the customer to make an application easily and for new claims to be processed more quickly.
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	★
	Actual (Period) (YTD)	12.33
	Target (YTD)	14.00
	Direction of change (YTD)	↓✓
	Owner	Trudi Grant
	Comments	During September we have concentrated on processing older outstanding work items to ensure we minimise overpayments occurring and issue underpayments. Whilst this has increased our speed of processing for September, our performance for the last two quarters has remained under our target. For Q1/2021 our speed of processing was 15 days and for Q2/2021 it was 10 days.
CE 004 Percentage of very long term empty homes as a proportion of the taxbase	Performance (YTD)	★
	Actual (Period) (YTD)	0.26
	Target (YTD)	0.31
	Direction of change (YTD)	↓✓
	Owner	Bob Wade
	Comments	
CE 005 Percentage of long term empty homes as a proportion of the taxbase	Performance (YTD)	★
	Actual (Period) (YTD)	0.83
	Target (YTD)	1.00
	Direction of change (YTD)	↓✓
	Owner	Bob Wade
	Comments	
CL 002 Number of Ombudsman referral decisions	Performance (YTD)	★
	Actual (Period) (YTD)	2
	Target (YTD)	18
	Direction of change (YTD)	→
	Owner	Linda McElroy
	Comments	

		Sep 2021
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Performance (YTD)	★
	Actual (Period) (YTD)	2
	Target (YTD)	0
	Direction of change (YTD)	→
	Owner	Lynda McElligott
	Comments	
→ CS 003 Average wait time (minutes) - Customer Services	Performance (YTD)	!
	Actual (Period) (YTD)	14.76
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	James Jacobs
	Comments	Targets suspended due to Covid-19.
CS 006 Percentage of customers who were quite / extremely satisfied-helpful pleasant and courteous	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	
CS 007 Percentage of customers who were quite/extremely satisfied - competent/knowledgeable/	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	
CS 008 Percentage of customers who were quite or extremely satisfied with the time taken	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	
CS 009 Percentage of customers who were quite or extremely satisfied they got everything they need	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	

		Sep 2021
DM 024 (24m) Percentage of non-major planning applications determined within time period	Performance (YTD)	
	Actual (Period) (YTD)	79.24
	Target (YTD)	80.00
	Direction of change (YTD)	
	Owner	Geoff Lyon
	Comments	This performance measure is set against a national threshold of 70%; performance reporting to Development Committee has noted concerns, reasons and measures taken to address this underperformance. Monthly returns show July at 73.5 %; August at 86% and September at 92%, Quarter 8 recorded 83%. Members of Development Committee will be updated Monthly and are satisfied that performance is now improving.
DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	
	Actual (Period) (YTD)	0.54
	Target (YTD)	10.00
	Direction of change (YTD)	
	Owner	Geoff Lyon
	Comments	
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within time period	Performance (YTD)	n/a
	Actual (Period) (YTD)	11
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Geoff Lyon
	Comments	
EG 009 Grants awarded (£)	Performance (YTD)	
	Actual (Period) (YTD)	2,553,282.00
	Target (YTD)	0.00
	Direction of change (YTD)	
	Owner	Stuart Quick
	Comments	
EG 010 Number of businesses engaged via business support events	Performance (YTD)	
	Actual (Period) (YTD)	33
	Target (YTD)	20
	Direction of change (YTD)	
	Owner	Stuart Quick
	Comments	
EP 001a Percentage of responses to nuisance complaints within 2 working days	Performance (YTD)	
	Actual (Period) (YTD)	79.86
	Target (YTD)	80.00
	Direction of change (YTD)	
	Owner	Emily Capps
	Comments	The Environmental Protection Team experienced a greater number of complaints during the summer months. This coupled with staff annual leave has impacted on the response time. All complaints that were received were prioritised in order of public health significance and the most urgent dealt with within the timescale.

		Sep 2021
HC 005 Number of grants awarded from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	18
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Sonia Shuter
	Comments	
HC 006 Amount of funding investment from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	90,087.75
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Sonia Shuter
	Comments	The North Norfolk Sustainable Communities Fund Panel met on 6th September 2021 to consider applications over £1,000 and under £15,000. Five new applications totalling £44,194.05 were presented to the Panel. The panel recommended that the five applications were all approved with grants totalling £37,451.75. The Panel were also advised that three grants for Under £1,000 had been received. Awards were made to all three applicants totalling £2,660.
HO 006 Numbers on the housing waiting list	Performance (YTD)	n/a
	Actual (Period) (YTD)	2,796
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
HO 008 Numbers on the Housing Options Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	1,972
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
HO 009 Numbers on the Transfer Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	417
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Lisa Grice
	Comments	
HR 007 Working days lost due to sickness absence - whole authority days per FTE	Performance (YTD)	★
	Actual (Period) (YTD)	2.23
	Target (YTD)	3.00
	Direction of change (YTD)	↕
	Owner	James Claxton
	Comments	

		Sep 2021
HS 002 Number of affordable homes granted planning permission	Performance (YTD)	n/a
	Actual (Period) (YTD)	23
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Nicky Debbage
	Comments	
HW 003 Number of Disabled Facilities Grants completed	Performance (YTD)	n/a
	Actual (Period) (YTD)	36
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Karen Hill
	Comments	
HW 004 Number of Disabled Facilities Grants approved	Performance (YTD)	n/a
	Actual (Period) (YTD)	43
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Karen Hill
	Comments	
HW 005 Average Disabled Facilities Grant spend (£)	Performance (YTD)	n/a
	Actual (Period) (YTD)	80,235
	Target (YTD)	
	Direction of change (YTD)	n/a
	Owner	Karen Hill
	Comments	
IT 001 Number of transactions made via the Council website	Performance (YTD)	★
	Actual (Period) (YTD)	25,697
	Target (YTD)	21,000
	Direction of change (YTD)	↕
	Owner	Rob Holmes
	Comments	
LE 010 Number of Adult Visitors to Parks and Countryside Events	Performance (YTD)	★
	Actual (Period) (YTD)	549
	Target (YTD)	549
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance (YTD)	★
	Actual (Period) (YTD)	579
	Target (YTD)	579
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	

		Sep 2021
LE 012 Total number of Visitors to Parks and Countryside Events	Performance (YTD)	★
	Actual (Period) (YTD)	788
	Target (YTD)	788
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	
LE 013 Income from events organised at Country Parks	Performance (YTD)	★
	Actual (Period) (YTD)	1,401.00
	Target (YTD)	1,401.00
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	
LS 003 Legal Services fee income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	370,530.00
	Target (YTD)	36,000.00
	Direction of change (YTD)	↕
	Owner	Noel Doran
	Comments	
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days	Performance (YTD)	●
	Actual (Period) (YTD)	86.97
	Target (YTD)	90.00
	Direction of change (YTD)	↘
	Owner	Noel Doran
	Comments	
MJ 001 (24m) Percentage of major planning applications determined within time period	Performance (YTD)	★
	Actual (Period) (YTD)	75.61
	Target (YTD)	60.00
	Direction of change (YTD)	↘
	Owner	Geoff Lyon
	Comments	
MJ 002 (24m) Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	★
	Actual (Period) (YTD)	2.44
	Target (YTD)	10.00
	Direction of change (YTD)	↘
	Owner	Geoff Lyon
	Comments	
MJ 002 (n24m) Major - quality: Number of decisions allowed on appeal	Performance (YTD)	n/a
	Actual (Period) (YTD)	1
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Geoff Lyon
	Comments	

		Sep 2021
PL 001 Planning income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	406,038.00
	Target (YTD)	400,752.00
	Direction of change (YTD)	↕
	Owner	Phillip Rowson
	Comments	
PP 002 Number of homes granted planning permission (all tenure types)	Performance (YTD)	n/a
	Actual (Period) (YTD)	316
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Mark Ashwell
	Comments	
RV 009 Percentage of Council Tax collected	Performance (YTD)	★
	Actual (Period) (YTD)	54.78
	Target (YTD)	54.25
	Direction of change (YTD)	↕
	Owner	Sean Knight
	Comments	Council Tax collection up to 30 September 2021 is 54.78%. This is up against a target of 54.25%. This means we have an excess in expected collection of over £437k.

This page is intentionally left blank

North Norfolk District Council Treasury Management Mid-Year Update 2021-22

Introduction

The Authority has adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve treasury management semi-annual and annual reports. This quarterly report provides an additional update.

The Authority's treasury management strategy for 2021/22 was approved at a meeting on 24th February 2021. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Authority's treasury management strategy.

The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 24th February 2021.

External Context

Economic background: The economic recovery from coronavirus pandemic continued to dominate the first half of the financial year. By the end of the period over 48 million people in the UK had received their first dose of a COVID-19 vaccine and almost 45 million their second dose.

The Bank of England (BoE) held Bank Rate at 0.1% throughout the period and maintained its Quantitative Easing programme at £895 billion, unchanged since the November 2020 meeting. In its September 2021 policy announcement, the BoE noted it now expected the UK economy to grow at a slower pace than was predicted in August, as the pace of the global recovery had shown signs of slowing and there were concerns inflationary pressures may be more persistent. Within the announcement, Bank expectations for GDP growth for the third (calendar) quarter were revised down to 2.1% (from 2.9%), in part reflecting tighter supply conditions. The path of CPI inflation is now expected to rise slightly above 4% in the last three months of 2021, due to higher energy prices and core goods inflation. While the Monetary Policy Committee meeting ended with policy rates unchanged, the tone was more hawkish.

Government initiatives continued to support the economy over the quarter but came to an end on 30th September 2021, with businesses required to either take back the 1.6 million workers on the furlough scheme or make them redundant.

The latest labour market data showed that in the three months to July 2021 the unemployment rate fell to 4.6%. The employment rate increased, and economic activity rates decreased, suggesting an improving labour market picture. Latest data showed growth in average total pay (including bonuses) and regular pay (excluding bonuses) among employees was 8.3% and 6.3% respectively over the period. However, part of the robust

growth figures is due to a base effect from a decline in average pay in the spring of last year associated with the furlough scheme.

The Bank of England now expects inflation to exceed 4% by the end of the calendar year owing largely to developments in energy and goods prices. The Office of National Statistics' (ONS') preferred measure of CPIH which includes owner-occupied housing was 3.0% year/year, marginally higher than expectations for 2.7%.

The easing of restrictions boosted activity in the second quarter of calendar year, helping push GDP up by 5.5% q/q (final estimate vs 4.8% q/q initial estimate). Household consumption was the largest contributor. Within the sector breakdown production contributed 1.0% q/q, construction 3.8% q/q and services 6.5% q/q, taking all of these close to their pre-pandemic levels.

Financial markets: Monetary and fiscal stimulus together with rising economic growth and the ongoing vaccine rollout programmes continued to support equity markets over most of the period, albeit with a bumpy ride towards the end. The Dow Jones hit another record high while the UK-focused FTSE 250 index continued making gains over pre-pandemic levels. The more internationally focused FTSE 100 saw more modest gains over the period and remains below its pre-crisis peak.

Inflation worries continued during the period. Declines in bond yields in the first quarter of the financial year suggested bond markets were expecting any general price increases to be less severe, or more transitory, that was previously thought. However, an increase in gas prices in the UK and EU, supply shortages and a dearth of HGV and lorry drivers with companies willing to pay more to secure their services, has caused problems for a range of industries and, in some instance, lead to higher prices.

Credit review: Over the period Fitch and Moody's upwardly revised to stable the outlook on a number of UK banks and building societies on our counterparty list, recognising their improved capital positions compared to last year and better economic growth prospects in the UK.

The successful vaccine rollout programme is credit positive for the financial services sector in general and the improved economic outlook has meant some institutions have been able to reduce provisions for bad loans. While there is still uncertainty around the full extent of the losses banks and building societies will suffer due to the pandemic-related economic slowdown, the sector is in a generally better position now compared to earlier this year and 2020.

As ever, the institutions and durations on the Authority's counterparty list recommended by treasury management advisors Arlingclose remain under constant review.

Local Context

On 31st March 2021, the Authority had net investments of £41.810m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.

Lower official interest rates have lowered the cost of short-term, temporary loans and investment returns from cash assets that can be used in lieu of borrowing. The Authority pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk.

The treasury management position on 30th September 2021 and the change over the six months is shown in Table 1 below.

Table 1: Treasury Management Summary

	31.3.21 Balance £m	Movement £m	30.9.21 Balance £m	30.9.21 Rate %
Long-term borrowing	0.000	0.000	0.000	N/A
Short-term borrowing	7.000	(4.000)	3.000	
Total borrowing	7.000	(4.000)	3.000	
Long-term investments	32.000	0.000	32.000	
Short-term investments	0.000	0.000	0.000	
Cash and cash equivalents	9.810	(8.715)	1.095	
Total investments	41.810	(8.715)	33.095	
Net investments	34.810	(4.715)	30.095	

Borrowing Update

Local authorities can borrow from the PWLB provided they can confirm they are not planning to purchase ‘investment assets primarily for yield’ in the current or next two financial years, with confirmation of the purpose of capital expenditure from the Section 151 Officer. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing.

Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management.

Competitive market alternatives may be available for authorities with or without access to the PWLB. However, the financial strength of the individual authority and borrowing purpose will be scrutinised by commercial lenders. Further changes to the CIPFA Prudential Code expected in December 2021 are likely to prohibit borrowing for the primary purpose of commercial return even where the source of borrowing is not the PWLB.

The Authority is currently reviewing its capital programme in light of PWLB lending arrangement changes and may consider the cancellation of planned purchases of assets primarily for yield so as to retain access to the PWLB.

Revised PWLB Guidance

HM Treasury published further guidance on PWLB borrowing in August 2021 providing additional detail and clarifications predominantly around the definition of an 'investment asset primarily for yield'. The principal aspects of the new guidance are:

- Capital expenditure incurred or committed to before 26th November 2020 is allowable even for an 'investment asset primarily for yield'.
- Capital plans should be submitted by local authorities via a DELTA return. These open for the new financial year on 1st March and remain open all year. Returns must be updated if there is a change of more than 10%.
- An asset held primarily to generate yield that serves no direct policy purpose should not be categorised as service delivery.
- Further detail on how local authorities purchasing investment assets primarily for yield can access the PWLB for the purposes of refinancing existing loans or externalising internal borrowing.
- Additional detail on the sanctions which can be imposed for inappropriate use of the PWLB loan. These can include a request to cancel projects, restrictions to accessing the PLWB and requests for information on further plans.

Changes to PWLB Terms and Conditions from 8th September 2021

The settlement time for a PWLB loan has been extended from two working days (T+2) to five working days (T+5). In a move to protect the PWLB against negative interest rates, the minimum interest rate for PWLB loans has also been set at 0.01% and the interest charged on late repayments will be the higher of Bank of England Base Rate or 0.1%.

Municipal Bonds Agency (MBA): The MBA is working to deliver a new short-term loan solution, available in the first instance to principal local authorities in England, allowing them access to short-dated, low rate, flexible debt. The minimum loan size is expected to be £25 million. Importantly, local authorities will borrow in their own name and will not cross guarantee any other authorities.

If the Authority intends future borrowing through the MBA, it will first ensure that it has thoroughly scrutinised the legal terms and conditions of the arrangement and is satisfied with them.

UK Infrastructure Bank: £4bn has been earmarked for of lending to local authorities by the UK Infrastructure Bank which is wholly owned and backed by HM Treasury. The availability of this lending to local authorities, for which there will be a bidding process, is yet to commence. Loans will be available for qualifying projects at gilt yields plus 0.6%, which is 0.2% lower than the PWLB certainty rate.

Borrowing Strategy during the period

At 30th September 2021 the Authority held £3m of loans, (a decrease of £4m to 31st March 2021), as part of its strategy for funding previous and current years' capital programmes. Outstanding loans on 30th September are summarised in Table 2 below.

Table 2: Borrowing Position

	31.3.21 Balance £m	Net Movement £m	30.9.21 Balance £m	30.9.21 Weighted Average Rate %	30.9.21 Weighted Average Maturity (years)
Local authorities (short-term)	7.000	(4.000)	3.000		<1
Total borrowing	7.000	(4.000)	3.000		

The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.

With short-term interest rates remaining much lower than long-term rates and with surplus of liquidity continuing to feature in the LA to LA market, the Authority considered it to be more cost effective in the near term to use internal resources or borrowed rolling temporary / short-term loans instead. The net movement in temporary / short-term loans is shown in table 3 above.

The Authority's borrowing decisions are not predicated on any one outcome for interest rates.

PWLB funding margins have lurched quite substantially and there remains a strong argument for diversifying funding sources, particularly if rates can be achieved on alternatives which are below gilt yields plus 0.80%. The Authority will evaluate and pursue these lower cost solutions and opportunities with its advisor Arlingclose.

Treasury Investment Activity

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Authority's investment balances ranged between £33.095 and £71.747 million due to timing differences between income and expenditure. The investment position is shown in table 3 below.

Table 3: Treasury Investment Position

	31.3.21 Balance £m	Net Movement £m	30.9.21 Balance £m	30.9.21 Income Return %
Banks & building societies (unsecured)	0.000	0.000	0.000	N/A
Money Market Funds	9.810	(8.715)	1.095	0.01
Other Pooled Funds				
- <i>Cash plus funds</i>	3.000	0.000	3.000	0.45
- <i>Short-dated bond funds</i>	3.000	0.000	3.000	0.41
- <i>Strategic bond funds</i>	5.000	0.000	5.000	1.59
- <i>Equity income funds</i>	8.000	0.000	8.000	3.03
- <i>Property funds</i>	5.000	0.000	5.000	5.19
- <i>Multi asset income funds</i>	8.000	0.000	8.000	3.83
Total investments	41.810	(8.715)	33.095	2.36

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Ultra low short-dated cash rates which have been a feature since March 2020 when Bank Rate was cut to 0.1% have resulted in the return on sterling low volatility net asset value money market funds (LVNAV MMFs) being close to zero even after some managers have temporarily waived or lowered their fees. At this stage net negative returns are not the central case of most MMF managers over the short-term, and fee cuts or waivers should result in MMF net yields having a floor of zero, but the possibility cannot be ruled out.

Deposit rates with the Debt Management Account Deposit Facility (DMADF) are also largely around zero.

The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in Table 4 below.

Table 4: Investment Benchmarking – Treasury investments managed in-house

	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return %
31.03.2021	4.92	A+	100%	1	0.15%
30.09.2021	4.75	A+	100%	1	0.01%
Similar LAs	4.66	A+	69%	32	0.08%

*Weighted average maturity

Externally Managed Pooled Funds: £32m of the Authority’s investments are held in externally managed strategic pooled bond, equity, multi-asset and property funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. These funds generated an average total return of £1.349m, comprising a £0.458m income return which is used to support services in year, and £0.891m of capital growth.

The Authority is invested in bond, equity, multi-asset and property funds. The improved market sentiment in the past 6 months is reflected in equity, property and multi-asset fund valuations and, in turn, in the capital values of the Authority’s equity and multi-asset income funds in the Authority’s portfolio. The prospect of higher inflation and rising bond yields resulted in muted bond fund performance. The change in capital values and income earned is shown in Table 4.

Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority’s medium- to long-term investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates. Investment in these funds has been maintained during the half year.

The Authority has budgeted £1,172,889 income from these investments in 2021/22. Income received to date was £458,000.

Non-Treasury Investments

The definition of investments in CIPFA’s revised Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in the Investment Guidance issued by the Ministry of Housing, Communities and Local Government (MHCLG) and Welsh Government, in which the definition of investments is further broadened to also include all such assets held partially for financial return.

The Authority also held £2.947m of such investments in

- directly owned property £0.390m
- loans to housing associations and community housing £2.558m

These investments generated £0.066m of investment income for the Authority after taking account of direct costs, representing a rate of return of 4.48%. This compares favourably against Treasury investment rates, particularly against shorter term deposits. These investments represent a different risk to the Authority, as property investments do not carry the same interest rate or credit risk, but there is the risk of loss of income through voids and other market factors. They also require more staff time to manage than externalised pooled investments.

The Authority does not currently rely on these funds from Non-Treasury investments to balance the budget, but in a climate of reduced Government funding, is likely to do so more in the future. To guard against the risk of reducing levels of income from these investments, they are proactively managed by experienced and qualified individuals within the Authority, with external advice as required.

Treasury Performance

The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to benchmark interest rates, as shown in table 5 below.

Table 5: Performance

	Actual £m	Budget £m	Over/ under	Actual %	Benchmark %	Over/ under
Money Market Funds	0.000	0.000	N/A	0.01%	N/A	Over
Pooled Funds	0.458	0.586	Under	2.85%	3.45%	Under
Total treasury investments	0.458	0.586	Under	2.36	3.45%	Under

Compliance

The Chief Finance Officer reports that all treasury management activities undertaken during the quarter complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 6 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 6 below.

Table 6: Debt Limits

	H1 Maximum	30.9.21 Actual	2021/22 Operational Boundary	2021/22 Authorised Limit	Complied? Yes/No
Borrowing	10.000m	3.000m	23.530m	28.400m	Yes
Total debt	10.000m	3.000m	23.530m	28.400m	Yes

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Table 7: Investment Limits

	H1 Maximum	30.9.21 Actual	2021/22 Limit	Complied? Yes/No
Local authorities & other government entities	nil	nil	Unlimited	Yes
Secured investments	nil	nil	Unlimited	Yes
Banks (unsecured)	nil	nil	£5m	Yes
Building societies (unsecured)	nil	nil	£5m	Yes
Registered providers (unsecured)	nil	nil	£10m	Yes
Money market funds	£14.080	£1.095m	£20m	Yes
Strategic pooled funds	£32m	£32m	Unlimited	Yes
Real estate investment trusts	nil	nil	£10m	Yes
The UK Government	£26m	nil	Unlimited	Yes
Other investments	nil	nil	£5m	Yes
Any group of pooled funds under the same management	£7m	£7m	£15m	Yes
Negotiable instruments held in a broker's nominee account	nil	nil	£10m	Yes
Foreign countries	nil	nil	£6m	Yes

Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

Security: The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average [credit rating] or [credit score] of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	30.9.21 Actual	2021/22 Target	Complied?
Portfolio average credit score	4.75	6.0	Yes

Liquidity: The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

	30.9.21 Actual	2021/22 Target	Complied?

Total sum borrowed in past 3 months without prior notice	£0m	£10m	Yes
--	-----	------	-----

Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interests was:

Interest rate risk indicator	30.9.21 Actual	2021/22 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£335,281	£600,000	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£335,281	£600,000	Yes

The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at current rates.

Maturity Structure of Borrowing: This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	30.9.21 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	100%	100%	0%	Yes
12 months and within 24 months	0%	100%	0%	Yes
24 months and within 5 years	0%	100%	0%	Yes
5 years and within 10 years	0%	100%	0%	Yes
10 years and above	0%	100%	0%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal Sums Invested for Periods Longer than a year: The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

	2021/22	2022/23	2023/24
Actual principal invested beyond year end	£32m	£32m	£32m
Limit on principal invested beyond year end	£50m	£50m	£50m
Complied?	Yes	Yes	Yes

Revisions to CIPFA Codes

In February 2021 CIPFA launched two consultations on changes to its Prudential Code and Treasury Management Code of Practice. These followed the Public Accounts Committee's recommendation that the prudential framework should be further tightened following

continued borrowing by some authorities for investment purposes. In June, CIPFA provided feedback from this consultation.

In September CIPFA issued the revised Codes and Guidance Notes in draft form and opened the latest consultation process on their proposed changes. The changes include:

- Clarification that (a) local authorities must not borrow to invest primarily for financial return (b) it is not prudent for authorities to make any investment or spending decision that will increase the Capital Financing Requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the authority.
- Categorising investments as those (a) for treasury management purposes, (b) for service purposes and (c) for commercial purposes.
- Defining acceptable reasons to borrow money: (i) financing capital expenditure primarily related to delivering a local authority's functions, (ii) temporary management of cash flow within the context of a balanced budget, (iii) securing affordability by removing exposure to future interest rate rises and (iv) refinancing current borrowing, including replacing internal borrowing.
- For service and commercial investments, in addition to assessments of affordability and prudence, an assessment of proportionality in respect of the authority's overall financial capacity (i.e. whether plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services).
- Prudential Indicators
 - New indicator for net income from commercial and service investments to the budgeted net revenue stream.
 - Inclusion of the liability benchmark as a mandatory treasury management prudential indicator. CIPFA recommends this is presented as a chart of four balances – existing loan debt outstanding; loans CFR, net loans requirement, liability benchmark – over at least 10 years and ideally cover the authority's full debt maturity profile.
 - Excluding investment income from the definition of financing costs.
- Incorporating ESG issues as a consideration within TMP 1 Risk Management.
- Additional focus on the knowledge and skills of officers and elected members involved in decision making

MHCLG Improvements to the Capital Finance Framework: MHCLG published a brief policy paper in July outlining the ways it feels that the current framework is failing and potential changes that could be made. The paper found that “while many authorities are compliant with the framework, there remain some authorities that continue to engage in practices that push the bounds of compliance and expose themselves to excessive risk”.

The actions announced include greater scrutiny of local authorities and particularly those engaged in commercial practices; an assessment of governance and training; a consideration of statutory caps on borrowing; further regulations around Minimum Revenue Provision (MRP) and ensuring that MHCLG regulations enforce guidance from CIPFA and the new PWLB lending arrangements.

A further consultation on these matters is expected soon.

Arlingclose's Economic Outlook for the remainder of 2021/22 (based on the October 2021 interest rate forecast)

	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24
Official Bank Rate													
Upside risk	0.00	0.15	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Case	0.10	0.10	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	0.00	0.00	0.15	0.15	0.15	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40

Arlingclose expects Bank Rate to rise in Q2 2022. We believe this is driven as much by the Bank of England's desire to move from emergency levels as by fears of inflationary pressure.

Investors have priced in multiple rises in Bank Rate to 1% by 2024. While Arlingclose believes Bank Rate will rise, it is by a lesser extent than expected by markets.

The global economy continues to recover from the pandemic but has entered a more challenging phase. The resurgence of demand has led to the expected rise in inflationary pressure, but disrupted factors of supply are amplifying the effects, increasing the likelihood of lower growth rates ahead. This is particularly apparent in the UK due to the impact of Brexit.

While Q2 UK GDP expanded more quickly than initially thought, the 'pingdemic' and more latterly supply disruption will leave Q3 GDP broadly stagnant. The outlook also appears weaker. Household spending, the driver of the recovery to date, is under pressure from a combination of retail energy price rises, the end of government support programmes and soon, tax rises. Government spending, the other driver of recovery, will slow considerably as the economy is taken off life support.

Inflation rose to 3.2% in August. A combination of factors will drive this to over 4% in the near term. While the transitory factors affecting inflation, including the low base effect of 2020, are expected to unwind over time, the MPC has recently communicated fears that these transitory factors will feed longer-term inflation expectations that require tighter monetary policy to control. This has driven interest rate expectations substantially higher.

The supply imbalances are apparent in the labour market. While wage growth is currently elevated due to compositional and base factors, stories abound of higher wages for certain sectors, driving inflation expectations. It is uncertain whether a broad-based increased in wages is possible given the pressures on businesses.

Government bond yields increased sharply following the September FOMC and MPC minutes, in which both central banks communicated a lower tolerance for higher inflation than previously thought. The MPC in particular has doubled down on these signals in spite of softer economic data. Bond investors expect higher near-term interest rates but are also clearly uncertain about central bank policy.

The MPC appears to be playing both sides, but has made clear its intentions to tighten policy, possibly driven by a desire to move away from emergency levels. While the economic outlook will be challenging, the signals from policymakers suggest Bank Rate will rise unless data indicates a more severe slowdown.