

Cabinet



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Friday, 18 February 2022

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Monday, 28 February 2022 at 10.00 am.**

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

Members of the public who wish to ask a question or speak on an agenda item are requested to arrive at least 15 minutes before the start of the meeting. It will not always be possible to accommodate requests after that time. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel:01263 516010, Email:emma.denny@north-norfolk.gov.uk.

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

Emma Denny
Democratic Services Manager

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

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

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A G E N D A

- 1. TO RECEIVE APOLOGIES FOR ABSENCE**
- 2. MINUTES** 1 - 12

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 31 January 2022.
- 3. PUBLIC QUESTIONS AND STATEMENTS**

To receive questions and statements from the public, if any.
- 4. DECLARATIONS OF INTEREST** 13 - 18

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)
- 5. ITEMS OF URGENT BUSINESS**

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

To receive oral questions from Members, if any
- 7. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE**

To consider any recommendations made by the Overview & Scrutiny Committee at the meeting held on 9th February 2022.
- 8. RECOMMENDATIONS FROM CABINET WORKING PARTIES** 19 - 26

To receive the minutes of the meeting of the Cabinet Working Party for Projects held on 19 January 2022.

9. MUNDESLEY AND CROMER PHASE 2 COASTAL MANAGEMENT SCHEMES

27 - 36

Summary: The report seeks to provide an update as to the development and progress of the Cromer Phase 2 and Mundesley Coastal Management Schemes. There is a need to move forward with delivery of the schemes as soon as is practical to meet the Environment Agency Capital programme timeframes and in order to better protect homes, communities and infrastructure. The report sets out recommendations to enable both schemes to proceed with minimal delays.

Options considered: **Option 1 - Do not proceed:** This option would cease all progression of work and inform funding bodies to reallocate funds to other priorities. The communities of Cromer and Mundesley would not benefit from the coastal protection afforded by the schemes. Such an option would not deliver the intent of the Shoreline Management Plan policies for these locations. Option Discounted.

Option 2 - Seek protection measures further to the proposal: This option would seek to delay delivery in order to seek to raise significant further funds for additional protection measures. This could inadvertently lead to the loss of the government grant and damage to the localities in the intervening years of seeking to make further arrangements. Option Discounted.

Option 3 -Continue with proposed scheme: this option would see the continuation of the scheme as proposed, seeking to maximise on protection to communities and assets. Recommended Option.

Conclusions: There is a need to move forward expediently with the delivery of the Mundesley and Cromer Phase 2 Coastal Management Schemes to deliver continued and enhanced protection to communities in the timeframes the funding is available.

Design and consenting is progressing with construction anticipated to start in autumn 2022, subject to consents and budget.

Due to increases in construction costs across the industry, there is a need to continue to minimise cost and maximise funding to enable the delivery of the most beneficial schemes

possible.

Recommendations: Cabinet resolves to:

- a) **Support the continued approach of the Mundesley and Cromer Phase 2 Coastal Management Schemes.**
- b) **Support of the appointment of Mott MacDonald to complete detailed design and consenting via the Dynamic Purchasing System and additional scope identified to complete the supporting Environmental Impact Assessments.**
- c) **Approve construction via the Local Authority SCAPE framework.**
- d) **Approve the submission of applications for consents and licences**
- e) **Delegate to Director of Place and Climate Change with Portfolio Holder consultation to approve quotations, tenders, funding applications, access agreements and contractual appointments/variations to allow for timely progression of the schemes**

Reasons for Recommendations: To enable continued and timely progression for the Mundesley and Cromer Phase 2 Coastal Management Schemes.

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)

- Mundesley Outline Business Case- June 1018
- Cromer Coast Protection Scheme Project Appraisal Report – July 2012

Cabinet Member(s)
Cllr Angie Fitch-Tillett

Ward(s) affected
Mundesley
Cromer

Contact Officer, telephone number and email:

Tamzen Pope – Tamzen.Pope@north-norfolk.gov.uk 01263 516171

Rob Goodliffe – Rob.Goodliffe@north-norfolk.gov.uk 01263 516321

Summary: Sport & Leisure Management (SLM) known as Everyone Active has submitted a very positive financial offer to the Council for the remainder of the leisure management contract. Our consultants are involved in multiple negotiations of this kind and it is currently rare for operators to be offering to return to pre-Covid financial projections from April 2022 as the outlook for leisure centre operators and the recovery of market demand is highly uncertain. Considering these market factors, the offer of 'resetting' the agreement and utilising the extension to honour the original financial terms of the contract is a positive one. Indeed, by agreeing to lower their percentage margin and to increase the Council's share of any surplus to 60%, SLM is improving on the Council's original contract position as reflected by the increased average annual payment being offered to the Council.

Whilst an extension to the contract is part of the SLM offer, the extension is within the 5-year extension permitted within the original contract and the offer to fix out the management fee at a positive level for the Council over a longer period appears to be a good one at this stage as the Council will have guaranteed savings and SLM will begin taking the risk on the achievement of the financial figures being proposed. The position being offered is considerably greater than the current performance of the leisure centres and, whilst the opening of the Reef will undoubtedly assist SLM in achieving these figures, the offer appears to be a positive one from the Council's perspective.

Options:

- Option 1.** To agree a 3-year extension of the contract with a management fee of circa £73k per annum paid to the Council
- Option 2.** To agree a 5-year extension of the contract with a management fee of circa £79k per annum paid to the Council
- Option 3.** To not agree to an extension at the current time.

Conclusions: The Leisure Contract is nearing the end of the third year of a ten-year contract. The contract took significant resource to procure and represented good value for money; it was not possible to foresee the impact that COVID19

would have on the performance of the contract when it was let. Agreeing to an extension of the contract is in accordance with current contract and transfers the financial risk back to the operator.

Recommendations: **Option 2: That Cabinet agrees to a 5-year extension of the leisure contract**

Reasons for Recommendations: To transfer the financial risk back to the operator with an improved financial reward over the length of the contract.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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

Contact Officer, telephone number and email:
Karl Read, 01263 516002, karl.read@north-norfolk.gov.uk

11. BUDGET MONITORING REPORT 2021/22 - PERIOD 10

45 - 78

Summary: This report summarises the budget monitoring position for the revenue account, capital programme and reserves to the end of January 2022.

Options considered: Not applicable.

Conclusions: The overall position at the end of January 2022 shows an £8,774,619 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year underspend of £414,439.

Recommendations: It is recommended that Cabinet:

- 1) Note the contents of the report and the current budget monitoring position.**

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

System budget monitoring reports

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

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: Continued progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report, despite corporate focus again having to be directed to COVID response activity with rapidly rising rates of infection in the District in December associated with the spread of the Omicron variant.

The uncertainty caused by the spread of the Omicron variant had particular impact on many hospitality businesses at a critical time of the year and saw the Government announce further grant support for the sector which resulted in an increase of calls to the Customer Services, Environmental Health, Economic Growth and Revenues Teams.

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 reviews the benchmarking report attached at Appendix B and requests further information and/ or action as they see fit.**

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)	Ward(s) affected
Cllr Tim Adams	All

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

13. NNDC TOWN & PARISH COUNCIL ENGAGEMENT FORUM

169 - 174

Summary: The Corporate Plan 2019 – 2023 sets out an ambition of improving engagement with the District's Town and Parish Councils. Some forum-style meetings have already been held and it is proposed that the process for engagement should now be formalised and supported by agreed terms of reference.

Options considered:

1. To continue with informal meetings. This presents challenges regarding the monitoring of performance against the Corporate Plan objectives.
2. To cease engagement with the town and parish councils. This is not recommended as there has already been positive feedback from the forums held to date.

Conclusions: The Customer Focus theme of the corporate plan clearly sets out the ambition of improving engagement with local communities, including town and parish councils. A quarterly forum, hosted by NNDC is an effective way of providing a conduit between the two local authority tiers. Agreed terms of reference provides a formal mechanism for engagement and facilitates the monitoring of agreed objectives and outcomes.

Recommendations: **That Cabinet approves the establishment of a quarterly engagement forum with town and parish council representatives**

To approve the terms of reference set out at Appendix A

Reasons for Recommendations: To support engagement with local communities, including town and parish councils, as set out in the Corporate Plan 2019 – 2023.

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 T Adams, Leader
Cllr L Shires

Ward(s) affected: All

Contact Officer, telephone number and email:
Emma Denny, Democratic Services Manager, 0126 516010,
emma.denny@north-norfolk.gov.uk

14. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

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

15. PRIVATE BUSINESS

CABINET

Minutes of the meeting of the Cabinet held on Monday, 31 January 2022 at the Council Chamber - Council Offices at 10.00 am

Committee

Members Present:

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

Members also attending:

Cllr T Adams
Cllr A Brown
Cllr N Dixon
Cllr C Cushing
Cllr J Rest

Officers in Attendance:

Chief Executive, Democratic Services Manager, Director for Resources/Section 151 Officer, Leisure & Locality Services Manager and Climate & Environmental Policy Manager

Apologies for Absence:

Mrs W Fredericks
Mr N Lloyd

192 MINUTES

The minutes of the meeting held on 5th January 2022 were approved as a correct record and signed by the Chairman.

193 PUBLIC QUESTIONS AND STATEMENTS

None received.

194 ITEMS OF URGENT BUSINESS

None received.

195 DECLARATIONS OF INTEREST

None.

196 MEMBERS' QUESTIONS

The Chairman advised members that they could ask questions during the meeting, as matters arose.

197 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

Cllr N Dixon, Chairman of the Overview and Scrutiny Committee informed Cabinet that the following recommendation had been made in relation to the review of car parking charges:

To recommend to Cabinet that consideration is given to increasing car parking charges in-line with the following options:

- Option 1 (b) – consideration of seasonal price increases for coastal car parks with prices tied to CPI inflation from date of previous increases.
- Option 2 – consideration of season ticket price increase with prices tied to CPI inflation from date of previous increases.

The Chairman thanked the committee for their input and said that Cabinet would consider the recommendation when the item was debated later in the meeting.

198 NET ZERO STRATEGY AND ACTION PLAN

In the absence of the Portfolio Holder for Environment, Cllr Fitch-Tillett, Portfolio Holder for Coast, introduced this item. Before reading out a statement from Cllr Lloyd, she said that as the Cabinet member responsible for the coast, she was only too aware of the problems caused by climate change. Just at the weekend, due to a rise in the sea level, the railings at Overstrand had been lost and at Hemsby the lifeboat could not get out due to a large number of rocks dispersed across the beach.

She then read out the following statement from Cllr N Lloyd:

‘It is my belief that addressing Climate Change is one of the most pressing problems threatening humankind and indeed all life forms on this Planet. Failure to limit our carbon emissions now will result in much higher mitigation costs later – not to mention the personal suffering that is predicted to ensue from rising sea levels and ever more extreme weather events. I believe that this is why tackling climate change has become a strategic priority for central Government.

Councils like our own will be key to reducing emissions nationally. We have an important role in leading others and we want to take residents with us on this journey. Addressing climate change at NNDC is a corporate activity that requires cooperation from all our departments. It can only be achieved by embedding a whole Council approach to tackling our carbon emissions.

In our Environmental Charter we pledged to reduce our carbon footprint to net zero by 2030. The Charter also pledged that we would measure and publish our carbon footprint and manage the carbon footprints of all our operational buildings.

This document sets out the pathway to de-carbonise our activities at NNDC by 2030 whilst also outlining the challenges that exist for North Norfolk as a whole with regard to tackling climate change.

It is an evidence-based document deliberately written in a way that our residents would understand. It sets out how much carbon we are emitting, where these emissions emanate, and it looks at how we might address those emissions.

Of course, we have already begun tackling our carbon footprint which is evidenced in the document. It offers a glide path for this Council to reach net carbon zero by

2030.

It was important to me that the O&S committee were given early sight of this document before went to Cabinet. I would like to thank the Chair of O&S for including it in an already busy agenda. I welcomed the early O&S feedback and I thank the committee for their positive contribution to the strategy, their initial recommendations will be adopted. Staff workshops have been held and I was very grateful that so many Senior Managers and Directors attended. Member training is underway with sessions held and more scheduled.

There will further opportunities to offer comments or questions on the strategy before and after the strategy comes before you at Cabinet today and I ask you to provide any further feedback you may have to our brilliant climate change Officers Annie and Nige, the Director for Place and Climate Change or myself.

I would like to thank officers for their hard work in bringing the net Zero Action Plan before us today. In addition, Net Zero East, a climate change consultancy, number crunched much of the data and provided independent scientific expertise, they did a great job for us.'

The Chairman invited Members to speak:

Cllr J Toye, Portfolio Holder for Planning, welcomed the strategy. He said that the Council had declared a climate emergency in 2019 and that the Environment Charter and now the Net Zero Strategy & Action plan demonstrated that the Council was committed to taking action and delivering on its agenda.

Cllr C Cushing referred to page 10, paragraph s4.2 which mentioned significant associated costs which had yet to be identified. He said that he felt it was remiss to set out a strategy with no costings and that the matter had been raised with the Portfolio Holder for Finance when the draft Budget was considered by the Overview & Scrutiny Committee. He asked whether a response would be provided when the budget was considered later in the agenda. Cllr Seward replied that the costs he was referring to went beyond the 2022/23 budget and the Council was exploring all funding options including grants and any funding incentives coming forward.

The Chairman of Overview & Scrutiny, Cllr Dixon, said that the committee had recommended one action in relation to the strategy – that briefings for members should be arranged. The committee felt that if the strategy was to be embraced by the Council and the towns and parishes, then it was important that members were fully acquainted with its contents. He said that he agreed with Cllr Cushing that the resourcing of it was a key component that would embed it. Otherwise it remain aspirational. He said that the near-term implications should be included in the budget projections and the medium term financial strategy (MTFS), so that members could convey the message about the of the strategy importance with conviction.

Cllr J Rest referred to page 14, bullet point 3, and asked if there was a figure for the revenue return for the feed-in tariff payments for the solar panels. The Chairman replied that a written response would be provided.

Cllr R Kershaw commented that it would be difficult to put an accurate costing on this at the current time and it was unrealistic. He said that Government had similar aspirations nationally but they had not fully costed them yet and the Climate Change Committee had commented on this, acknowledging that the aspirations were laudable but needed to be costed. He added that it would involve a change in

lifestyle for people and it was challenging to put a figure on this.

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

RESOLVED to recommend

That Full Council adopts the Net Zero Strategy and Action Plan.

Reason for the decision:

The NZSAP outlines how a net-zero 2030 target can be achieved as well as reporting on NNDC's existing emissions pathway for the years 2018/2019 through to 2020/2022.

199 CROMER PIER PAVILION THEATRE - PIER MANAGEMENT CONTRACT

The Portfolio Holder for Leisure and Culture, Cllr V Gay, introduced this item. She began by saying that the Council owned Cromer Pier a Grade II listed structure. The report looked at the management contract for the pier in the context of ongoing uncertainty around the pandemic. Cllr Gay explained that the contract had been awarded in 2019 and the onset of the pandemic and periods of lockdown had presented considerable challenges for the Pavilion Theatre. The 2022 season currently remained uncertain and the paper set out a series of recommendations intended to ameliorate the situation.

Cllr Gay said that extending the contract for a further five years would give Openwide an opportunity to recover the additional costs incurred during the last two years. This could be supported with the Council exploring a risk-sharing approach by underwriting the costs of investment in the 2022 Seaside Special production. Doing so would acknowledge the challenges presented by the pandemic on the 2021 season and the continued uncertainty for 2022. She then said that responsibility for facilities in the Pavilion Theatre sat with the Council and it was proposed that £45k was set aside to upgrade the bar and food service area. Finally, it was proposed that the Council worked with Openwide to explore broadening the offer of the Pier, with the aim of attracting new audiences and visitors.

The Chairman invited members to speak:

Cllr J Rest referred to the current catering facility on the Pier and asked that a high standard was maintained. He said that there was excellent local produce available and this should be preferred choice – rather than 'dumbing down'. He said that it was a unique opportunity to provide something high quality. Cllr Gay replied that she understood that it was the recruitment of quality of staff that was causing the problem. It was a long standing issue that had been exacerbated by the pandemic.

Cllr C Cushing sought clarification on the expected cost if the Council opted for a risk-sharing approach and underwrote the cost of investment in the 2022 Seaside Special. Cllr Gay replied that the estimated cost was £300k – which indicated the amount for a 50% share. The Chief Executive confirmed this, saying that Openwide was looking for an investment on an 'open book' basis, if the show couldn't run for another season (July to September 2022). The main issue would be around the size of the audiences and possible Covid related restrictions.

Cllr Cushing how the risk would be quantified and who would undertake the assessment. The Chief Executive replied that it would be on open book principles,

so the Council would understand the investment made by Openwide, ticket sales and pricing. He added that there were regular contract meetings between the Council and Openwide and any information provided would be assessed by the Council's Finance team.

Cllr N Dixon said that he was mindful that the contract that was in operation had been running for a few years and that it had been agreed when it was re-awarded to Openwide in 2019 that some fundamental changes would be made but that due to the pandemic, there had not been the opportunity to try them out. He added that he too had some concerns regarding the risk-sharing proposals but he did recognise that the pier was a facility that was much appreciated and valued. Cllr Gay replied that any decisions taken under delegation would be reported back to members. She said that in previous years, the Council had provided a large subsidy to the Pier Theatre. This was no longer the case. She concluded by saying that the Seaside Special was unique – the last of the traditional seaside variety shows and it was the responsibility of the Council to continue to protect it.

The Chairman said that good progress had been made on the pier becoming self-sufficient but it had to be recognised that Covid had had an impact. The Chief Executive agreed, saying that the Council was attempting to anticipate any possible problems and build in likely support at the start of the financial year.

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

RESOLVED

- a) To agree now to the extension of the pier management contract at the end of its current ten-year term for five years to March 2033 (as allowed for under the contract) so that the additional costs / losses incurred by Openwide in supporting the contract over the past two years due to COVID might be recovered – i.e. Option 1 as detailed within Section 5 of the report.
- b) To agree, in principle, to explore further with Openwide a risk-sharing approach in underwriting the costs of investment in the 2022 Seaside Special production, recognising the challenges presented by the COVID pandemic on audience figures during 2021 and the continued uncertainty for the 2022 summer season given that planning and investment in the 2022 production is already underway - i.e. Option 3 as detailed within Section 5 of the report.
- c) To make budgetary provision in the current financial year of up to £45,000 to upgrade the bar and food service area within the Pavilion Theatre
- d) To agree to working closely with Openwide to explore broadening the offer of the Pier as outlined in Options 4 and 5 of Section 5 of the report so as to attract new audiences, visitors and income to the Pier.

Reason for the decision:

For the Council to work with the company to manage future risks in the operation of the Pavilion Theatre.

The Portfolio Holder for Finance & Assets, Cllr E Seward, introduced this item. He explained that the report set out the Council's Capital Strategy for year 2022-23, whilst providing the strategic framework for the effective management and monitoring of the capital programme.

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

RESOLVED

To recommend to Full Council that:

The Capital Strategy and Prudential Indicators for 2022-23 are approved.

Reason for the decision:

Approval by Council demonstrates compliance with the Codes and provides a framework within which to consider capital investment decisions.

201 NORTH NORFOLK DISTRICT COUNCIL INVESTMENT STRATEGY 2022/23.

The Portfolio Holder for Finance & Assets, Cllr E Seward, introduced this item. He explained that the report set out details of the Council's investment activities and presented a strategy for the prudent investment of the Council's resources.

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

RESOLVED

To recommend to Full Council that the Investment Strategy is approved.

Reason for the decision;

The Strategy provides the Council with a flexible investment strategy enabling it to respond to changing market conditions.

202 NORTH NORFOLK DISTRICT COUNCIL TREASURY MANAGEMENT STRATEGY STATEMENT 2022/23

The Portfolio Holder for Finance & Assets, Cllr E Seward, introduced this item. He explained that the report set out details of the Council's treasury management activities and presented a strategy for the investment of the Council's resources.

Cllr N Dixon said that it was hard to differentiate between the Investment and Treasury strategies and he wondered whether they could be combined in the future. The Chief Technical Accountant replied that each strategy complied with a separate piece of guidance and that was why they were issued on an individual basis. She said that she would make enquiries to see if it was possible to combine them in the future.

Cllr J Rest commented that the Council's Treasury advisor, Arlingclose, had been in place for many years. He asked if there were alternative providers available. The Chief Technical Accountant replied that the Council did go out to tender periodically but that the market was very limited.

RESOLVED

To recommend to Full Council that The Treasury Management Strategy is approved.

Reason for the decision:

The Strategy provides the Council with a flexible investment strategy enabling it to respond to changing market conditions, and ensures the Council complies with CIPFA guidance.

203 FEES AND CHARGES 2022-23

The Portfolio Holder for Finance & Assets, Cllr E Seward, introduced this item. He said that officers would be asked to re-check the details of the proposed changes ahead of the recommendations going to Full Council.

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

RESOLVED:

That Cabinet agree and recommend to Full Council:

- a) The fees and charges from 1 April 2022 as included in Appendix A.
- b) That Delegated Authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Heads of Service, to agree those fees and charges not included within Appendix A as required as outlined within the report

Reason for the decision:

To approve the fees and charges as set out in the report that will have been used to support the 2022/23 budget process.

204 RATE RELIEF POLICY

The Portfolio Holder for Finance & Assets, Cllr E Seward, introduced this item. He explained that the report set out changes and extensions to several government schemes that provided discretionary rate relief to businesses. Approval was sought to give delegated authority to the Revenues Manager for some matters and to adopt the revised Rate Relief Policy.

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

RESOLVED to recommend to Full Council:

That the Revenues Manager has delegated authority to make decisions up to the NNDC cost value of £2k as indicated in Appendix A.

That the Revenues Manager has delegated authority to make Covid-19 Additional Relief Fund (CARF) decisions as indicated in Appendix C.

That the Rate Relief Policy is revised as indicated in Appendix A, B and C.

Reason for the decision:

The new policy would enable the Retail Hospitality and Leisure Discount, Supporting Small Business Relief, transitional relief scheme, COVID-19 Additional Relief Fund, the scheme for local newspaper discount and the Rural Rate Relief to be awarded

discretionary reliefs in 2019-20 onwards.

205 DRAFT MEDIUM TERM FINANCIAL STRATEGY 2023/26 INCLUDING BASE BUDGET PROJECTIONS 2022/23

The Portfolio Holder for Finance & Assets, Cllr E Seward, introduced this item. He clarified that the first recommendation referred to Appendix A not Appendix A1.

Cllr Seward began by saying that the Council had continued to maintain services during the past year and had seen some growth. Overall the finances were sound. He said that the Government had only given local authorities a provisional settlement and the final one was still awaited. There was a similar position regarding the level on non-domestic rates that the Council could retain for 2022-2023. A decision had not yet been announced. However, it was not anticipated that there would be a surplus on the level awarded last year.

Cllr Seward said that a rise in council tax of 1.99% (£5.00) was recommended. He added that NNDC was in the lower 25% quartile in the level of tax it raised. The bulk of council tax collected went to the County Council and the Police authority.

Cllr Seward said that there were uncertainties ahead. The Council needed to raise income £15.9m. Currently, income received from the Government was £1.9m. They also controlled the level of business rates that could be retained – currently £7.2m. In addition, local authorities were currently in the fourth year of a one year settlement agreement, which meant that there was no certainty about income streams in the future. He added that the worst case scenario was that up to 33% of the £9.1m of Government determined funding could be lost. If that happened, then the Council could not continue to maintain its services. So, even by adopting a prudent course, caution must be exercised. This was why options such as increasing some parking charges were being explored.

Cllr Seward concluded by saying that he did not believe that a one year settlement was an appropriate way for local government services to be run and it was a matter that should be aired and discussed more widely.

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

RESOLVED

To agree and recommend to Full Council:

- 1) The 2021/22 revenue budget as outlined at appendix A1;
- 2) The demand on the Collection Fund for 2021/22, subject to any amendments as a result of final precepts still to be received be:
 - a. £6,512,488 for District purposes
 - b. £2,579,591 (subject to confirmation of the final precepts) for Parish/Town Precepts;
- 3) The statement of and movement on the reserves as detailed at appendix D;
- 4) The updated Capital Programme and financing for 2021/22 to 2023/24 as detailed at appendix C1;
- 5) The capital bids contained within Appendix C2;
- 6) That Members note the current financial projections for the period to 2024/25;

Reason for the decision:

To recommend a balanced budget for 2021/22 for approval by Full Council.

206 CAR PARK CHARGES REVIEW

The Portfolio Holder for Finance & Assets, Cllr E Seward, introduced this item. He began by thanking the Overview & Scrutiny Committee for their input and the officers for their work in preparing the report. He said that the last review of car parking charges had taken place in 2016 and that any proposed changes would come into effect from July 2022. Cllr Seward said that the Council had a tourist economy which involved significant costs to run and maintain. This ranged from the provision of public conveniences and the maintenance and operation of Cromer Pier, foreshore activities, parks, open spaces and woodlands. Together this represented a combined revenue spend in excess of £2.2m. It was therefore appropriate for the costs of these services to be met in part by various fees and charges as they formed an integral part of the visitor experience. He then spoke about the forecast deficit of £2.5m for 2024/25. All options for raising income must therefore be considered.

Cllr Seward said that Cabinet was mindful of the increase in the cost of living and the impact on local families and it was therefore proposed to support the recommendation of the Overview & Scrutiny Committee to limit any increase in car parking charges in line with the consumer price index (CPI) rate of inflation.

Cllr Seward outlined the following proposed changes to car parking charges:

For standard tariff car parks, a charge of £1.20p for first two hours and 80 pence for each further hour, with a day rate of £6.00. There would be no change to the 30 minute rate. For resort tariff car parks, a charge of £1.50 for the first hour, £1.20p for each further hour, and a day rate of £8.50. There would be no change to the 30 minute charge.

For coastal tariff car parks the charge would be £1.80 per hour and a day rate of £8.50. For Holt Country Park, the charge would be increased to £2.30 per day. For all car parks, coaches would pay £12 for a 24 hour stay and £6.00 for a 4 hour stay.

Cllr Seward then spoke about changes to car park designations. It was proposed that Sheringham, Chequers car park would move to 'Coastal' from 'Resort' and that Sheringham, Station Road would move to 'Resort' from 'Coastal'. As mentioned previously, any changes would come into effect from July 2022.

Cllr Seward said that there was no proposal to increase season tickets. He said that Cabinet believed that it was important to help residents during the current challenging economic times. He said that over 80% of season ticket permits were purchased by residents of North Norfolk. A 24 hour / 7 day annual permit worked out at 55 pence a day, with a 3 hour annual permit working out at 15 pence if used once a day. It should also be acknowledged that these charges had effectively remained the same since 2009. To encourage an uptake in season tickets, it was felt that a promotional campaign should be undertaken and he proposed that this should be an additional recommendation. By comparison, Cllr Seward said a season ticket in the Great Yarmouth area was up to £780 a year and in Kings Lynn it was between £400 and £800 a year.

In conclusion, Cllr Seward said that North Norfolk's car park charges were amongst the lowest in the country for a tourism area and the proposed changes would ensure that the District remained competitive. He added that the Overview & Scrutiny Committee had also suggested that the current car park management arrangements could be reviewed.

He said that to do this properly, then a business case should be developed and brought back to Cabinet at a future date. Any proposals coming forward must be self-financing.

Cllr J Rest thanked Cabinet for not increasing annual season ticket charges. He said that in his own ward of Fakenham there were several new housing developments that did not have allocated parking and residents would have to buy a season ticket.

Cllr Cushing echoed Cllr Rest's comments regarding Fakenham. He said that he welcomed the support for a review of the current car park management arrangements.

The Chairman said that she wanted to remind people that the cost of a season ticket could be spread over quarterly, six monthly or annual payments.

Cllr V Gay thanked Cllr Seward for working in such an inclusive way. She said that car parking charges were always under consideration and there had been pressure to raise charges during the pandemic. However, the Council had taken the view that it should not take advantage of people who wanted to benefit from a trip to the North Norfolk coast.

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

RESOLVED

To make the following recommendations to Full Council:

1. That the following pricing structure should be introduced:

Standard tariff car parks - £1.20p for first two hours, 80 pence for each further hour and a day rate of £6.00. No change to 30 minute rate.

Resort tariff car parks - £1.50 for the first hour, £1.20p for each further hour, and a day rate of £8.50. No change to 30 minute charge.

Coastal tariff car parks - £1.80 per hour and a day rate of £8.50

Holt Country Park - £2.30 per day

Coaches – 24 hour stay £12, 4 hour stay - £6

2. That the following changes to car park designations should be made:

Sheringham, Chequers car park moves to 'Coastal' from 'Resort' and that Sheringham, Station Approach car park moves to 'Resort' from 'Coastal'

3. The implementation of any new pricing changes from July 2022 and instigating the Car Park order (CPO) consultation process;

4. Budgetary provision of £25k to cover implementation costs resulting from any changes.

5. That a report is brought back to Cabinet setting out a promotional campaign to increase the take-up of car park season tickets

Reasons for the decision:

Car parking income represents a significant income source to the Council and as such has a substantial contribution to make to the Council's longer term financial sustainability

and helping to set and maintain a balanced budget.

207 EXCLUSION OF PRESS AND PUBLIC

208 PRIVATE BUSINESS

The meeting ended at 11.10 am.

Chairman

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Registering interests

Within 28 days of becoming a member or your re-election or re-appointment to office you must register with the Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in "The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012". You should also register details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

"Disclosable Pecuniary Interest" means an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in Table 1 below.

"Partner" means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
2. A 'sensitive interest' is as an interest which, if disclosed, could lead to the councillor, or a person connected with the councillor, being subject to violence or intimidation.
3. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Non participation in case of disclosable pecuniary interest

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.
5. Where you have a disclosable pecuniary interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it

Disclosure of Other Registerable Interests

6. Where a matter arises at a meeting which **directly relates** to one of your Other Registerable Interests (as set out in **Table 2**), you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

Disclosure of Non-Registerable Interests

7. Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.
8. Where a matter arises at a meeting which **affects** –
 - a. your own financial interest or well-being;
 - b. a financial interest or well-being of a relative, close associate; or
 - c. a body included in those you need to disclose under Other Registrable Interests as set out in **Table 2**

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied

9. Where a matter **affects** your financial interest or well-being:
 - a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
 - b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

10. Where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must make sure that any written statement of that decision records the existence and nature of your interest.

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
Sponsorship	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the

	<p>councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council —</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land and Property	<p>Any beneficial interest in land which is within the area of the council.</p> <p>'Land' excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.</p>
Licenses	<p>Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer</p>
Corporate tenancies	<p>Any tenancy where (to the councillor's knowledge)—</p> <p>(a) the landlord is the council; and</p> <p>(b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.</p>
Securities	<p>Any beneficial interest in securities* of a body where—</p> <p>(a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were</p>

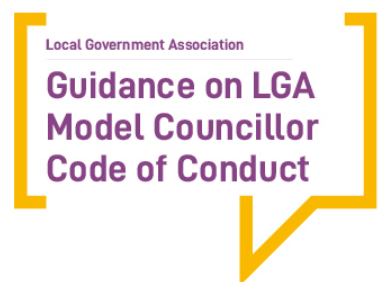
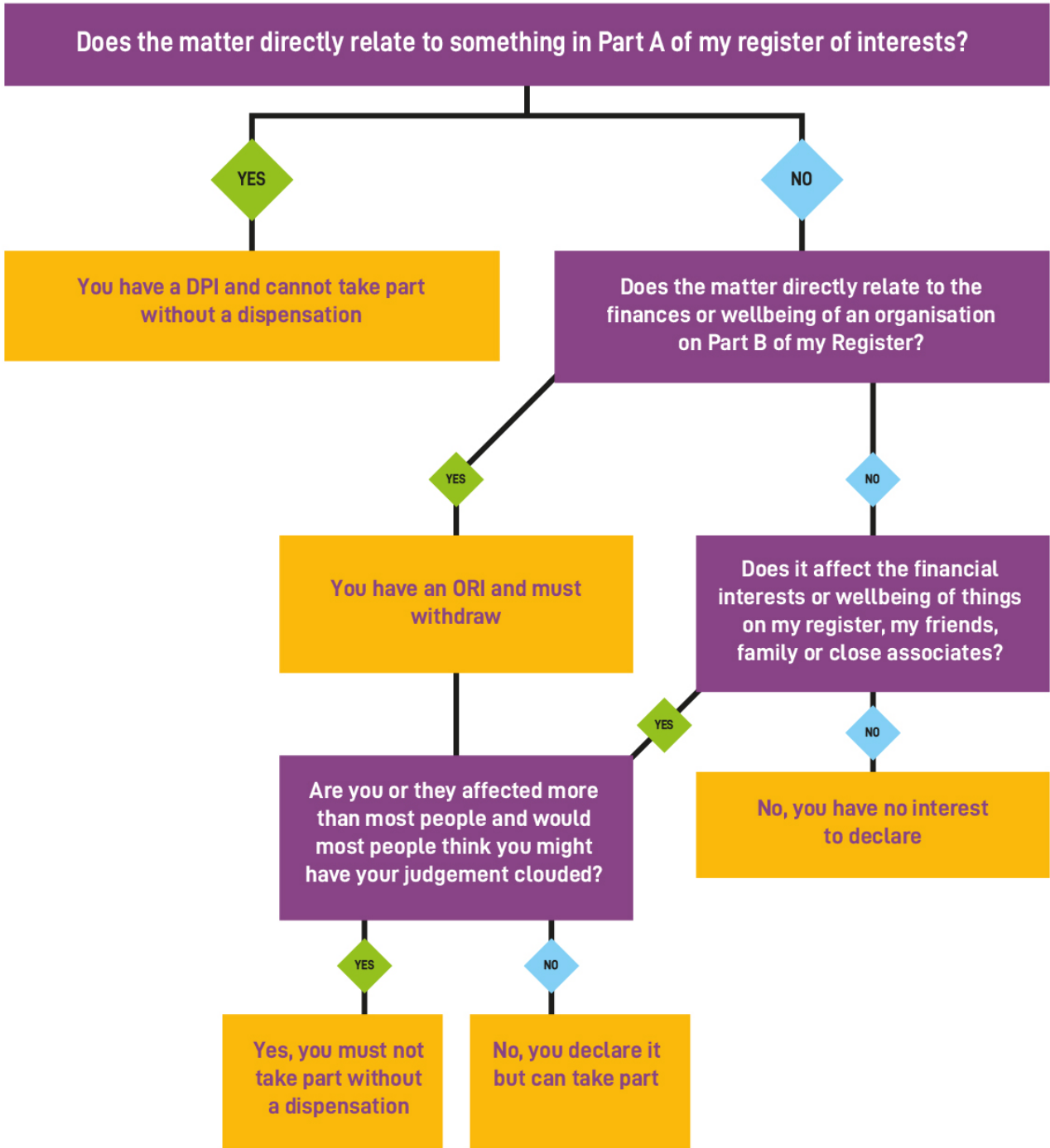
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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* 'director' includes a member of the committee of management of an industrial and provident society.

* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registrable Interests

<p>You have a personal interest in any business of your authority where it relates to or is likely to affect:</p> <ul style="list-style-type: none">a) any body of which you are in general control or management and to which you are nominated or appointed by your authorityb) any body<ul style="list-style-type: none">(i) exercising functions of a public nature(ii) any body directed to charitable purposes or(iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)



CABINET WORKING PARTY - PROJECTS

Minutes of the meeting of the Cabinet Working Party - Projects held on Wednesday, 19 January 2022 in the remotely via Zoom at 10.00 am

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

Ms V Gay Mr R Kershaw
Mr E Seward

Members also attending: Mr N Dixon
Mr N Lloyd
Mr J Toye

Officers in Attendance: The Chief Executive, the Planning Policy Manager, the Assistant Director for Sustainable Growth, Project & Programme Manager (MC), Democratic Services Manager, Corporate Business Manager and Programme & Projects Manager (KR)

7 APOLOGIES

None received.

8 MINUTES

The minutes of the meeting held on 20th October 2021, were agreed and signed as a correct record by the Chairman.

9 DECLARATIONS OF INTEREST

None received.

10 ITEMS OF URGENT BUSINESS

None received.

11 SCHEDULE OF MEETINGS OF THE WORKING PARTY

The Chairman asked members to consider how frequently the working party should meet. It was agreed that bi-monthly meetings would be the best way of maintaining oversight of the projects coming through. The Democratic Services Manager agreed to look at dates and circulate them to Members.

12 REVIEW OF THE TERMS OF REFERENCE

The Democratic Services Manager informed the Working Party that the terms of reference had been reviewed by the Council's Internal Auditor and it was suggested that they were revised to be consistent with the style and layout of other committees, sub-committees and working parties. The previous version and the updated version were provided for comparison.

Cllr V Gay sought clarification on the publication of the minutes of the working party. The Democratic Services Manager replied that the minutes were reported through to Cabinet and also published on the website.

It was proposed by Cllr S Butikofer, seconded by Cllr R Kershaw and

RESOLVED

To approve the revised terms of reference for the Cabinet Working Party for Projects

13 LARGE PROJECTS - REPORTS AND UPDATES

The Chairman invited Portfolio Holders to introduce the projects in turn:

1. North Walsham Heritage Action Zone

Cllr R Kershaw, Portfolio Holder for Sustainable Growth, began by saying that the project had progressed since the last meeting. The Traffic Regulation Order (TRO) was now out to consultation and details and data were provided on the 'social pinpoint' site for North Walsham. He commended the Assistant Director for Sustainable Growth and the Economic Growth Manager for working with Historic England and the New Anglia LEP regarding increased flexibility for the grants which had been tied to very tight timescales previously.

The Assistant Director for Sustainable Growth said that the TRO wasn't yet out for consultation but it had been drafted. Cllr Kershaw said that the Police were supportive of the proposed changes and it seemed to address most of the concerns of the residents of North Walsham, so he was hopeful that the consultation would receive positive responses. Cllr Kershaw said that he would like to start the communications programme regarding the work that was being done. He added that he was very pleased with the placemaking scheme and he felt that this would be received positively by residents.

The Assistant Director for Sustainable Growth said that the project was moving from the design and development stage to the implementation stage and several critical actions were being undertaken within the next few weeks. Work would start on the placemaking scheme on the ground within the next month. He said there had been some local 'lobbying' regarding the retention of the GoGo Hare in its current location. This could potentially lead to some remodelling to incorporate it in situ and reconsideration of the design for Black Swan Loke.. He then spoke about New Road car park, which was progressing well and work on Cedar House was due to start soon.

The Project Manager for North Walsham Heritage Action Zone reiterated the previous comments and said that the project was moving into the implementation stage. It was anticipated that contractors for Cedar House would be appointed shortly. Regarding the Building Improvement Grant (BIG) she said that a lot of

expressions of interest had been received and these were now being prioritised.

The Assistant Director for Sustainable Growth said that the team would continue to keep a close eye on any additional funding that may be forthcoming.

The Chairman said that she would like to see a clear set of criteria in place, outlining why one project was selected over another to avoid any challenge in the future.

The Chief Executive referred members to the summary outlining the significant work that had been undertaken on this project to date. In terms of risks, he said that they were currently around issues of supply and the awarding of contracts. He said that it might be possible to go back to Historic England regarding further funding to support the Building Improvement Grant scheme.

The Chief Executive then said that he had recently visited North Walsham with the Director for Place and Climate Change, who had not previously been to the town. He had commented that there was nothing visible to show that the programme was coming. He acknowledged that the process had been iterative so far and that there hadn't been a fixed project programme to show to date. However, there was now a need now to build community confidence and a communications strategy should move away from the detail and promote instead the catalyst that this project would deliver and highlight the huge amount of funding that was being invested in the town. This could be done via information boards throughout the town. This included promoting the benefits of the re-siting of the bus stands to the New Road car park.

The Chairman said that consideration should be given to ensuring that erecting information boards was not seen as the Council having already made decisions ahead of the consultation phase being completed. The Chief Executive agreed, saying it was an issue of balance but he felt that the time had come to be bold now and engage constructively and add value to the programme moving forward.

Cllr E Seward referred to material supply issues and the availability of contractors. He said that it was hard to plan for - short of building in a contingency fund. There was an additional challenge regarding the very tight deadlines set by the funding bodies. This was not unique to the North Walsham scheme, many other Heritage Action Zone projects were similarly affected. Regarding information boards, he said that once the designs were finalised, it would be able to share these at key locations such as the Shambles, the bus terminal and Black Swan Loke. He concluded by saying that local members were aware of the pressures regarding the time limits of the project. In conclusion, he asked whether the Project Board could be kept informed regarding the appointment of a contractor for Cedar House.

Cllr V Gay said that local members had reported on the scheme to the best of their ability - to local papers and meetings whilst remaining mindful of the outcome of the consultation process. She said that narratives that focussed on particular places and seized peoples' imaginations would be really beneficial, adding that the Shambles was a good starting point for 'telling the story' of the town. Regarding the hare, she said that she understood why people wanted to retain it in its current position.

Cllr Kershaw acknowledged the Chief Executive's comments regarding information boards in the town. Once the consultation was complete then the boards could be erected.

2. Fakenham Roundabout

Cllr J Toye, Portfolio Holder for Planning, introduced this item. He said that responsibility for overseeing the project would be moving from the Director of Resources to the Director of Place and Climate Change. He thanked him for his work to date. He said that he had some queries regarding the work that NCC Highways was responsible for but would ask the Project & Programme Manager (MC) to elaborate.

The Project and Programme Manager said that she has some concerns that the agreements had not been signed. It was important that the legal teams for the different parties came together to resolve the outstanding issues such as liability and covering areas such as over / underspend. In addition, there had been a change the Senior Responsible Officer (SRO) for the project and it was currently going through the hand-over stage, whilst he acquainted himself fully.

The Chief Executive said that the paper prepared for CLT listed the consenting conditions around the S106 agreement. The scale of development meant that the roundabout must be provided before any other infrastructure or housing was developed. It was important that the conditions met the landowner's (Trinity College, Cambridge) expectations whilst not exposing the Council to any unacceptable risk, as well as allowing for early delivery of the roundabout which would be via a section 73 Highways Agreement. It was hoped that this would give Trinity College the confidence to step back from quite onerous s106 conditions. He said that the works could not commence before October 2022, as this was outside the peak tourist season.

The Programme and Project Manager said that Norfolk County Council (NCC) was currently working on the design elements of the roundabout. The contract had been awarded to Tarmac and they would price accordingly in June 2022. The outcome of this could impact on the delivery of other aspects of the work – such as the widening of the exit at the Shell Garage roundabout.

The Chairman said that the roundabout was critical to the development of the area. Cllr Toye added that potentially there were issues arising in the coming months but the Council was aware of these and would address them.

3. Sheringham Reef

The Portfolio Holder for Leisure, Cllr V Gay, said that the Reef Leisure Centre was now open and being enjoyed by the public and membership subscriptions were rising. She said that not all work had been completed. Final reconciliation of accounts still needed to be completed and there were some minor snagging jobs that needed to be done. In conclusion, Cllr Gay said that it was a very successful project for the Council.

4. Tree Planting

Cllr N Lloyd, Portfolio Holder for Environment, introduced this item. He said that since the last meeting of the Working Party, some additional risks had been identified, mainly around competitors. He referred to the County Council's 1m tree project and the recent contact they had made with every parish and school in Norfolk. He said that he would like to suggest that the Council worked in collaboration with other partners to ensure that the target was met. In addition to the

NCC project there was also the Queen's Canopy fund and the Government scheme which was offering payments to farmers for planting and maintenance. As it currently stood, the Council was due to plant 55,000 trees this winter – about 5,000 less than it had aimed to plant at this stage. He said that there was a huge amount of community engagement going on and this was to be lauded, however, it should be acknowledged that a small planting scheme of a few hundred trees took just as much effort and planning as a large scale scheme.

Cllr Lloyd said that he wasn't sure how to address the issue of competitors. One option would be to agree an arrangement with the County Council to ensure that there was no 'double counting' of the trees planted. An alternative option would be for the District Council to purchase a plot of land specifically to plant trees on.

Cllr Lloyd concluded by informing members that the Council had been offered DEFRA funding for a 'Trees Outside of Woodlands' project which needed to be delivered by March 2022. The funding supported the delivery of three 'Miyawaki forests' which would be planted in Sheringham, Fakenham and North Walsham. A web page providing information on this project and the tree planting strategy would go live at the end of January 2022.

The Chairman said that she had concerns about the impact of the NCC project and she didn't want to mislead the public by double-counting trees. She said that she would be interested to know if the County Council were also targeting other areas of the county or whether they were focussing on North Norfolk as the District Council's scheme was well underway. She asked Cllr N Dixon, as a county councillor, whether he and other 'twin-hatters' could express their displeasure at NCC's approach.

Cllr Dixon said that he wasn't well-sighted on this particular project but he was aware of the challenges posed by competitiveness on projects. He said that he would do what he could.

The Assistant Director for Sustainable Growth said that he felt that Norfolk County Council would welcome a collaborative approach. To date, there had not been an opportunity to discuss this. He added that an additional challenge was posed by carbon off-setting schemes. These were currently proliferating and they offered attractive incentives to landowners for planting trees. He added that it was important to have the right trees planted in the right places and hedgerows were a key part of this.

The Chairman said that it was important to acknowledge that trees were being planted. She agreed that hedgerows were vital and key to biodiversity.

Cllr E Seward said that the public didn't want to see local authorities competing, they just wanted to see trees being planted in the right place. If this meant planting more hedgerows then this should be considered and progressed. Regarding the Miyawaki forest, he said that it was an interesting initiative and asked that local members were kept informed of any tree planting projects in their wards.

Cllr Lloyd said that hedgerows were a key part of the strategy and several miles had already been planted. Regarding, the issue of the Council purchasing and earmarking a piece of land for tree planting, he said that it could generate income via carbon-offsetting schemes. He concluded by saying that all options were being assessed and it was hoped by the end of March it would be clearer whether the final

target of 110,000 trees was still achievable.

The Assistant Director for Sustainable Growth asked whether the acquisition of land was a serious proposal that would warrant further exploration. The Chairman said that she was not against it but it was a decision for the new Leader and Cabinet. The Assistant Director for Sustainable Growth said that it would be lower grade, agricultural land that couldn't be used for other purposes, such as houses.

Cllr W Fredericks, Portfolio Holder for Housing, said that she was looking to create a landowner forum and suggested that this could be an 'add-on' and landowners could be asked to consider planting trees too.

Cllr Seward said that he was open to exploring the option of purchasing land for the planting of trees. He suggested that a business case was worked up and brought to Cabinet for consideration.

5. Local Plan

Cllr J Toye, Portfolio Holder for Planning, said that the Planning Policy team had worked incredibly hard through the Christmas period to meet the deadlines and deliver the project on time.

The Planning Policy Manager said that the Council was now out to Regulation 19 consultation which would run for the next six weeks. Representations had already been received and there had been some press coverage too. It was likely that the majority of responses would be received towards the end of the consultation. At the end of the six week period, the Planning Policy team would review the representations that had been received and identify any significant risks. It was anticipated that it would be submitted to the Planning Inspector by April 2022. The examination process and hearing sessions would then be set out. He added that there were many challenges ahead and there was still a lot of work to do.

The Chairman thanked the Planning Policy team for their hard work and acknowledged that they had faced many challenges. She asked whether 'bee bricks' were included as she had already been lobbied on this. The Planning Policy Manager confirmed that they were and could be specifically reference if required.

Cllr Seward said that it had been such a lengthy process, involving several consultations. He said that it might be worth reminding people why the Council was doing this and the importance of having a Local Plan.

Cllr Gay said that she wanted to thank the Planning Policy team for their hard work.

Cllr Lloyd said that he was really pleased with how the Planning Policy team had embraced the Council's climate change agenda.

Cllr Toye said that he wanted to add his thanks to the Chairman of the Planning Policy & Built Heritage Working Party, Cllr Brown. It had been a collaborative process and the outcome was excellent.

14 PROJECT INFORMATION - SHORT DEMONSTRATION AND OVERVIEW

The Programme and Project Manager (KR) gave members a brief presentation on the new Corporate Delivery Unit's 'project directory' page on the intranet. She explained that the projects were categorised into small, medium and large and more detail could be found by clicking on the icons. All members could access this information via their council devices. There was also an archive of completed projects.

15 MEDIUM PROJECTS - EXCEPTIONS

There were no exceptions to report for medium projects at this time.

The meeting ended at 11.27am

Chairman

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MUNDESLEY AND CROMER PHASE 2 COASTAL MANAGEMENT SCHEMES

Summary: The report seeks to provide an update as to the development and progress of the Cromer Phase 2 and Mundesley Coastal Management Schemes. There is a need to move forward with delivery of the schemes as soon as is practical to meet the Environment Agency Capital programme timeframes and in order to better protect homes, communities and infrastructure. The report sets out recommendations to enable both schemes to proceed with minimal delays.

Options considered: **Option 1 - Do not proceed:** This option would cease all progression of work and inform funding bodies to reallocate funds to other priorities. The communities of Cromer and Mundesley would not benefit from the coastal protection afforded by the schemes. Such an option would not deliver the intent of the Shoreline Management Plan policies for these locations. Option Discounted.

Option 2 - Seek protection measures further to the proposal: This option would seek to delay delivery in order to seek to raise significant further funds for additional protection measures. This could inadvertently lead to the loss of the government grant and damage to the localities in the intervening years of seeking to make further arrangements. Option Discounted.

Option 3 -Continue with proposed scheme: this option would see the continuation of the scheme as proposed, seeking to maximise on protection to communities and assets. Recommended Option.

Conclusions: There is a need to move forward expediently with the delivery of the Mundesley and Cromer Phase 2 Coastal Management Schemes to deliver continued and enhanced protection to communities in the timeframes the funding is available.

Design and consenting is progressing with construction anticipated to start in autumn 2022, subject to consents and budget.

Due to increases in construction costs across the industry, there is a need to continue to minimise cost and maximise funding to enable the delivery of the most beneficial schemes possible.

Recommendations: **Cabinet resolves to:**

- a) Support the continued approach of the

Mundesley and Cromer Phase 2 Coastal Management Schemes.

- b) Support of the appointment of Mott MacDonald to complete detailed design and consenting via the Dynamic Purchasing System and additional scope identified to complete the supporting Environmental Impact Assessments.
- c) Approve construction via the Local Authority SCAPE framework.
- d) Approve the submission of applications for consents and licences
- e) Delegate to Director of Place and Climate Change with Portfolio Holder consultation to approve quotations, tenders, funding applications, access agreements and contractual appointments/variations to allow for timely progression of the schemes

Reasons for

Recommendations:

To enable continued and timely progression for the Mundesley and Cromer Phase 2 Coastal Management Schemes.

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)

- Mundesley Outline Business Case- June 1018
- Cromer Coast Protection Scheme Project Appraisal Report – July 2012

Cabinet Member(s) Cllr Angie Fitch-Tillett	Ward(s) affected Mundesley Cromer
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Rob Goodliffe – Rob.Goodliffe@north-norfolk.gov.uk 01263 516321

1. Introduction

- 1.1 The Mundesley and Cromer Phase 2 Coastal Management Schemes seek to deliver the current and adopted 'Hold the Line' Shoreline Management Plan Policies. The implementation of the schemes will seek to continue the reduce

erosion risk to properties, land and infrastructure whilst also seeking to begin to make the locations more resilient to storms and climate change.

- 1.2 The Cromer Coastal Protection Scheme was granted funding approval by the Environment Agency in 2012 and Phase 1 was completed between 2013 to 2014. The first phase also incorporated repairs following the 2013 Storm Surge. Phase 2 was included in the original proposal. The scheme seeks to better protect from erosion risk 758 residential properties.
- 1.3 The Mundesley Coastal manage Scheme was granted technical and funding approval in 20XX. Funding for this scheme is under the more recent Partnership Funding and therefore it includes Environment Agency Funds, North Norfolk District Council capital allocation alongside contributions from Anglian Water and Mundesley Parish Council. The scheme seeks to better protect from erosion risk 510 residential properties.
- 1.4 Both schemes are now progressing through design and consenting and are being jointly delivered to maximise on efficiencies in the pre-construction and the construction phases.
- 1.5 This report provides an update as to progress, seeks to reaffirm the approach set out in the October 2018 Cabinet report, ratify decision made to date and to delegate authorities to enable timely and expedient progression to construction.

2. Background

- 2.1 The soft cliffs and beaches of the north Norfolk coast have been susceptible to coastal change for thousands of years. Over the past 150 years coast protection measures have sought to reduce erosion and protect assets. Periodically defences require investment to maintain condition and to counter changes to the conditions on the coast, two key variables are described below and need to be considered for the coastal management at Cromer and Mundesley now and into the future.
- 2.2 Beaches provide the primary defence to our coastline and the level (height and steepness) of the beaches naturally fluctuate between seasons and years. However, the ongoing trend is that the levels of our beaches are reducing, thus the protection they provide is also reducing. This observation is common across the soft cliffs and beaches of the east coast, particularly in areas where there are defences such as Cromer and Mundesley. Falling beach levels increase the depth of water closer inshore and does not allow for the energy of the waves to be dissipated. This leads to larger, more powerful waves breaking onto the beaches, defences and cliffs which increases day to day wear and creates direct damage alongside overtopping of the defences.
- 2.3 Overtopping of defences can also carry debris from the beach onto the promenades as can be demonstrated during recent storms, but also in larger events can lead to erosion of the cliffs behind the defences, such as in 2013. As beach levels lower, there is more turbulence in the water adjacent to the sea wall, this creates additional scour and leads to further and ongoing beach lowering. As such, coastal protection schemes need to consider how they can seek to slow beach loss and dissipate wave energy against defences.

- 2.4 In addition to the lowering of beaches, due to climate change and isostatic adjustment, the sea levels on our coast are rising. This has been measured and on average sea levels are over 5cm higher now than they were in 1990. This trend is expected to continue (and potentially increase) according to the governments independent body, the Committee on Climate Change. Over time sea level rise will increase erosion and the pressure on protection measures.
- 2.5 As such the coast protection measures proposed seek to minimise the continued loss of beach, dissipate wave energy, protect locations where beach levels are very low and protect against damage where protection measures are overtopped during major storms.

3. Mundesley and Cromer (Phase 2) Coastal Management Schemes

- 3.1 The Mundesley and Cromer Phase 2 Coastal Management Schemes seek to deliver the current and adopted 'Hold the Line' Shoreline Management Policies. The implementation of the schemes will seek to continue to reduce erosion risk to properties, land and infrastructure whilst also seeking to begin to make the locations more resilient to storms and climate change.
- 3.2 Both Cromer and Mundesley have benefited from a number of phases of coastal protection measures for over 150 years. Defences have been maintained but require periodic investments to complete major repairs and improvements. These schemes seek to ensure the defences continue to provide a level of protection for the coming years in light of the condition of the current defences, the levels of the beaches and future sea level rise. With regards to the latter consideration should continue to be given to the future even after the proposed schemes to ensure both communities plan for the future.
- 3.3 The Cromer Coastal Protection Scheme was granted 100% funding approval by the Environment Agency in 2012 and Phase 1 was completed between 2013 to 2014. The first phase also incorporated repairs following the 2013 Storm Surge. Phase 2 was included in the original approval. The phase 1 and 2 of the scheme seeks to better protect from erosion risk 758 residential properties.
- 3.4 Subject to consenting and final costs, Cromer phase two scheme will seek to refurbish the timber groynes, install steel sheet piling and concrete foundation apron to a section historic flint defences in the east of the town, place rock armour on the western end of defences to assist with managing outflanking, construct a rock revetment in front of the sea wall to the west of the pier and install scour protection to the cliffs behind the sea wall between the pier and Melbourne.
- 3.5 The Mundesley Coastal Management Scheme was granted technical and funding approval in 20XX. Funding for this scheme is under the more recent Partnership Funding and therefore it includes Environment Agency Funds, North Norfolk District Council capital allocation alongside contributions from Anglian Water and Mundesley Parish Council. The scheme seeks to better protect from erosion risk 510 residential properties.

- 3.6 Subject to consenting and final costs, the Mundesley Scheme will seek to refurbish timber groynes, reface the section of sea wall, improve access between the beach café and the old lifeboat ramp, install scour protection on the cliff behind the sea wall at the main access slope, install rock protection for the lifeboat and Anglian Water pumping station, bolster the concrete block revetment to the west below the church (and properties) with rock armour and provide a stockpile of rock which can be later redeployed to assist with managing the timber revetments to the west of the village.

Both schemes are being jointly delivered to maximise on efficiencies in the pre-construction and the construction phases

3.7 **Progress and Next Steps**

- 3.8 Both schemes are now progressing through detailed design and consenting phases. A suitably qualified consultant was selected through a tendering process via the Coastal Partnership East Dynamic Purchasing System to support and deliver these phases of work.

- 3.9 Planning consent from the Local Planning Authority and a Marine Licence from the Marine Management Organisation will be required. Part of the process includes an Environmental Impact Assessment, Habitat Regulation Assessment, Water Framework Directive Assessment and Marine Conservation Area Assessment.

- 3.10 Following Environmental screening and scoping which is required under the Town and Country Planning (Environmental Impact Assessment) Regulations 2017, a number of additional topics have been identified which are recommended to be considered. As such the scope of work is being extended to ensure all environmental considerations are fully included. Both screening options for the planning authority and the Marine Management Authority have now been received.

- 3.11 The design of the scheme is nearing completion and has included discussions and input from Town and Parish Council's and the Local Liaison Groups formed of key local stakeholders. The Coastal Partnership East team have also provided detailed input on specific design requirements utilising knowledge of our coastal system.

- 3.12 It is anticipated that the design and consent/licence applications will be prepared for submission for late spring 2022.

3.13 **Construction Phase**

- 3.14 Dependent on how the consents progress and any budgetary considerations identified (see below), it is anticipated that works will commence in the autumn of 2022.

- 3.15 The Local Government SCAPE framework has been selected as the delivery mechanism for the construction of the scheme. This is currently being used effectively at the Lowestoft Flood Risk Management Scheme, currently being delivered by the Coastal Partnership East team.

4. **Corporate Plan Objectives**

- 4.1 These schemes contribute to the following Corporate Plan Objective:
- WE WILL DELIVER BY... continuing to take a lead role nationally in coastal management initiatives recognising our position as a “frontline” authority in meeting the challenge of rising sea levels

4.2 The schemes contribute to the Annual Action Plan objectives:

- Continue to implement local actions to manage the coast
- Continue to implement local actions to manage the coast, including: adaptation, maintenance of defences and innovative coastal management schemes.

5. Financial and Resource Implications

The Cromer Coastal Management Scheme has 100% Environment Agency Grant in Aid Funding to a value of £3,934,000 for phase 2. During the delivery of Phase 1 the 2013 storm surge caused additional damage and therefore the repairs were incorporated into this phase of works. It was understood at the time that these additional costs should not form part of the grant in aid but as separate emergency funding as per other locations on the coast. As such there is the potential for a case to be made for additional funds.

The Mundesley Coastal Management Scheme was technically approved by the Environment Agency and £2,905,000 Flood and Coastal Erosion Risk Management Funds were granted alongside Partnership Funding from Mundesley Parish Council (£20,000), Anglian Water (£250,000) and NNDC (£300,000).

Since the Environment Agency approvals of both schemes construction costs across the industry have increased due to a number of factors such as inflation, BREXIT, COVID and wider market forces. Coupled with additional needs in the scope of work at Cromer, estimated construction costs are currently higher than the allocated budgets. This is no reason to slow progression of design or consenting as there are opportunities to complete ‘value engineering’ to minimize on cost as far as possible. This will be supported by reassessing the cost:benefit ratios for the schemes to see if there is any potential for additional funding under the current Environment Agency partnership funding calculator.

6. Legal Implications

The intertidal zones where some protection assets are located and where deliveries of rock armour will be placed via sea transport are owned by The Crown Estate (TCE). NNDC has an existing lease with the TCE which allows

for coastal protection works and contact will be made prior to starting work for information and courtesy.

The works will be completed as far as possible with minimal disturbance to the locality, however ongoing liaison with communities and businesses (including the fishing fraternity) will continue.

Contracts entered into are being completed through adopted tendering processes and/or frameworks which comply with the relevant requirements for Local Government.

There may be a need to enter into agreements such as those for access or storage compounds.

7. Risks

The project has a detailed risk register which is reviewed and updated. Key risks have been set out below alongside mitigating activities.

<i>Risk detail (design phase <u>only</u>)</i>	<i>Impact 1-5</i>	<i>Likelihood 1-5</i>	<i>Proximity 1-5</i>
<i>No float in programme for delays</i>	3	4	5
<i>Change in design due to the PAR and OBC being 'out of date'</i>	3	4	5
<i>Delay/complications in receiving the various consents</i>	4	3	5
<i>Additional surveys being needed to complete the detailed design phase</i>	4	4	5
<i>Increase in costs</i>	3	4	2
<i>Need for additional funding</i>	3	3	2
<i>Significant increase in material costs and lead in times</i>	4	5	5

8. Sustainability

The schemes are seeking to deliver the adopted Shoreline Management Plan policies for the sustainable management of the North Norfolk Coast. The SMP was one of the first second generation SMPs to adopt an approach to move towards a more naturally functioning coastal system.

Environmental Impact Assessments are being completed for both schemes.

9. Climate / Carbon impact

Carbon calculations are now becoming part of how coastal management construction schemes are assessed. These will be the first schemes

delivered by NNDC where carbon calculations are being completed. Through the delivery of the scheme there will be opportunities to seek to reduce carbon emissions. This will begin to benchmark how we manage and measure carbon in our operations and will assist with driving forward carbon reductions.

The coast will become under increasing pressure from climate change, through sea level rise, increased storminess and increased rainfall. There will be an increasing need as time progresses to invest more in coastal protection where the coastline is to be held. This in turn will necessitate changes to how the coast may look and be used in the future. Where the coast continues to be 'hold the line', there will be impacts on wider areas of the coast where they are reduced or no protection. As such, moving forwards there is a need to also facilitate transition of these locations to enable adaptations and ultimately increased resilience for individuals' communities, infrastructure and the natural environment.

10. Equality and Diversity

The Mundesley scheme provides opportunities to improve access along a stretch of promenade and also in one location from the sea wall onto the beach. This in turn will improve an alternative access for the adopted England coast path.

Opportunities to provide educational learning and placements will be explored with the construction contractors through Social Value opportunities.

11. 17 Crime and Disorder considerations

None identified

12. Conclusion and Recommendations

There is a need to move forward expediently with the delivery of the Mundesley and Cromer Phase 2 Coastal Management Schemes to deliver continued and enhanced protection to communities in the timeframes the funding is available.

Design and consenting is progressing with construction anticipated to start in, subject to consents and budget, in autumn 2022.

Due to widespread increases in construction costs there is a need to continue to minimise cost and maximise funding to enable the delivery of the most beneficial schemes possible.

It is recommended that Cabinet resolves to:

- a) Support the continued approach of the Mundesley and Cromer Phase 2 Coastal Management Schemes.
- b) Support of the appointment of Mott MacDonald to complete detailed design and consenting via the Dynamic Purchasing System and additional scope identified to complete the supporting Environmental Impact Assessments.
- c) Approve construction via the Local Authority SCAPE framework.

- d) Approve the submission of applications for consents and licences
- e) Delegate to Director of Place and Climate Change with Portfolio Holder consultation to approve quotations, tenders, funding applications, access agreements and contractual appointments/variations to allow for timely progression of the schemes

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Leisure Contract – Proposed Renegotiation

Summary: Sport & Leisure Management (SLM) known as Everyone Active has submitted a very positive financial offer to the Council for the remainder of the leisure management contract. Our consultants are involved in multiple negotiations of this kind and it is currently rare for operators to be offering to return to pre-Covid financial projections from April 2022 as the outlook for leisure centre operators and the recovery of market demand is highly uncertain. Considering these market factors, the offer of 'resetting' the agreement and utilising the extension to honour the original financial terms of the contract is a positive one. Indeed, by agreeing to lower their percentage margin and to increase the Council's share of any surplus to 60%, SLM is improving on the Council's original contract position as reflected by the increased average annual payment being offered to the Council.

Whilst an extension to the contract is part of the SLM offer, the extension is within the 5-year extension permitted within the original contract and the offer to fix out the management fee at a positive level for the Council over a longer period appears to be a good one at this stage as the Council will have guaranteed savings and SLM will begin taking the risk on the achievement of the financial figures being proposed. The position being offered is considerably greater than the current performance of the leisure centres and, whilst the opening of the Reef will undoubtedly assist SLM in achieving these figures, the offer appears to be a positive one from the Council's perspective.

Options

Option 1. To agree a 3-year extension of the contract with a management fee of circa £73k per annum paid to the Council

Option 2. To agree a 5-year extension of the contract with a management fee of circa £79k per annum paid to the Council

Option 3. To not agree to an extension at the current time.

Conclusions: The Leisure Contract is nearing the end of the third year of a ten-year contract. The contract took significant resource to procure and represented good value for money; it was not possible to foresee the impact that COVID19 would have on the performance of the contract when it was let. Agreeing to an extension of the contract is in accordance with current contract and transfers the financial risk back to the operator.

Recommendations: **Option 2: That Cabinet agrees to a 5-year extension of the leisure contract**

Reasons for Recommendations: To transfer the financial risk back to the operator with an improved financial reward over the length of the contract.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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Cabinet Member(s) Virginia Gay	Ward(s) affected All
Contact Officer, telephone number and email: Karl Read, 01263 516002, karl.read@north-norfolk.gov.uk	

1. Introduction

- 1.1 The Council has been negotiating with its leisure management contractor, SLM (also known as ‘Everyone Active’), regarding the future financial position of the leisure management contract between the two parties.
- 1.2 Since the onset of the pandemic in March 2020, the Council has been providing financial support to SLM on an open book basis to ensure that SLM is not incurring losses on the contract (based on Change in Law provisions within the Contract). This has meant that the Council has funded the actual net deficit incurred in running the service after taking into account the income generated and expenditure incurred.
- 1.3 Whilst the leisure centres are currently operating and trading, the lockdown closures meant that a significant amount of income and participants/members were lost and the recovery back to pre-Covid financial performance is still on-going.
- 1.4 The Council desires to move out of this open book support arrangement and back to a position where SLM is guaranteeing a fixed financial management fee position for the Council and SLM is taking the risk on the financial performance of the contract. To this end, the Council has entered into negotiations with SLM to agree a position whereby SLM can begin taking the risk on the financial performance of the contract again.
- 1.5 The Council has received independent advice from FMG regarding the original leisure management contract procurement process to assist with the negotiations with SLM. FMG work with a number of other local authorities across the country and so have the ability to benchmark any offer to ensure the Council is getting best value. This paper sets out a review of the offer proposed by SLM.

2. Background

- 2.1 SLM's leisure management contract with the Council commenced on 1st April 2019. It was based on a fixed annual management fee payment to / from SLM as summarised in the **Table 2.1 in the Appendices**
- 2.2 The financial projections resulted in the Council paying SLM a management fee in years 1 and 2 and then SLM paying the Council a management fee from year 3 onwards. The average over the ten-year period was a payment to the Council from SLM of circa £68k per annum.
- 2.3 The above figures were based on the agreed assumption that the Splash would stay open until 30th November 2020 and the Reef would open on 1st December 2020. In reality, this was not achieved and Splash was closed early in February 2021 and the Reef did not open until 30th November 2021.
- 2.4 The lockdown which commenced in March 2020 and other subsequent shorter lockdowns and related social distancing measures have had a major impact on SLM's financial performance. The lockdown was classified as a change in law so the risk of the impact of this fell to the Council under the terms of the leisure management contract. As a result, the Council has been meeting the actual net cost of the service incurred by SLM for the period since March 2020 to date.
- 2.5 This has resulted in the Council subsidising the operation of the leisure centres to an estimated maximum level of circa £787k over the period March 2020 – March 2022. This amount would have been higher but furlough payments and a grant from Sport England has enabled SLM and the Council to mitigate some of the costs.
- 2.6 During the period since the lockdowns, SLM has been focusing on recovering the performance of the business. At this stage, it has not managed to recover to the pre-pandemic levels. To illustrate this, the first 7 months of the 21/22 financial year resulted in income generated of circa £569k and expenditure of £803k (after accounting for furlough claims) which resulted in a net loss to SLM of £234k for the period. These figures do not include the new Reef leisure centre which opened at the end of November and should help the financial performance of the contract recover.
- 2.7 It is clear that income is no longer close to the bid projections and, whilst SLM has reduced expenditure significantly, there is still a significant deficit on the contract (which the Council is currently funding). This is not an unusual position with the majority of Councils across the country in a similar position as the majority of leisure centres have not yet managed to return to pre-pandemic performance levels.

3. Options

- 3.1 After several rounds of discussion and negotiation with SLM, a final proposal has been received regarding the potential to move back to a fixed position whereby SLM is guaranteeing the financial performance of the contract. The key features of the offer are as follows:
 - The open book arrangement will end and SLM will revert to taking the risk on the financial performance of the contract from 1st April 2022;

- The service will be delivered in line with the originally agreed leisure management contract;
 - The extension clauses in the contract are utilised with offers put forward for a 3 year and a 5-year extension (the contract allows for up to a 5-year extension);
 - SLM will reduce its budgeted margin from 3.5% of income (as agreed in the original leisure management contract) to 3% of income;
 - If any additional surplus is generated on an annual basis, the contractual arrangement of a 50:50 share will be amended to a 60:40 share in the Council's favour in order to help the Council recover some of the losses it has incurred since the start of the pandemic.
- 3.2 SLM has offered a fixed management fee profile with a 3-year extension as summarised in **Table 3.1 in the Appendices**
- 3.3 SLM have offered a 3-year contract extension with the intention of having a full 10 years of operation from 1st April 2022 (in line with the original contract length). It can be seen that SLM is requesting a management fee payment from the Council in 22/23 of circa £151k but that, from 23/24 onwards, it will begin paying the Council a positive annual management fee. The average payment to the Council over the remaining 10 years of the contract will be an average annual payment to the Council of £73k.
- 3.4 This is a very positive offer considering that the performance of the leisure contract over the first 7 months of 21/22 was a deficit of circa £234k and there is no guarantee of the rate of recovery of the leisure centres' financial performance over the coming years.
- 3.5 SLM has also offered a fixed management fee profile with a 5-year extension as summarised in the table below. This offer was submitted because Council officers requested to understand the implications of extending the contract by its full amount (5 years) rather than just the 3-year offer tabled by SLM. See **Table 3.2 in the Appendices**
- 3.6 It can be seen that the profile of the payments offered for years 4 to 13 are exactly the same as the 3-year extension offer and that the payments in years 14 and 15 reduce slightly to circa £105k per annum. This is because of additional equipment replacement costs included for the Reef as a result of the slightly longer contract period. The average payment to the Council over the next 12 years would be circa £78.6k per annum. This is an improvement on the 3-year extension offer because the positive performance in the later years of the contract is retained over the extra 2-years and therefore the annual average payment increases.
- 3.7 **Table 3.3 in the Appendices** compares the original 10-year management fee offer from SLM to the revised offer it has made for the next 10/12 years.
- 3.8 When comparing the original contract against the revised contract offers put forward by SLM, it can be seen that the revised offers are very positive, particularly when the current operating loss is taken into account. In the first 7 months of 21/22, the leisure centres made an operating loss of £234k. Over the course of the whole financial year, the loss is likely to be even higher. Despite this, SLM is proposing to turn this position around so that the Council

pays a management fee of circa £151k in 22/23 and then gets paid a management fee by SLM for the remainder of the contract (in line with the original contract). This realignment of the financial position will be challenging for SLM to actually achieve and yet they are willing to move back to a position of full risk transfer to them from April 2022.

- 3.9 The original contract with SLM involved an average annual payment from SLM to the Council of circa £68k per annum over the ten-year period. Now three years into the contract, SLM is proposing to pay the Council an average of circa £73k per annum (with a 3-year extension) or circa £79k per annum (with a 5-year contract extension). Considering where the current operating performance of the leisure centres sits, this appears to be a very positive offer from SLM.

4. Summary

- 4.1 SLM has submitted a very positive financial offer to the Council for the remainder of the leisure management contract. Our consultants are involved in multiple negotiations of this kind and it is currently rare for operators to be offering to return to pre-Covid financial projections from April 2022 as the outlook for leisure centre operators and the recovery of market demand is highly uncertain. Considering these market factors, the offer of 'resetting' the agreement and utilising the extension to honour the original financial terms of the contract is a positive one. Indeed, by agreeing to lower their percentage margin and to increase the Council's share of any surplus to 60%, SLM is improving on the Council's original contract position as reflected by the increased average annual payment being offered to the Council.
- 4.2 Whilst an extension to the contract is part of the SLM offer, the extension is within the 5-year extension permitted within the original contract and the offer to fix out the management fee at a positive level for the Council over a longer period appears to be a good one at this stage as the Council will have guaranteed savings and SLM will begin taking the risk on the achievement of the financial figures being proposed. The position being offered is considerably greater than the current performance of the leisure centres and, whilst the opening of the Reef will undoubtedly assist SLM in achieving these figures, the offer appears to be a positive one from the Council's perspective.

5. Recommendations

That elected members consider the following options:

- | | |
|-----------|---|
| Option 1. | To agree a 3-year extension of the contract with a management fee of circa £73k per annum paid to the Council |
| Option 2. | To agree a 5-year extension of the contract with a management fee of circa £79k per annum paid to the Council |
| Option 3. | To not agree to any extension, and re-procure the contract |

4. Implications and Risks

Without an agreed renegotiated contract there is a risk to the Council of contract failure or contractual claim is increased. In the event of contract failure then the Council would be left with no one running the activities covered by the contract leading to an increased reputational risk both with the public in terms of performance of Leisure Services and with any future bidders for the contract.

5. Financial Implications and Risks

Should the Council decide to accept this revised offer, the financial risks would be transferred back to SLM.

6. Sustainability

There are no identified sustainability issues arising from this report.

7. Equality and Diversity

There are no identified equality and diversity issues arising from this report.

8. Section 17 Crime and Disorder considerations

There are no identified crime and disorder issues arising from this report

Appendices

Table 2.1 – Original Leisure Management Contract Management Fee Agreement

Contract Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Annual Payment	£124,351	£37,315	£42,154	£106,000	£165,105	£84,379	£86,330	£106,570	£86,591	£161,272

Table 3.1 – SLM Proposed Management Fee (3-year extension)

Contract Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Total	Average
Annual Payment	150,703	(44,105)	(102,791)	(140,257)	(160,873)	(70,048)	(72,400)	(75,037)	(75,953)	(141,273)	(732,033)	£73,203

Table 3.2 – SLM Proposed Management Fee (5-year extension)

Contract Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total	Average
Annual Payment	150,703	(44,105)	(102,791)	(140,257)	(160,873)	(70,048)	(72,400)	(75,037)	(75,953)	(141,273)	(105,409)	(105,409)	(942,852)	£78,571

Table 3.3 – SLM Management Fee Comparison – Bid v Revised Offer

	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Yr10	Yr11	Yr12	Yr13	Yr14	Yr15	Total	Annual Average
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	32-33	33-34		
Original Contract	£124,351	£37,315	-£42,154	-£106,000	-£165,105	-£84,379	(86,330)	(106,570)	(86,591)	(161,272)						-£676,735	-£67,674
Revised 3 year extension				£150,703	-£44,105	-£102,791	(140,257)	(160,873)	(70,048)	(72,400)	(75,037)	(75,953)	(141,273)			-£732,033	-£73,203
Revised 5 year extension				£150,703	-£44,105	-£102,791	(140,257)	(160,873)	(70,048)	(72,400)	(75,037)	(75,953)	(141,273)	(105,409)	(105,409)	-£942,852	-£78,571

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BUDGET MONITORING REPORT 2021/22 – PERIOD 10

Summary: This report summarises the budget monitoring position for the revenue account, capital programme and reserves to the end of January 2022.

Options considered: Not applicable.

Conclusions: The overall position at the end of January 2022 shows an £8,774,619 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year underspend of £414,439.

Recommendations: It is recommended that Cabinet:

- 1) Note the contents of the report and the current budget monitoring position.**

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

System budget monitoring reports

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

1. Introduction

1.1 This report compares the actual expenditure and income position at the end of January 2022 to the Updated budget for 2021/22. The original Base Budget as agreed by Full Council in February 2021 has been updated to reflect approved budget virements.

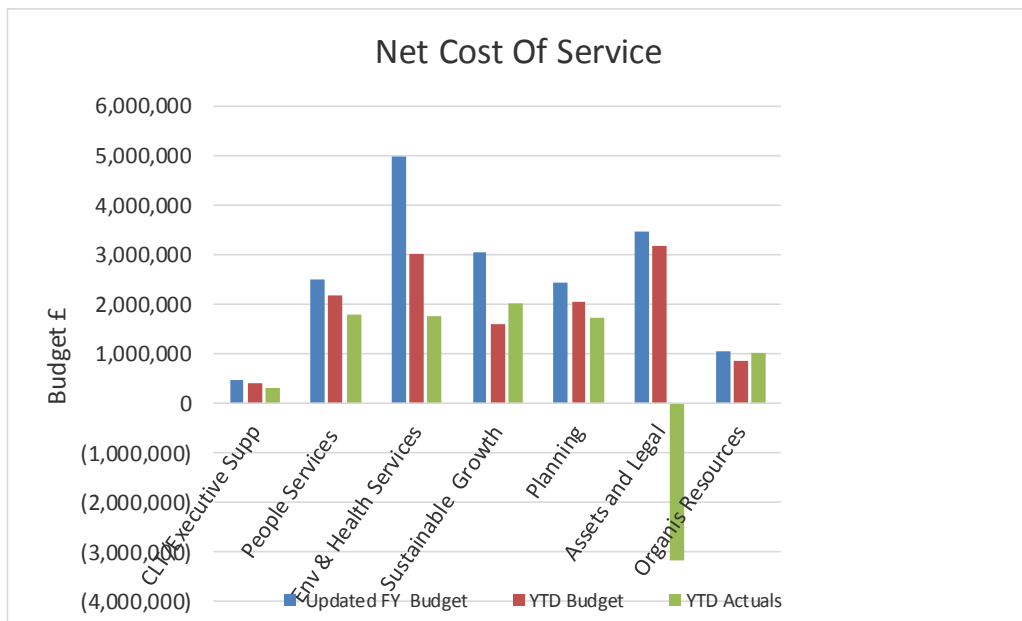
2. Revenue

2.1 The General Fund Summary at Appendix A shows the high level budget monitoring position as at 31 January 2022 and highlights a year to date variance of £8,774,619 underspend against the profiled updated budget. There is an under spend of £7,866,174 in relation to the service variances with the remainder relating to non-service specific budgets.

	Budget YTD	Actual YTD	Variance	Estimated FYE
Net Cost of Service	13,331,910	5,465,736	(7,866,174)	(364,439)
External Interest-Received/Paid	(716,910)	(935,543)	(218,633)	(50,000)
Income from Government Grant and Taxpayers	(15,495,835)	(16,185,667)	(689,832)	0
Total FYE				(414,439)

2.2 The chart below illustrates these variances per service area and Appendix B provides further details of the individual service variances.

Variance by Service area



2.2 Variances are reported against the updated budget in the Council's General Fund Summary as shown in Appendix A. Any budgets and reserves affected will be updated accordingly.

2.3 The following table shows the over/(underspend) to date for the more significant variances; this is compared to the updated budget. The estimated full year variance is what the likely financial position will be at the end of the financial year. Full variance explanations can be seen within Appendix B that accompanies this report.

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget +/-£20,000	Estimated Full Year Variance Against Updated Budget
	As Per General Fund Summary	
	£	£
Corporate		
Human Resources and Payroll - (£22,426) - Lower salaries and on costs as a result of staff vacancies. (£25,752) - Corporate training not yet delivered. These savings are off-set by expenditure on professional fees including professional advice and HR service review.	(37,178)	(28,000)
Elections – Costs associated with the running of the County and Police & Crime Commissioner elections to be reclaimed.	(30,385)	0
Corporate Leadership Team – Turnover savings due to part year vacant Director post.	(34,091)	(30,000)
Communities – People Services		
Benefits Administration – (£14,587) Supplies and Services expenditure not yet incurred. (£65,480) Covid Test and Trace administration and other service specific grants received from Department for Work and Pensions (DWP) for new burdens work.	(83,675)	0
Homelessness - £95,053 Bed and Breakfast costs. (£60,000) Allocation of Rough Sleeper Initiative. £72,426 Repairs and Maintenance on Temporary accommodation properties. (£108,576) Additional Homelessness grants including prevention grant top up and domestic abuse grants. (£91,170) Recoverable costs on Bed and Breakfast accommodation. (£24,433) Recoverable costs on Temporary accommodation.	(99,578)	0
Community – £22,647 – Fixed term posts funded by grant. (£200,000) Household Support grant. (£19,556) Funding for fixed term posts.	(202,995)	0
Communities – Leisure and Environment		
Commercial Services – Contain Outbreak Management Funding (COMF) grant offset by related expenditure including staffing costs.	(43,881)	0

Environmental Protection - Staffing costs associated with Covid related work funded from the Contain Outbreak Management Fund (COMF). Lower income from private water sampling.	43,630	0
Car Parking – (£18,406) – Lower NNDR costs as a result of refunds. (£123,622) - Invoices for management fees not yet received. (£153,916) - Car park income higher than expected. (£6,010) - Commission earned on electric vehicle charging point usage.	(308,365)	(120,000)
Leisure Complexes – (£68,405) - Rent/Hire of Buildings - No invoices received for the hire of school halls. £167,712 Higher management fees due to Covid for 2021/22. As agreed at Cabinet, there is a potential full year effect of £408,000 due to ongoing payments re Covid restrictions. £21,820 - Covid costs re construction of the Reef. This expenditure will be offset against the Covid support grant. £6,216 - Premises insurance - Fire/General for the Reef.	150,651	34,376
Other Sports – The majority of this variance relates to (£19,361) Mammoth Marathon entry fees and sponsorship. Will be rolled forward as a receipt in advance - Marathon anticipated May 2022.	(23,783)	0
Foreshore Community – £30,076 - Beach Lifeguard Management Fee. (£10,710) - Furniture repairs, memorial seats.	19,878	30,000
Waste Collection and Disposal – (£576,934) Contractor invoices awaited for the variable elements of waste collection. (£280,968) Accrual brought forward to Norfolk County Council for trade waste disposal in 2020/21. £64,759 Higher recycling contractor costs - higher tonnage processed - this will be offset by additional recycling credits by year end. £11,804 Professional fees relating to procurement and waste composition analysis. This should result in a full year effect saving within this service of c. £250k of which £100k will be requested to be used for an RCCO towards the purchase of bins. Higher fee income from commercial waste and garden bin customers.	(867,964)	(150,000)
Cleansing – £31,759 Purchase of litter bins, offset by funding. (£228,056) Contractor invoices awaited for variable elements of the cleansing contract. (£14,270) Contribution from WRAP (Waste Resources Action Programme) for Infrastructure - match funding towards purchase of litter bins. A full year effect saving of c. £50k is expected at year end.	(215,707)	(50,000)
Place and Climate Change – Sustainable growth		
Economic Growth – The year to date variance relates to the following; £19,185 Sheringham Little Theatre R & M. £371,244 Covid Grants including Additional Restriction grants (ARG). Central Government grant has been receive to fund this expenditure.	183,963	19,185

Housing Strategy – Of the variance £50,000 relates to Community Housing Funded grants. This has been off-set by savings in professional fee budgets.	30,567	0
Environmental Strategy - Consultancy and professional fees relating to various projects - to be funded from the Delivery Plan reserve at year end.	58,301	0
Coastal Management - Staffing costs associated with a vacant post and reduced working hours.	(28,542)	0
Place and Climate Change – Planning		
Development Management - (£35,958) Net staffing saving due to vacancies. Planning income, (£39,920) Pre app advise off set by £13,739 Planning fee income	(62,325)	(30,000)
Planning Policy – The main reason for this variance arises from staff turnover savings due to vacant posts (£55,093) the remainder of the surplus is due to (£31,709) Local Plan expenditure funded from earmarked reserves.	(89,830)	(40,000)
Conservation, Design & Landscape – Year to date savings as a result of underspends in Supplies and Services including professional fees relating to Conservation Area Appraisals.	(43,631)	0
Major Developments – (£17,966) Employee savings resulting from vacant posts. (£2,693) Transport related charges.	(20,369)	(10,000)
Building Control - This variance relates to fee income up against the profiled budget, no full year effect has been included as this service is operated on a self-financing basis and any surplus deficit is accounted for through the earmarked reserve.	(61,968)	0
Resources – Finance, Assets and Legal		
Industrial Units - No Major Variances against YTD budgets. However, a full year effect of £45k is projected for loss of rental income and service charges at Hornbeam Road, North Walsham.	(2,761)	45,000
Revenue Services - This service is responsible for administering the majority of the Covid support grants paid out to qualifying businesses. These schemes are coming to an end and after undergoing a reconciliation process unspent balances will be returned to Central Government.	(6,094,709)	0
Benefits Subsidy – The current position represents the net balance on Test and Trace and Household support payments offset by grants.	(39,907)	0
Non Distributed Costs - £10,661 - Added years, (£96,340) - Pension deficit funding invoice not received. The full year impact of these is an overall saving of £14,000	(85,532)	(14,000)
Admin Buildings – £23,897 R&M. £49,879 Additional Cleaning costs. (£27,364) Lower utility costs to date. £10,674 Surveyor and legal fees. Additional income from recharging tenants for Covid cleaning costs.	29,446	30,000

No full year effect is currently anticipated as the majority of these additional costs can be offset by the general Covid grant and recharges to tenants.		
Insurance and Risk Management - £10,454 - Higher public liability insurance. £2,672 - Higher Employers Liability insurance. £6,500 - Professional fees This will have a full year effect of £20,000	19,351	20,000
Chalets and Beach Huts – Rental income against the profiled budget.	(59,347)	(50,000)
Investment Properties - £28,763 Higher R&M costs. (£12,684) Lower costs for grounds maintenance. £14,786 Higher running costs. £6,371 Higher insurance premiums due to revaluations.	32,325	25,000
Corporate and Democratic Core – (£28,973) - Salaries and on costs. (£50,248) - 2020/21 audit not billed. £15,921 - Agency staff. £9,943 - Bank charges	(58,119)	(20,000)
Members Services – (£3,810) - Salaries and on costs are lower as a result of staff vacancies. (£15,171) – Reduction in training and travelling allowances. (£3,539) - Chairman's Civic Expenditure. (£12,021) - Members Allowances, savings as a result of allowances being waived and the budget included provision for 10 Cabinet Members, the number remained at 9. (£2,500) - No refreshments required as a result of remote meetings. All of these combined will lead to a full year saving of £37,000.	(39,514)	(37,000)
Legal Services - £70,889 - Salaries and on costs. £10,000 - Dilapidations bond. Any overspend will be funded from the Legal Reserve and Kickstart contribution. (£105,461) - Income from legal fees and dilapidations bond. (£5,798) - Kickstart contribution towards staffing costs. No variance is anticipated because any balance will be transferred to the Legal reserve.	(28,021)	0
Resources – Organisational Resources		
ICT Support Services – The year to date variance is made up of the following; (£10,477) - Salaries and on costs lower because of staff vacancies and reduced hours. £11,694 - Consultancy fees. (£4,417) - Mobile phone rentals. £70,460 - Computer software licences, maintenance and Computer lines / modems. (£7,771) - Computer consumables. (£18,870) - Computer Purchases - Hardware. £4,434 - Skype to Teams migration. (£5,920) - Generic training.	44,831	0
Property Services – £24,447 Higher staffing costs, some of which will be funded from reserves at year end. £6,054 Higher transport related costs including vehicle repairs. The balance includes asset valuations, subscriptions and professional fees. Additional staffing to be funded from earmarked reserves. £81,198 Re-opening of the High Street funding claim yet to be submitted.	143,803	55,000
Customer Services Corporate – (£22,115) - Salaries and an on costs are lower as a result of staff vacancies. £4,736 - Higher overtime as a result of Covid. (£26,760) Savings in supplies and services budgets including lower equipment repair, stationery,	(39,768)	(44,000)

postage and other professional fees. £7,445 - Subscription to the Institute of Customer Servicers, funded from reserves. All of these will result in a full year saving of £44,000.		
Total Major Variances P10	(7,945,199)	(364,439)

3. Non Service Variances to Period 10 2021/22

Investment Interest

- 3.1 The interest budget for 2021/22 anticipates that a total of £1,014,929 will be earned from treasury investments and loans made for service purposes. Overall an average balance of £39.4m is assumed, at an average interest rate of 2.6%.
- 3.2 At the end of period 10, a total of £908,010 has been earned, resulting in an adverse variance against the year to date budget of £156,785. The average rate of interest achieved was 2.54% from an average balance available for investment of £42.7m. At the end of the year, an adverse variance of £100k is anticipated. A total of £32.0m has been invested in pooled funds which are valued at £34.5m at the end of period 10.
- 3.3 The Council has a balanced portfolio with a diverse range of funds investing in different instruments. The Council can expect the valuation of its pooled investments to continue to be volatile, but this is in line with expectations when the investments were placed. The risks inherent in the volatile nature of these investments are mitigated as the Council intends to hold them for the long term.

Borrowing Interest

- 3.4 The budget for 2021/22 anticipates that £2,000 would be paid in interest for short-term borrowing for cash flow purposes.
- 3.5 At period 10, a total of £4,121 has been paid resulting in an adverse variance against the budget of £2,121. At the end of the year an adverse variance against the budget of £5,000 is anticipated.
- 3.6 Interest for long-term borrowing has been budgeted for £152,630 for financing The Reef Leisure Centre and purchase of waste vehicles.
- 3.7 At period 10, there had been no commitments to long-term borrowing for capital purposes. At end of the year, if long-term borrowing is not undertaken a favourable variance of £152,630 against budget is forecast, although at the present time we are assuming that the borrowing will be taken later in the year. This may change dependent on future cash inflows and the timing of the repayment of excess grant funding from central government. The decision to undertake short-term or long-term borrowing will be made in line with our borrowing strategy.

Retained Business Rates

- 3.8 There is currently no variance showing against Non Domestic Rates income for the financial year. The final variance will not be known until the NNDR3 form is completed at the end of the year and the grant actually due to the authority has been determined.

- 3.9 Last financial year, the Council gave relief to businesses in line with direction from Central Government to help businesses in the retail sector that most felt the effects of COVID 19. As these reliefs were announced after the Council had set its budget for 2020/21, the reduced collection of rates that resulted was not budgeted for. Due to accounting treatment for the Collection Fund, the Councils share of the resulting Collection Fund deficit will affect the General Fund Outturn position for the 2021/22 financial year. The Council was given Section 31 grant to fund these reliefs, amounting to £6.1m, which were transferred into the Business Rates Reserve at the end of 2020/21. This balance will be transferred back into the General Fund in 2021/22 to offset the deficit, so there will be a nil overall impact.
- 3.10 It is expected that any further deficit arising at the end of the financial year will be funded by a transfer from the Business Rates Reserve.
- 3.11 The target collection rate for Non Domestic Rates as at end January was 91.30%, and the actual collection rate was at 91.44%, resulting in an excess collection of £28k over target.
- 3.12 By comparison, the target collection rate for Council Tax as at the end of January was 90.00% and an actual rate of 90.68% was achieved. This resulted in an excess collection over target of £312k.

4 Capital

- 4.1 The Capital Programme has been updated and can be found at Appendix C. The following have been updated:
- Community Housing Fund – changes to the budget following the approval of use of Housing Reserves have now been made

5 COVID 19

- 5.1 The majority of the larger business support schemes have now closed with the relevant services undertaking reconciliation work to ascertain the final grant positions and amounts to be repaid/claimed. New grants were received during January as a result of the Omicron variant. The Omicron Hospitality and Leisure grant (OHLG) is currently being paid out to qualifying businesses. New burdens funding was also received in recognition of the additional resources required to administer these grant funds, this will be used to support relevant services.
- 5.2 There are also a number of specific Covid funding streams that are still providing support to businesses, individuals and the community, these include Additional Restrictions, Test and Trace and Household support grants. It is anticipated that any grant underspends on these specific grants will be repaid to the originator, whether that is the Department for Business, Energy and Industry Strategy (BEIS) or the County Council.
- 5.3 Expenditure continues to be allocated to the £580,654 General Covid support grant. Spending against this grant includes PPE purchases, specialist cleaning, and a significant commitment has been ring fenced to provide support to the leisure contract.
- 5.4 Income shortfalls were one of the main impacts of Covid during 2020-21. As reported at period 6 this year there has been little impact on income streams during 2021-22 and the current position shows that car parking, planning, building control, legal income and beach huts income are all showing surpluses against YTD budgets. The government operated a Sales Fees and Charges compensation scheme last year

which allowed a % of losses to be reclaimed on qualifying income, which was extended for the first quarter of the 2021/22 financial year. The Council has not needed to claim against this scheme. The final quarter 2020-21 claim for this support was received in 2021-22 (shown under Government Grant and Local Taxpayers). The amount received was £141,787 greater than anticipated. This additional income has not been factored into the Full Year Effects figure whilst the increase is being investigated.

5.5 The table below shows the performance of the Council's Income streams

Customer and Client Receipts	Full Year Updated Budget	YTD Budget	YTD Actuals	Variance
	£	£	£	£
I820 Income Sales	(29,850)	(24,860)	(29,548)	(4,688)
I822 Income Fees and Charges	(9,386,557)	(7,922,039)	(8,510,778)	(588,739)
I827 Income Rent Land and Buildings	(712,178)	(586,138)	(647,235)	(61,097)
I828 Income - Misc Receipts	(89,765)	(89,735)	(89,179)	556
Total Customer and Client Receipts	(10,218,350)	(8,622,772)	(9,276,740)	(653,968)

6 Reserves

6.1 The Council's current Reserve Statement is shown at Appendix D, this gives the latest position of amounts allocated to services and the capital programme and also includes known commitments that have not yet been allocated to services.

7 Conclusion

7.1 The revenue budget is showing an estimated full year underspend for the current financial year of £414k. The overall financial position continues to be closely monitored and it is anticipated that the overall budget for the current year will be achieved.

7.2 The Council will continue to try and address any forecast deficit which may arise during the year by looking to make further savings and reallocate resources within the current budget as the reserves are already under pressure and only represent a one-off source of funding which is not sustainable in the medium term. Should the Council not be able to make these adjustments in year then reserves will be required to balance the budget although this requirement is not anticipated at the current time.

8 Financial Implications and Risks

8.1 The detail within section 2 of the report highlights the more significant variances including those that are estimated to result in a full year impact.

8.2 The estimated outturn will continue to be monitored during the year.

9 Sustainability

9.1 None as a direct consequence from this report.

10 Equality and Diversity

10.1 None as a direct consequence from this report.

11 Section 17 Crime and Disorder considerations

11.1 None as a direct consequence from this report.

General Fund Summary P10 2021/22

	2021/22 Updated Budget £	Budget YTD £	Actuals YTD £	Variance YTD £	Commitments £	Budget Remaining £
Directorate						
Corporate Leadership/Executive Support	482,220	415,678	313,376	(102,302)	15,472	153,372
Communities	7,504,047	5,220,140	3,552,611	(1,667,529)	3,383,140	568,296
Place and Climate Change	5,522,004	3,658,016	3,763,581	105,565	365,432	1,392,991
Resources	4,531,733	4,038,077	(2,163,830)	(6,201,907)	1,269,281	5,426,282
Net Cost of Services	18,040,004	13,331,910	5,465,736	(7,866,174)	5,033,326	7,540,942
Parish Precepts	2,573,788	2,573,788	2,573,788	0	0	0
Capital Charges	(1,964,269)	(1,636,900)	(1,636,880)	20	0	(327,389)
Refcus	(977,167)	0	0	0	0	(977,167)
Interest Receivable	(1,014,929)	(845,770)	(941,116)	(95,346)	0	(73,813)
External Interest Paid	154,630	128,860	5,573	(123,287)	0	149,057
Revenue Financing for Capital:	1,027,574	0	0	0	0	1,027,574
MRP Waste Contract	744,000	0	0	0	0	744,000
IAS 19 Pension Adjustment	262,174	0	0	0	0	262,174
Net Operating Expenditure	18,845,805	13,551,888	5,467,101	(8,084,787)	5,033,326	8,345,378
Contribution to/(from) the Earmarked Reserves						
Asset Management	(167,574)	0	0	0	0	(167,574)
Building Control	(28,876)	0	0	0	0	(28,876)
Business Rates	324,058	0	0	0	0	324,058
Coast Protection	(42,039)	0	0	0	0	(42,039)
Communities	(275,000)	0	0	0	0	(275,000)
Delivery Plan	1,415,686	0	0	0	0	1,415,686
Elections	50,000	0	0	0	0	50,000
Economic Development & Tourism	(10,000)	0	0	0	0	(10,000)
Grants	(60,977)	0	0	0	0	(60,977)
Housing	(740,843)	0	0	0	0	(740,843)
Legal	(15,520)	0	0	0	0	(15,520)
Major Repairs Reserve	355,694	0	0	0	0	355,694
New Homes Bonus Reserve	(97,471)	0	0	0	0	(97,471)
Organisational Development	(88,258)	0	0	0	0	(88,258)
Pathfinder	(21,627)	0	0	0	0	(21,627)
Planning Revenue	36,728	0	0	0	0	36,728
Property Investment Fund	(2,000,000)	0	0	0	0	(2,000,000)
Property Company	(265,835)	0	0	0	0	(265,835)
Restructuring/Invest to save	40,654	0	0	0	0	40,654
Sports Centres/ Facilities	(1,898)	0	0	0	0	0
Treasury Reserve	500,000	0	0	0	0	500,000
Contribution to/(from) the General Reserve	(86,341)	0	0	0	0	(86,341)
Amount to be met from Government Grant and Local Taxpayers	17,666,366	13,551,888	5,467,101	(8,084,787)	5,033,326	7,167,838
Collection Fund – Parishes	(2,573,788)	(2,290,672)	(2,290,672)	0	0	(283,116)
Collection Fund – District	(6,253,465)	(5,641,689)	(5,641,689)	0	0	(611,776)
Retained Business Rates	(7,381,242)	(6,151,040)	(6,151,040)	0	0	(1,230,202)
Revenue Support Grant	(90,295)	(67,722)	(67,722)	0	0	(22,573)
New Homes bonus	(722,562)	(722,562)	(722,562)	0	0	0
Rural Services Delivery Grant	(507,661)	(507,661)	(507,661)	0	0	0
Lower Tier Services Grant	(137,353)	(114,489)	(114,489)	0	0	(22,864)
Fees and Charges Support Grant 2020/21	0	0	(141,787)	(141,787)	0	141,787
Tax Income Compensations grant 2020/21	0	0	32,609	32,609	0	(32,609)
Covid-19 General Grant			(580,654)	(580,654)	0	580,654
Income from Government Grant and Taxpayers	(17,666,366)	(15,495,835)	(16,185,667)	(689,832)	0	(2,061,353)
(Surplus)/Deficit	0	(1,943,947)	(10,718,566)	(8,774,619)	5,033,326	5,106,485

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Service Area Summaries P10 2021-22

Communities Directorship - Environmental and leisure Services

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Commercial Services							
Gross Direct Costs	321,007	267,520	381,919	114,399	9,303	(70,215)	Staffing costs associated with Covid related work being funded from the Contain Outbreak Management Funding (COMF).
Gross Direct Income	(9,000)	(7,510)	(165,790)	(158,280)	0	156,790	COMF grant from the Department of Health & Social Care.
Support Service Charges	88,240	73,560	73,560	0	0	14,680	No Major Variances.
	400,247	333,570	289,689	(43,881)	9,303	101,255	
Internal Drainage Board Levies							
Gross Direct Costs	419,627	419,627	415,551	(4,076)	0	4,076	Lower inflation.
Support Service Charges	220	180	180	0	0	40	No Major Variances.
	419,847	419,807	415,731	(4,076)	0	4,116	
Travellers							
Gross Direct Costs	50,336	43,385	39,325	(4,060)	35,972	(24,961)	Invoice for lease rental not received.
Capital Charges	(632,000)	(526,660)	(526,660)	0	0	(105,340)	No Major Variances.
Gross Direct Income	(4,000)	(3,340)	(640)	2,700	0	(3,360)	Facility not used.
Support Service Charges	980	820	820	0	0	160	No Major Variances.
	(584,684)	(485,795)	(487,155)	(1,360)	35,972	(133,501)	
Public Protection							
Gross Direct Costs	198,682	163,300	151,877	(11,423)	8,234	38,571	Staffing costs associated with Covid related work being funded from the Contain Outbreak Management Funding (COMF).
Gross Direct Income	(197,000)	(174,330)	(167,862)	6,468	0	(29,138)	Lower general licensing income.
Support Service Charges	127,850	106,550	106,550	0	0	21,300	No Major Variances.
	129,532	95,520	90,565	(4,955)	8,234	30,733	
Street Signage							
Gross Direct Costs	12,000	4,158	4,229	71	0	7,771	No Major Variances.
Gross Direct Income	0	0	(139)	(139)	0	139	No Major Variances.
Support Service Charges	19,470	16,220	16,220	0	0	3,250	No Major Variances.
	31,470	20,378	20,310	(68)	0	11,160	
Environmental Protection							
Gross Direct Costs	660,455	530,454	563,210	32,756	15,023	82,222	Staffing costs associated with Covid related work funded from the Contain Outbreak Management Funding (COMF).
Capital Charges	22,944	19,120	19,120	0	0	3,824	No Major Variances.
Gross Direct Income	(63,075)	(49,967)	(39,092)	10,875	0	(23,983)	Lower fee income from Private Water Sampling.
Support Service Charges	201,390	167,840	167,840	0	0	33,550	No Major Variances.
	821,714	667,447	711,077	43,630	15,023	95,614	
Env Health - Service Mamt							
Gross Direct Costs	69,614	58,694	64,853	6,160	32,078	(27,317)	£5,024 - Higher subscription payments for the department. £2,060 Skyguard - to be recharged out to services.
Capital Charges	30,018	25,020	25,020	0	0	4,998	No Major Variances.
Support Service Charges	(203,870)	(169,884)	(170,670)	(786)	0	(33,200)	No Major Variances.
	(104,238)	(86,170)	(80,797)	5,373	32,078	(55,519)	
Environmental Contracts							
Gross Direct Costs	291,455	242,880	246,653	3,773	289	44,512	Higher staffing costs.
Capital Charges	4,521	3,770	3,770	0	0	751	No Major Variances.
Support Service Charges	(295,976)	(246,620)	(246,620)	0	0	(49,356)	No Major Variances.
	0	30	3,803	3,773	289	(4,093)	

Service Area Summaries P10 2021-22

Communities Directorship - Environmental and leisure Services

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Car Parking							
Gross Direct Costs	911,347	774,493	627,224	(147,269)	310,361	(26,239)	(£18,406) Lower NNDR costs as a result of refunds. (£123,622) - Invoice for management fees not yet received. £9,889 - Purchase of car park machines. (£6,089) - Lower reactive repair and maintenance. (£11,312) - Credit card charges. All of this, plus additional income, will result in a full year saving of £120,000
Capital Charges	58,720	48,930	48,930	0	0	9,790	No Major Variances.
Gross Direct Income	(2,714,171)	(2,475,752)	(2,636,848)	(161,096)	0	(77,323)	(£153,916) - Car park income higher than expected. (£4,765) - Event licence fee. Circus at Runton Road. (£6,010) - Commission earned on electric vehicle charging point usage.
Support Service Charges	150,679	142,260	142,260	0	0	8,419	No Major Variances.
	(1,593,425)	(1,510,069)	(1,818,434)	(308,365)	310,361	(85,353)	
Markets							
Gross Direct Costs	56,659	29,383	29,441	58	1,849	25,368	No Major Variances.
Gross Direct Income	(44,000)	(40,000)	(39,015)	985	0	(4,985)	No Major Variances.
Support Service Charges	26,760	22,300	22,300	0	0	4,460	No Major Variances.
	39,419	11,683	12,726	1,043	1,849	24,844	
Parks & Open Spaces							
Gross Direct Costs	298,014	227,860	235,403	7,543	86,707	(24,096)	£20,021 - R & M Grounds - General. (£18,140) - Grounds maintenance contract. The balance consists of minor variances
Capital Charges	16,206	13,500	13,500	0	0	2,706	No Major Variances.
Gross Direct Income	(11,150)	(2,870)	(1,277)	1,593	0	(9,873)	No Major Variances.
Support Service Charges	116,120	96,800	96,800	0	0	19,320	No Major Variances.
	419,190	335,290	344,426	9,136	86,707	(11,943)	
Foreshore							
Gross Direct Costs	121,599	77,548	81,371	3,823	21,238	18,990	No Major Variances.
Capital Charges	27,880	23,230	23,230	0	0	4,650	No Major Variances.
Support Service Charges	100,470	83,730	83,730	0	0	16,740	No Major Variances.
	249,949	184,508	188,331	3,823	21,238	40,380	
Leisure Complexes							
Gross Direct Costs	113,486	94,357	224,772	130,415	37,959	(149,245)	See Note A below:
Capital Charges	743,441	619,540	619,540	0	0	123,901	No Major Variances.
Gross Direct Income	(42,154)	(35,130)	(14,894)	20,236	0	(27,260)	£35,130 - No profit share due to ongoing Covid restrictions. (£13,994) - National Leisure Recovery Fund grant
Support Service Charges	98,190	81,870	81,870	0	0	16,320	No Major Variances.
	912,963	760,637	911,288	150,651	37,959	(36,284)	
Note A: (£68,405) - Rent/Hire of Buildings - No invoices received for the hire of school halls. £167,712 Higher management fees due to Covid for 2021/22. As agreed at Cabinet, there is a potential full year effect of £408,000 due to ongoing payments re Covid restrictions. £21,820 - Covid costs re construction of the Reef. £6,216 - Premises insurance - Fire/General for the Reef. Overall the full year effect of income and expenditure variances is £464,042							
Other Sports							
Gross Direct Costs	107,762	94,183	79,377	(14,806)	3,332	25,053	(£11,943) - Other professional fees relating to Mammoth Marathon. This will be transferred to reserves to spend in May 2022 when the marathon will take place.
Gross Direct Income	(16,024)	(13,350)	(22,327)	(8,977)	0	6,303	(£19,661) - Mammoth marathon entry fees and sponsorship. Will be rolled forward as a receipt in advance. Marathon anticipated May 2022. £13,350 - Grant for service delivery not received. (£2,511) - Income from yoga classes
Support Service Charges	67,320	56,130	56,130	0	0	11,190	No Major Variances.
	159,058	136,963	113,180	(23,783)	3,332	42,545	
Recreation Grounds							
Gross Direct Costs	13,800	10,350	10,356	6	6,925	(3,481)	No Major Variances.
Capital Charges	5,632	4,690	4,690	0	0	942	No Major Variances.
Gross Direct Income	(1,000)	(830)	(915)	(85)	0	(85)	No Major Variances.
Support Service Charges	5,040	4,200	4,200	0	0	840	No Major Variances.
	23,472	18,410	18,331	(79)	6,925	(1,784)	

Service Area Summaries P10 2021-22

Communities Directorship - Environmental and leisure Services

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Pier Pavilion							
Gross Direct Costs	10,780	8,981	1,745	(7,236)	450	8,585	(£6,582) - Electricity charges, coded to other lettings - Openwide store old Melbourne toilets
Capital Charges	17,020	14,180	14,180	0	0	2,840	No Major Variances.
Gross Direct Income	(20,000)	0	0	0	0	(20,000)	No Major Variances.
Support Service Charges	30,350	25,300	25,300	0	0	5,050	No Major Variances.
	38,150	48,461	41,225	(7,236)	450	(3,525)	
Beach Safety							
Gross Direct Costs	384,450	310,803	333,411	22,608	170,634	(119,594)	£30,076 - Beach Lifeguard Management Fee. This will have a full year effect of £30,000 (£10,710) - Furniture repairs, memorial seats
Gross Direct Income	0	0	(2,730)	(2,730)	0	2,730	Grant towards the cost of bathing water signs
Support Service Charges	75,140	62,620	62,620	0	0	12,520	No Major Variances.
	459,590	373,423	393,301	19,878	170,634	(104,344)	
Woodlands Management							
Gross Direct Costs	194,472	161,657	202,026	40,369	41,031	(48,585)	£6,269 - Hire of vans. £10,162 - Purchase of barriers. £9,922 - Boardwalk repairs, Pretty Corner. £2,580 - Essential tree safety work. (£4,535) - General grounds maintenance. £3,117 - Other Professional Fees (toilet hire & ground rent) £3,454 - Refuse collection. £7,445 - Tree planted for every person. This will be funded from reserves.
Capital Charges	1,346	1,120	1,120	0	0	226	No Major Variances.
Gross Direct Income	(25,530)	(21,280)	(52,890)	(31,610)	0	27,360	(£18,847) - Higher car park income. (£5,735) - Event income. (£3,838) - Other recoverable charges, (£3,700) - Rental income from the Tea Room at Holt Country Park
Support Service Charges	161,240	134,390	134,390	0	0	26,850	No Major Variances.
	331,528	275,887	284,646	8,759	41,031	5,852	
Cromer Pier							
Gross Direct Costs	71,070	69,431	83,214	13,783	1,908	(14,052)	£12,750 - Pipework repairs. £2,844 - Premises Insurance (Fire/General)
Capital Charges	20,738	17,280	17,280	0	0	3,458	No Major Variances.
Support Service Charges	93,880	78,230	78,230	0	0	15,650	No Major Variances.
	185,688	164,941	178,724	13,783	1,908	5,056	
Waste Collection And Disposal							
Gross Direct Costs	4,240,328	2,829,411	2,044,795	(784,616)	1,844,776	350,757	See Note A below:
Capital Charges	443,571	369,640	369,640	0	0	73,931	No Major Variances.
Gross Direct Income	(3,534,122)	(3,099,606)	(3,182,954)	(83,348)	0	(351,168)	Higher fee income from commercial waste and garden bin customers.
Support Service Charges	486,170	405,190	405,190	0	0	80,980	No Major Variances.
	1,635,947	504,635	(363,329)	(867,964)	1,844,776	154,500	
Note A: (£576,934) Contractor invoices awaited for the variable elements of waste collection. (£280,968) Accrual brought forward to NCC for trade waste disposal in 2020/21. £64,759 Higher recycling contractor costs - higher tonnage processed - this will be offset by additional recycling credits by year end. £11,804 Professional fees relating to procurement and waste composition analysis. This should result in a full year effect saving within this service of c. £300k of which £100k will be requested to be used for an RCCO towards the purchase of bins.							
Cleansing							
Gross Direct Costs	690,300	487,228	290,931	(196,297)	444,678	(45,309)	£31,759 Purchase of litter bins, offset by funding. (£228,056) Contractor invoices awaited for variable elements of the cleansing contract. A full year effect saving of c. £50k is expected at year end.
Capital Charges	85,500	71,250	71,250	0	0	14,250	No Major Variances.
Gross Direct Income	(58,834)	(58,834)	(78,244)	(19,410)	0	19,410	(£14,270) Contribution from WRAP (Waste Resources Action Programme) for Infrastructure - match funding towards purchase of litter bins. (£5,140) Additional recharges for dog/litter bins.
Support Service Charges	64,330	53,610	53,610	0	0	10,720	No Major Variances.
	781,296	553,254	337,547	(215,707)	444,678	(930)	

Service Area Summaries P10 2021-22

Communities Directorship - Environmental and leisure Services

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Leisure							
Gross Direct Costs	210,670	175,570	162,650	(12,920)	0	48,020	(£4,412) - Salaries and oncosts lower as a result of staff vacancies. (£2,908) - Lower staff mileage claims. Both of these will lead to a total full year effect of £10,000
Support Service Charges	(210,670)	(175,550)	(175,550)	0	0	(35,120)	No Major Variances.
	0	20	(12,900)	(12,920)	0	12,900	
Community Safety							
Gross Direct Costs	32,178	23,480	8,408	(15,072)	0	23,770	Vacant post - staff on secondment.
Support Service Charges	20,680	17,250	17,250	0	0	3,430	No Major Variances.
	52,858	40,730	25,658	(15,072)	0	27,200	
Civil Contingencies							
Gross Direct Costs	90,162	72,790	58,529	(14,261)	4,775	26,858	Underspend in staffing costs due to long term sick leave.
Support Service Charges	33,660	28,050	28,050	0	0	5,610	No Major Variances.
	123,822	100,840	86,579	(14,261)	4,775	32,468	
Ad Environmental & Leisure Svs							
Gross Direct Costs	69,559	57,970	54,057	(3,913)	0	15,502	Staffing costs, some of which are associated with Covid related work funded from the Contain Outbreak Management Funding (COMF).
	69,559	57,970	54,057	(3,913)	0	15,502	
Total Environment and Leisure Services	5,002,952	3,022,370	1,758,580	(1,263,790)	3,077,523	166,849	

Service Area Summaries P10 2021-22

Resources - Finance, Assets And Legal

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Industrial Estates							
Gross Direct Costs	31,734	27,182	25,953	(1,229)	618	5,162	No Major Variances.
Capital Charges	15,912	13,260	13,260	0	0	2,652	No Major Variances.
Gross Direct Income	(181,810)	(119,450)	(120,982)	(1,532)	0	(60,828)	No Major Variances against YTD budgets. However a full year effect of £45k is projected for loss of rental income and service charges at Hornbeam Road, North Walsham.
Support Service Charges	51,640	43,040	43,040	0	0	8,600	No Major Variances.
	(82,524)	(35,968)	(38,729)	(2,761)	618	(44,413)	
Surveyors Allotments							
Gross Direct Costs	3,000	0	0	0	0	3,000	No Major Variances.
Gross Direct Income	(50)	(40)	(50)	(10)	0	0	No Major Variances.
Support Service Charges	14,570	12,140	12,140	0	0	2,430	No Major Variances.
	17,520	12,100	12,090	(10)	0	5,430	
Parklands							
Gross Direct Costs	34,768	28,727	32,756	4,029	2,103	(91)	Repair and maintenance - emergency works at site.
Gross Direct Income	(64,500)	(59,500)	(69,108)	(9,608)	0	4,608	(£12,000) Commission earned from sales.
Support Service Charges	40,390	33,660	33,660	0	0	6,730	No Major Variances.
	10,658	2,887	(2,692)	(5,579)	2,103	11,247	
Revenue Services							
Gross Direct Costs	732,277	569,908	33,113,302	32,543,394	44,546	(32,425,571)	£32,544,086 Covid Business grants. £8,196 Turnover savings not made.
Gross Direct Income	(442,911)	(219,090)	(38,857,192)	(38,638,102)	0	38,414,281	(38,617,115) Covid business grants, off set by expenditure. £25,620 Council Tax New Burdens funding.
Support Service Charges	444,750	370,680	370,680	0	0	74,070	No Major Variances.
	734,116	721,498	(5,373,210)	(6,094,709)	44,546	6,062,781	
Benefits Subsidy							
Gross Direct Costs	21,256,441	0	253,897	253,897	0	21,002,544	£186,800 Test and Trace Payments, £64,437 Household support payments. These payments are offset by grant income.
Gross Direct Income	(21,256,441)	0	(293,804)	(293,804)	0	(20,962,637)	(£181,000) Test and Trace and (£96,600) Household support grants.
	0	0	(39,907)	(39,907)	0	39,907	
Non Distributed Costs							
Gross Direct Costs	0	196,632	111,100	(85,532)	0	(111,100)	£10,661 - Added years, (£96,340) - Pension deficit funding invoice not received. The full year impact of these is an overall saving of £14,000
	0	196,632	111,100	(85,532)	0	(111,100)	
Estates							
Gross Direct Costs	258,454	217,837	215,384	(2,452)	0	43,070	Lower staffing costs.
Gross Direct Income	0	0	(966)	(966)	0	966	No Major Variances.
	258,454	217,837	214,418	(3,418)	0	44,036	

Service Area Summaries P10 2021-22

Resources - Finance, Assets And Legal

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Admin Buildings							
Gross Direct Costs	521,817	332,948	393,885	60,937	86,031	41,901	£23,897 R&M costs. £49,879 additional cleaning and fogging of offices, some of which is rechargeable to DWP. (£27,364) Lower utility costs to date. £10,675 Surveyor and legal fees.
Capital Charges	(24,159)	(20,130)	(20,130)	0	0	(4,029)	No Major Variances.
Gross Direct Income	(285,956)	(161,722)	(193,213)	(31,491)	0	(92,743)	(£38,670) Recharges to tenants for Covid cleaning costs. £5,581 Lower service charges.
Support Service Charges	(150,296)	(125,310)	(125,310)	0	0	(24,986)	No Major Variances.
	61,406	25,786	55,232	29,446	86,031	(79,857)	
Corporate Finance							
Gross Direct Costs	427,987	356,670	340,890	(15,780)	21,288	65,809	(£13,772) Staff savings due to a vacant post.
Capital Charges	16,145	13,450	13,450	0	0	2,695	No Major Variances.
Support Service Charges	(444,132)	(370,110)	(370,110)	0	0	(74,022)	No Major Variances.
	0	10	(15,770)	(15,780)	21,288	(5,518)	
Insurance & Risk Management							
Gross Direct Costs	201,007	201,007	219,845	18,838	9,345	(28,183)	£10,454 - Higher public liability insurance. £2,672 - Higher Employers Liability insurance. £6,500 - Professional fees This will have a full year effect of £20,000
Gross Direct Income	(650)	(540)	(27)	513	0	(623)	No Major Variances.
Support Service Charges	(200,357)	(167,020)	(167,020)	0	0	(33,337)	No Major Variances.
	0	33,447	52,798	19,351	9,345	(62,143)	
Internal Audit							
Gross Direct Costs	70,000	33,000	46,633	13,633	139,104	(115,737)	£11,575 - 2020/21 audit fees. There will be a full year effect of £11,575
Support Service Charges	(70,000)	(58,330)	(58,330)	0	0	(11,670)	No Major Variances.
	0	(25,330)	(11,697)	13,633	139,104	(127,407)	
Chalets/Beach Huts							
Gross Direct Costs	54,347	38,896	35,124	(3,772)	152	19,071	No Major Variances.
Gross Direct Income	(229,362)	(172,020)	(227,595)	(55,575)	0	(1,767)	(£56,160) - Beach hut rentals, full year saving of £50,000.
Support Service Charges	97,250	81,070	81,070	0	0	16,180	No Major Variances.
	(77,765)	(52,054)	(111,401)	(59,347)	152	33,484	
Investment Properties							
Gross Direct Costs	146,352	117,871	155,513	37,642	50,689	(59,851)	£28,763 Higher R&M costs. (£12,684) Lower costs for grounds maintenance. £14,786 Higher running costs. £6,371 Higher insurance premiums due to revaluations.
Capital Charges	74,983	62,490	62,490	0	0	12,493	No Major Variances.
Gross Direct Income	(245,743)	(180,210)	(185,527)	(5,317)	0	(60,216)	Higher rental income.
Support Service Charges	187,720	156,440	156,440	0	0	31,280	No Major Variances.
	163,312	156,591	188,916	32,325	50,689	(76,294)	

Service Area Summaries P10 2021-22

Resources - Finance, Assets And Legal

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Central Costs							
Gross Direct Costs	209,965	191,080	182,083	(8,997)	6	27,876	(£4,151) - Salaries and on costs. (£8,177) - Budget for general events etc. £2,900 - Data protection fee
Support Service Charges	(96,965)	(80,820)	(80,820)	0	0	(16,145)	No Major Variances.
	113,000	110,260	101,263	(8,997)	6	11,731	
Corporate & Democratic Core							
Gross Direct Costs	510,179	373,090	321,761	(51,329)	393,023	(204,605)	(£28,973) - Salaries and on costs. (£50,248) - 2020/21 audit not billed. £15,921 - Agency staff. £9,943 - Bank charges
Gross Direct Income	0	0	(8,220)	(8,220)	0	8,220	(£8,220) - External audit fee credit
Support Service Charges	1,258,620	1,048,850	1,050,280	1,430	0	208,340	No Major Variances.
	1,768,799	1,421,940	1,363,821	(58,119)	393,023	11,955	
Members Services							
Gross Direct Costs	530,871	442,390	402,958	(39,432)	4,976	122,937	See Note A below:
Support Service Charges	60,740	50,650	50,650	0	0	10,090	No Major Variances.
	591,611	493,040	453,608	(39,432)	4,976	133,027	
Note A: (£3,810) - Salaries and on costs are lower as a result of staff vacancies. (£6,371) - General Training (Members), as a result of remote training being less expensive. (£8,800) - Travelling allowances - general - Members are not travelling to the office so are not claiming travel expenses at the usual level. (£3,539) - Chairman's Civic Expenditure. (£12,021) - Members Allowances, savings as a result of allowances being waived and the budget included provision for 10 Cabinet Members, the number remained at 9. (£2,500) - No refreshments required as a result of remote meetings. All of these combined will lead to a full year saving of £37,000							
Legal Services							
Gross Direct Costs	493,584	408,999	493,021	84,022	26,255	(25,692)	£70,889 - Salaries and on costs. £10,000 - Dilapidations bond. Any overspend will be funded from the Legal Reserve and Kickstart contribution
Gross Direct Income	(329,946)	(304,086)	(416,129)	(112,043)	0	86,183	(£105,461) - Income from legal fees and dilapidations bond. No variance is anticipated because any balance will be transferred to the Legal Reserve. (£5,798) - Kickstart contribution towards staffing costs
Support Service Charges	(326,803)	(272,320)	(272,320)	0	0	(54,483)	No Major Variances.
	(163,165)	(167,407)	(195,428)	(28,021)	26,255	6,008	
Ad Finance, Assets & Legal							
Gross Direct Costs	73,823	61,540	61,631	91	0	12,192	No Major Variances.
	73,823	61,540	61,631	91	0	12,192	
Total Finance, Assets and Legal	3,469,245	3,172,809	(3,173,955)	(6,346,764)	778,136	5,865,064	

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Service Area Summaries P10 2021-22

Resources Directorate - Organisational Resources

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
It - Support Services							
Gross Direct Costs	1,622,609	1,344,246	1,389,144	44,898	228,436	5,029	See Note A Below
Capital Charges	125,566	104,640	104,640	0	0	20,926	No Major Variances.
Gross Direct Income	0	0	(67)	(67)	0	67	No Major Variances.
Support Service Charges	(1,722,175)	(1,435,130)	(1,435,130)	0	2,400	(289,445)	
	26,000	13,756	58,587	44,831	230,836	(263,424)	
Note A: (£10,477) - Salaries and oncosts lower because of staff vacancies and reduced hours. £11,694 - Consultancy fees. (£4,417) - Mobile phone rentals. £56,624 - Computer software licences. £44,855 - Computer maintenance. (£31,019) - Computer lines / modems. (£7,771) - Computer consumables. (£18,870) - Computer Purchases - Hardware. £4,434 - Skype to Teams migration. (£5,920) - Generic training. £8,062 - Mobile phone purchases. (£4,324) - Computer Software Purchases							
Poppyfields							
Gross Direct Costs	24,700	10,170	9,861	(309)	6,250	8,589	No Major Variances.
Support Service Charges	15,900	13,250	13,250	0	0	2,650	No Major Variances.
	40,600	23,420	23,111	(309)	6,250	11,239	
Property Services							
Gross Direct Costs	470,691	399,738	458,021	58,283	26,814	(14,144)	See Note A Below:
Capital Charges	31,825	26,520	26,520	0	0	5,305	
Gross Direct Income	(10,000)	(8,330)	77,210	85,540	0	(87,210)	Debtor accrual for the Re-opening of the High Street Safety Fund yet to be claimed.
Support Service Charges	(710,651)	(592,160)	(592,160)	0	0	(118,491)	
	(218,135)	(174,233)	(30,409)	143,823	26,814	(214,540)	
Note A: £24,447 Higher staffing costs, some of which will be funded from reserves at year end. £6,054 Higher transport related costs including vehicle repairs. The balance includes asset valuations, subscriptions and professional fees - these are being reviewed as some relate to the Estates team and will be transferred accordingly.							
Playgrounds							
Gross Direct Costs	57,414	42,153	42,880	727	11,737	2,797	No Major Variances.
Support Service Charges	42,150	35,130	35,130	0	0	7,020	No Major Variances.
	99,564	77,283	78,010	727	11,737	9,817	
Community Centres							
Gross Direct Costs	9,978	5,150	1,419	(3,731)	46	8,513	Lower insurance premium following updated revaluations.
Support Service Charges	12,260	10,220	10,220	0	0	2,040	No Major Variances.
	22,238	15,370	11,639	(3,731)	46	10,553	
Tic'S							
Gross Direct Costs	109,798	92,876	89,183	(3,693)	12,349	8,266	No Major Variances.
Capital Charges	6,040	5,030	5,030	0	0	1,010	No Major Variances.
Gross Direct Income	(25,000)	(20,840)	(22,131)	(1,291)	0	(2,869)	No Major Variances.
Support Service Charges	87,660	73,080	73,080	0	0	14,580	No Major Variances.
	178,498	150,146	145,162	(4,984)	12,349	20,987	
Public Conveniences							
Gross Direct Costs	559,902	463,464	479,815	16,351	143,383	(63,296)	£25,959 Higher R&M costs. (£19,020) Lower cleansing costs - awaiting variable billing invoices. £12,262 Higher electricity costs.
Capital Charges	58,767	48,970	48,970	0	0	9,797	No Major Variances.
Support Service Charges	110,597	93,310	93,310	0	0	17,287	No Major Variances.
	729,266	605,744	622,095	16,351	143,383	(36,212)	
Digital Transformation							
Gross Direct Costs	172,248	143,554	134,072	(9,482)	14,630	23,546	(£8,128) - Salaries and oncosts (staff secondment). There will be a full year saving of £10,000
Support Service Charges	(56,870)	(47,370)	(47,370)	0	0	(9,500)	No Major Variances.
	115,378	96,184	86,702	(9,482)	14,630	14,046	

Service Area Summaries P10 2021-22

Resources Directorate - Organisational Resources

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Reprographics							
Gross Direct Costs	83,489	69,590	55,309	(14,281)	33,848	(5,668)	(£6,198) - Operating Lease rentals. (£5,034) - Purchase of paper. Both of these are as a result of lower requirements due to Covid. All of this will lead to a full year saving of £10,000
Gross Direct Income	(7,500)	(6,250)	(4,650)	1,600	0	(2,850)	No Major Variances.
Support Service Charges	(75,989)	(63,310)	(63,310)	0	0	(12,679)	No Major Variances.
	0	30	(12,651)	(12,681)	33,848	(21,197)	
Customer Services - Corporate							
Gross Direct Costs	773,769	644,828	608,888	(35,939)	11,252	153,628	(£22,115) - Salaries and an oncosts are lower as a result of staff vacancies. £4,736 - Higher overtime as a result of Covid. (£3,990) - Lower equipment repair costs. (£10,464) - Stationery costs lower than anticipated. (£6,363) - Postage costs lower than expected. (£5,943) - Other Professional Fees. £7,445 - Subscription to the Institute of Customer Servicers, funded from reserves. All of these will result in a full year saving of £44,000.
Capital Charges	54,056	45,040	45,040	0	0	9,016	No Major Variances.
Gross Direct Income	(21,250)	(17,710)	(21,539)	(3,829)	0	289	£6,151 - Postal charges re envelopes, BR postage and surcharges. (£9,980) - Income from service charges.
Support Service Charges	(799,675)	(666,410)	(666,410)	0	0	(133,265)	
	6,900	5,748	(34,020)	(39,768)	11,252	29,668	
Ad Organisational Resources							
Gross Direct Costs	62,179	51,820	61,900	10,080	0	280	Additional Staff hours, Full year effect of £12,000.
	62,179	51,820	61,900	10,080	0	280	
Organisational Resources	1,062,488	865,268	1,010,125	144,857	491,146	(438,782)	

Service Area Summaries P10 2021/22

Communities Directorate - People Services

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitment £	Remaining Budget £	Explanation for Major Variances
Health							
Gross Direct Income	0	0	(253)	(253)	0	253	No Major Variances.
	0	0	(253)	(253)	0	253	
Benefits Administration							
Gross Direct Costs	990,940	806,129	789,833	(16,297)	12,741	188,367	(£14,587) Supplies and Services expenditure not yet incurred, including software costs and postages.
Capital Charges	71,343	59,450	59,450	0	0	11,893	No Major Variances.
Gross Direct Income	(381,086)	(32,606)	(99,984)	(67,378)	0	(281,102)	(£65,480) Department for Works and Pensions (DWP) burdens funding and Test and Trace administration grants.
Support Service Charges	537,240	447,720	447,720	0	0	89,520	No Major Variances.
	1,218,437	1,280,693	1,197,018	(83,675)	12,741	8,678	
Homelessness							
Gross Direct Costs	545,103	438,927	556,599	117,672	287,202	(298,698)	£95,053 Bed and Breakfast costs. (£60,000) Allocation of Rough Sleeper Initiative. £72,426 Repairs and Maintenance on Temporary accommodation properties.
Capital Charges	28,482	23,740	23,740	0	0	4,742	No Major Variances.
Gross Direct Income	(961,149)	(753,557)	(970,807)	(217,250)	0	9,658	(£108,576) Homelessness grants including prevention grant top up and domestic abuse grants. (£91,170) Recoverable costs on Bed and Breakfast accommodation. (£24,433) Recoverable costs on Temporary accommodation.
Support Service Charges	603,790	503,160	503,160	0	0	100,630	No Major Variances.
	216,226	212,270	112,692	(99,578)	287,202	(183,668)	
Housing Options							
Gross Direct Costs	492,031	402,607	396,322	(6,285)	178	95,531	No Major Variances.
Support Service Charges	(376,857)	(314,040)	(314,040)	0	0	(62,817)	No Major Variances.
	115,174	88,567	82,282	(6,285)	178	32,714	
Housing (Health & Wellbeing)							
Gross Direct Costs	0	0	4,338	4,338	5,496	(9,835)	No Major Variances.
	0	0	4,338	4,338	5,496	(9,835)	
Disabled Facility Grants							
Gross Direct Costs	181,677	151,390	136,019	(15,371)	0	45,658	(£5,181) staff savings (£2,455) Transport savings (£6,961) Contributions not yet made.
Capital Charges							No Major Variances.
Support Service Charges	71,070	59,250	59,250	0	0	11,820	No Major Variances.
	252,747	210,640	195,269	(15,371)	0	57,478	
Community							
Gross Direct Costs	577,747	304,930	321,491	16,561	0	256,256	£22,647 - Fixed term posts funded by grant. The balance consists of minor variances
Gross Direct Income	(48,274)	(40,230)	(259,786)	(219,556)	0	211,512	(£200,000) - Household Support Funding grant. (£19,556) - Funding for fixed term posts.
Support Service Charges	101,590	84,690	84,690	0	0	16,900	No Major Variances.
	631,063	349,390	146,395	(202,995)	0	484,668	
Ad People Services							
Gross Direct Costs	67,448	56,210	56,289	79	0	11,159	No Major Variances.
	67,448	56,210	56,289	79	0	11,159	
Total People Services	2,501,095	2,197,770	1,794,031	(803,746)	305,617	401,447	

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Service Area Summaries P10 2021/22
Place and Climate Change Directorate - Planning

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Development Management							
Gross Direct Costs	1,090,916	916,277	881,319	(34,958)	88,278	121,319	(£35,958) Net staffing saving due to vacancies.
Capital Charges	77,581	64,650	64,650	0	0	12,931	No Major Variances.
Gross Direct Income	(844,727)	(711,117)	(738,484)	(27,367)	0	(106,243)	Planning income, (£39,920) Pre app advise off set by £13,739 Planning fee income.
Support Service Charges	643,250	536,040	536,040	0	0	107,210	No Major Variances.
	967,020	805,850	743,525	(62,325)	88,278	135,217	
Planning Policy							
Gross Direct Costs	593,675	506,500	416,786	(89,714)	86	176,803	(£31,709) Local Plan expenditure funded from earmarked reserves. (£55,093) Employee savings due to vacant posts.
Gross Direct Income	(46,538)	(46,538)	(46,655)	(117)	0	117	No Major Variances.
Support Service Charges	95,516	79,610	79,610	0	0	15,906	No Major Variances.
	642,653	539,572	449,742	(89,830)	86	192,825	
Conservation, Design & Landscape							
Gross Direct Costs	154,751	125,210	81,579	(43,631)	16,526	56,646	Supplies and Services including professional fees relating to Conservation Area Appraisals.
Support Service Charges	76,300	63,600	63,600	0	0	12,700	No Major Variances.
	231,051	188,810	145,179	(43,631)	16,526	69,346	
Major Developments							
Gross Direct Costs	249,824	208,200	187,831	(20,369)	19,057	42,936	(£17,966) Employee savings resulting from vacant posts. (£2,693) Transport related charges.
Support Service Charges	104,490	87,080	87,080	0	0	17,410	No Major Variances.
	354,314	295,280	274,911	(20,369)	19,057	60,346	
Building Control							
Gross Direct Costs	450,803	375,680	361,797	(13,883)	5,129	83,877	(£2,484) Transport related savings. (£7,608) Supplies and Service budgets including subscriptions.
Gross Direct Income	(390,000)	(324,990)	(373,075)	(48,085)	0	(16,925)	Fee Income
Support Service Charges	142,050	118,400	118,400	0	0	23,650	No Major Variances.
	202,853	169,090	107,122	(61,968)	5,129	90,602	
Combined Enforcement Team							
Gross Direct Costs	172,597	143,850	140,691	(3,159)	6,009	25,897	No Major Variances.
Support Service Charges	(172,597)	(143,810)	(143,810)	0	0	(28,787)	No Major Variances.
	0	40	(3,119)	(3,159)	6,009	(2,890)	
Property Information							
Gross Direct Costs	187,190	156,010	144,106	(11,904)	22,604	20,480	(£10,981) Norfolk County Council Search fees.
Gross Direct Income	(182,190)	(151,830)	(142,102)	9,728	0	(40,088)	Search Fee Income
Support Service Charges	51,290	42,790	42,790	0	0	8,500	No Major Variances.
	56,290	46,970	44,794	(2,176)	22,604	(11,108)	
Ad Planning							
Gross Direct Costs	125,542	104,630	87,635	(16,995)	0	37,907	Centrally held planning budgets including Training and Travel.
Support Service Charges	(125,542)	(104,600)	(104,600)	0	0	(20,942)	No Major Variances.
	0	30	(16,965)	(16,995)	0	16,965	
Total Planning	2,454,181	2,045,642	1,745,188	(300,454)	157,690	551,303	

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Service Area Summaries P10 2021-22
Place and Climate Change Directorate - Sustainable Growth

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Economic Growth							
Gross Direct Costs	124,107	111,729	502,118	390,389	31,668	(409,679)	£19,185 Sheringham Little Theatre R & M. £371,244 Covid Grants including Additional Support grants.
Capital Charges	2,037	1,700	1,700	0	0	337	No Major Variances.
Gross Direct Income	0	0	(47,659)	(47,659)	0	47,659	(£25,195) Claim to Norfolk County Council for funding re North Norfolk Growth Sites Delivery Strategy. (£22,500) North Walsham Cultural Consortium grant.
Support Service Charges	346,840	289,040	289,040	0	0	57,800	No Major Variances.
	472,984	402,469	745,199	342,730	31,668	(303,883)	
Tourism							
Gross Direct Costs	43,653	36,935	35,500	(1,435)	21,000	(12,847)	No Major Variances.
Gross Direct Income	0	0	(5,081)	(5,081)	0	5,081	Repaid Grants
Support Service Charges	19,450	16,200	16,200	0	0	3,250	No Major Variances.
	63,103	53,135	46,619	(6,516)	21,000	(4,516)	
Coast Protection							
Gross Direct Costs	322,500	126,500	126,007	(493)	137,536	58,956	No Major Variances.
Capital Charges	508,702	423,920	423,920	0	0	84,782	No Major Variances.
Support Service Charges	395,280	329,400	329,400	0	0	65,880	No Major Variances.
	1,226,482	879,820	879,327	(493)	137,536	209,618	
Business Growth Staffing							
Gross Direct Costs	309,037	257,560	245,723	(11,837)	0	63,314	(£6,261) Employee savings due to reduction in hours. The balance is made up of minor variances.
Gross Direct Income	(30,000)	(25,000)	(8,100)	16,900	0	(21,900)	Kickstart administration grants
Support Service Charges	(297,364)	(247,800)	(247,800)	0	0	(49,564)	No Major Variances.
	(18,327)	(15,240)	(10,177)	5,063	0	(8,150)	
Housing Strategy							
Gross Direct Costs	163,422	136,880	167,447	30,567	5,990	(10,015)	(£17,126) Professional fees. £50,000 Community Housing Fund grants.
Capital Charges	977,167	0	0	0	0	977,167	No Major Variances.
Support Service Charges	21,360	17,820	17,820	0	0	3,540	No Major Variances.
	1,161,949	154,700	185,267	30,567	5,990	970,692	
Environmental Strategy							
Gross Direct Costs	108,402	82,010	140,311	58,301	8,668	(40,577)	Consultancy and professional fees relating to various projects - to be funded from the Delivery Plan reserve at year end.
Gross Direct Income	(15,000)	0	0	0	0	(15,000)	No Major Variances.
Support Service Charges	22,740	18,950	18,950	0	0	3,790	No Major Variances.
	116,142	100,960	159,261	58,301	8,668	(51,787)	
Arts Grants							
Gross Direct Costs	33,260	0	1,250	1,250	0	32,010	No Major Variances.
Gross Direct Income	(1,450)	(1,210)	0	1,210	0	(1,450)	No Major Variances.
Support Service Charges	11,180	9,330	9,330	0	0	1,850	No Major Variances.
	42,990	8,120	10,580	2,460	0	32,410	

Service Area Summaries P10 2021-22
Place and Climate Change Directorate - Sustainable Growth

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Coastal Management							
Gross Direct Costs	360,347	276,570	248,038	(28,532)	1,833	110,476	Staffing costs associated with a vacant post and reduced working hours. Post now filled.
Gross Direct Income	(60,009)	0	(0)	(0)	0	(60,009)	No Major Variances.
Support Service Charges	(300,338)	(250,260)	(250,260)	0	0	(50,078)	No Major Variances.
	0	26,310	(2,222)	(28,532)	1,833	389	
Ad Sustainable Growth							
Gross Direct Costs	88,928	74,110	76,547	2,437	0	12,381	No Major Variances.
Support Service Charges	(86,428)	(72,010)	(72,010)	0	0	(14,418)	No Major Variances.
	2,500	2,100	4,537	2,437	0	(2,037)	
Total Sustainable Growth	3,067,823	1,612,374	2,018,392	406,018	206,694	842,737	

Service Area Summaries P10 2021-22

Corporate Directorship

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Human Resources & Payroll							
Gross Direct Costs	390,800	325,382	299,044	(26,338)	8,451	83,305	(£22,426) - Lower salaries and oncosts as a result of staff vacancies. (£25,752) - Corporate training not yet delivered. £7,087 - General employment advice. £3,030 - Legal fees. £7,500 - Professional fees for HR process review. £13,034 - New appointment advertising - this is charged out to services as and when recruitment advertising takes place. There will be an overall saving of £28,000.
Gross Direct Income	(1,000)	(830)	(11,670)	(10,840)	0	10,670	(£3,723) - Bike loan scheme recoverable charges. (3,116) - Charges - Other Recoverable (Apprentices - incentive payment). (£4,000) - Other contributions.
Support Service Charges	(394,300)	(328,650)	(328,650)	0	0	(65,650)	No Major Variances.
	(4,500)	(4,099)	(41,277)	(37,178)	8,451	28,325	
Registration Services							
Gross Direct Costs	217,113	165,900	362,533	196,633	19	(145,439)	Costs associated with the running of the County and PCC elections which will be reclaimed in due course.
Gross Direct Income	(43,000)	(6,660)	(233,678)	(227,018)	0	190,678	(£252,618) Advance payments towards the costs of running the County and PCC elections. £29k relates to an outstanding claim for the Parliamentary election in 2019.
Support Service Charges	121,740	101,460	101,460	0	0	20,280	
	295,853	260,700	230,315	(30,385)	19	65,519	
Corporate Leadership Team							
Gross Direct Costs	701,068	584,210	550,119	(34,091)	4,713	146,236	(£45,748) - Lower salaries and oncosts due to staff vacancies. £15,965 - Recruitment costs. £3,332 - Carbon literacy training. (£2,627) - Mileage claims lower. All of this will lead to a full year saving of £30,000
Support Service Charges	(614,735)	(512,320)	(512,320)	0	0	(102,415)	No Major Variances.
	86,333	71,890	37,799	(34,091)	4,713	43,821	
Communications							
Gross Direct Costs	201,983	168,340	170,381	2,041	2,289	29,313	No Major Variances.
Capital Charges	71,452	59,540	59,540	0	0	11,912	No Major Variances.
Gross Direct Income	0	0	(1,122)	(1,122)	0	1,122	No Major Variances.
Support Service Charges	(273,435)	(227,840)	(227,840)	0	0	(45,595)	No Major Variances.
	0	40	959	919	2,289	(3,248)	
Corporate Delivery Unit							
Gross Direct Costs	164,828	137,386	135,819	(1,567)	0	29,009	No Major Variances.
Support Service Charges	(60,294)	(50,240)	(50,240)	0	0	(10,054)	No Major Variances.
	104,534	87,146	85,579	(1,567)	0	18,955	
Total Corporate Directorship	482,220	415,678	313,376	(102,302)	15,472	153,372	

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<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/21 Expenditure	Updated Budget 2021/22	Current Expenditure 2021/22	Updated Budget 2022/23	Updated Budget 2023/24	Updated Budget 2024/25
	£	£	£	£	£	£	£
Boosting Business Sustainability and Growth							
Rocket House	77,084	37,465	39,619	0	0	0	0
Deep History Coast	886,998	881,998	5,000	4,669	0	0	0
Collectors Cabin	25,000	314	24,686	0	0	0	0
Cornish Way	170,000	7,333	162,667	675	0	0	0
Fakenham Connect	100,000	332	99,668	1,866	0	0	0
North Walsham Heritage Action Zone	3,120,000	183,364	1,765,886	101,516	863,500	307,250	0
Public Convenience Improvements	737,000	212,127	524,873	129,672	0	0	0
Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	0	55,000	0	0	0	0
Purchase of Property Services Vehicles	25,000	0	25,000	0	0	0	0
Car Park Ticket Machine Replacement Programme	275,000	0	275,000	132,936	0	0	0
Weybourne Car Park Public Convenience	16,000	0	16,000	15,116	0	0	0
Fakenham Urban Extension	1,800,000	0	1,800,000	66	0	0	0
	7,287,082	1,322,933	4,793,399	386,517	863,500	307,250	0
Local Homes for Local Need							
Disabled Facilities Grants			Annual programme	1,000,000	713,363	1,000,000	0
Compulsory Purchase of Long Term Empty Properties	675,500	490,677	184,823	0	0	0	0
Community Housing Fund	2,121,094	735,934	885,160	50,000	250,000	250,000	0
Provision of Temporary Accommodation	2,380,560	989,017	1,391,543	1,215,430	0	0	0
S106 Enabling	1,400,000	0	500,000	0	300,000	300,000	300,000
	6,577,154	2,215,628	3,961,526	1,978,792	1,550,000	550,000	300,000
Climate, Coast and the Environment							
Cromer Coast Protection Scheme	8,822,001	5,305,817	1,773,092	428	1,743,092	0	0
Coastal Erosion Assistance	90,000	41,203	48,797	675	0	0	0
Coastal Adaptations	247,493	0	247,493	0	0	0	0
Mundesley - Refurbishment of Coastal Defences	3,221,000	52,550	1,622,607	137,778	1,545,843	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,740,783	1,689,303	51,480	93,799	0	0	0
Sea Palling Ramp	10,000	349	9,651	0	0	0	0
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,500	0	45,500	0	0	0	0
Climate Change – Coastal Tools and Knowledge	11,275	0	11,275	6,798	0	0	0
	14,188,052	7,089,222	3,809,895	239,478	3,288,935	0	0
Quality of Life							
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	33	27,467	0	0	0	0
Fakenham Gym	62,500	0	62,500	0	0	0	0
Splash Gym Equipment	1,013,000	510,466	502,534	0	0	0	0
North Walsham Artificial Grass Pitch	860,000	11,132	848,868	0	0	0	0
The Reef Leisure Centre	12,697,000	9,174,962	3,522,038	3,367,170	0	0	0
Sheringham Enabling Land	110,000	0	110,000	1,500	0	0	0
Refurbishment of Chalets in Cromer and Sheringham	101,000	0	60,000	17,039	41,000	0	0
Green Road Football Facility	60,000	0	60,000	4,301	0	0	0
	14,931,001	9,696,593	5,193,408	3,390,010	41,000	0	0
Customer Focus and Financial Sustainability							
Administrative Buildings	1,713,878	1,701,320	12,559	11,907	0	0	0
Council Chamber and Committee Room Improvements	89,000	81,186	7,814	0	0	0	0
Purchase of Bins	691,834	531,834	80,000	116,272	80,000	0	0

<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/21 Expenditure	Updated Budget 2021/22	Current Expenditure 2021/22	Updated Budget 2022/23	Updated Budget 2023/24	Updated Budget 2024/25
	£	£	£	£	£	£	£
User IT Hardware Refresh	275,000	108,237	111,763	33,192	55,000	0	0
Storage Hardware	60,000	42,433	17,567	0	0	0	0
Members IT	65,000	41,457	23,543	0	0	0	0
Electric Vehicle Charging Points	248,600	158,545	90,055	117,552	0	0	0
Waste vehicles	4,500,000	3,531,796	968,204	899,805	0	0	0
Backup Network Upgrade	14,000	0	14,000	0	0	0	0
Cromer Office LED Lighting	60,000	0	60,000	0	0	0	0
Fire Wall Replacements	36,000	32,488	3,512	0	0	0	0
Refurbishment of IT Training Room	15,000	0	15,000	0	0	0	0
Citizen App	45,000	43,150	1,850	850	0	0	0
	7,813,312	6,272,445	1,405,867	1,179,578	135,000	0	0
TOTAL EXPENDITURE	50,796,601	26,596,821	19,164,095	7,174,376	5,878,435	857,250	300,000
<u>Capital Programme Financing</u>							
Grants			6,215,771	2,074,471	4,678,935	92,500	0
Other Contributions			1,400,000	0	300,000	300,000	300,000
Asset Management Reserve			351,373	108,247	0	0	0
Revenue Contribution to Capital (RCCO)			0	0	0	0	0
Capital Project Reserve			707,348	4,301	0	0	0
Other Reserves			2,814,883	180,589	250,000	250,000	0
Capital Receipts			3,184,477	539,793	649,500	214,750	0
Internal / External Borrowing			4,490,243	4,266,975	0	0	0
TOTAL FINANCING			19,164,095	7,174,376	5,878,435	857,250	300,000

Reserve	Purpose and Use of Reserve	Balance	Budgeted	Committed	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance
		01/04/21	Movement 2021/22	but not allocated to Budgets	01/04/22	Movement 2022/23	01/04/23	Movement 2023/24	01/04/24	Movement 2024/25	01/04/25	Movement 2025/26	01/04/26
		£	£	£	£	£	£	£	£	£	£	£	£
General Fund - General Reserve	A working balance and contingency, current recommended balance is £2.1 million.	2,326,735	(86,341)	0	2,240,394	(76,043)	2,164,351	(63,206)	2,101,145	0	2,101,145	0	2,101,145
Earmarked Reserves:													
Capital Projects	To provide funding for capital developments and purchase of major assets. This includes the VAT Shelter Receipt.	906,095	0		906,095	0	906,095	0	906,095	0	906,095	0	906,095
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	956,418	(167,574)		788,844	5,466	794,310	5,466	799,776	10,466	810,242	10,466	820,708
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	730,748	0		730,748	(32,303)	698,445	(8,877)	689,568	0	689,568	0	689,568
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	176,529	(28,876)		147,653	0	147,653	0	147,653	0	147,653	0	147,653
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	10,090,861	324,058	(6,144,458)	4,270,461	(18,000)	4,252,461	(18,000)	4,234,461	(18,000)	4,216,461	(18,000)	4,198,461
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	261,335	(42,039)		219,296	(62,422)	156,874	0	156,874	0	156,874	0	156,874
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area. Funded by a proportion of NCC element of second homes council tax.	796,350	(275,000)	0	521,350	(275,000)	246,350	(275,000)	(28,650)	0	(28,650)	0	(28,650)
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	2,914,166	1,415,686	0	4,329,852	(2,117,608)	2,212,244	(577,865)	1,634,379	(61,708)	1,572,671	0	1,572,671
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets along with funding earmarked for Learning for Everyone.	155,621	(10,000)		145,621	0	145,621	0	145,621	0	145,621	0	145,621
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	53,000	50,000		103,000	50,000	153,000	(150,000)	3,000	50,000	53,000	50,000	103,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	101,984	0		101,984	0	101,984	0	101,984	0	101,984	0	101,984
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	227,565	0		227,565	0	227,565	0	227,565	0	227,565	0	227,565
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	150,000	0		150,000	0	150,000	0	150,000	0	150,000	0	150,000
Grants	Revenue Grants received and due to timing issues not used in the year.	1,981,100	(60,977)	(1,408,066)	512,057	(51,476)	460,581	0	460,581		460,581		460,581

Reserve	Purpose and Use of Reserve	Balance	Budgeted	Committed	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance
		01/04/21	Movement 2021/22	but not allocated to Budgets	01/04/22	Movement 2022/23	01/04/23	Movement 2023/24	01/04/24	Movement 2024/25	01/04/25	Movement 2025/26	01/04/26
		£	£	£	£	£	£	£	£	£	£	£	£
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	2,516,351	(740,843)	(250,000)	1,525,508	(544,192)	981,316	(517,411)	463,905	0	463,905	0	463,905
Land Charges	To mitigate the impact of potential income reductions.	343,597	0		343,597	0	343,597	0	343,597	0	343,597	0	343,597
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	159,133	(15,520)		143,613	(29,612)	114,001	(29,612)	84,389	0	84,389	0	84,389
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	0	355,694		355,694	280,000	635,694	280,000	915,694	280,000	1,195,694	280,000	1,475,694
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	279,864	(97,471)	0	182,393	(160,000)	22,393	0	22,393	0	22,393	0	22,393
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	200,355	(88,258)	(36,826)	75,271	(12,446)	62,825	0	62,825	0	62,825	0	62,825
Pathfinder	To help Coastal Communities adapt to coastal changes.	107,553	(21,627)		85,926	0	85,926	0	85,926	0	85,926	0	85,926
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	167,926	36,728		204,654	0	204,654	50,000	254,654	50,000	304,654	50,000	354,654
Property Investment Fund	To provide funding for the acquisition and development of new land and property assets	265,836	(265,836)		0	0	0	0	0	0	0	0	0
Property Company	To fund potetial housing development and property related schemes	2,000,000	(2,000,000)		0	0	0	0	0	0	0	0	0
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	1,000,029	40,654		1,040,683	130,453	1,171,136	0	1,171,136	0	1,171,136	0	1,171,136
Sports Hall Equipment & Sports Facilities	To support renewals for sports hall equipment. Amount transferred in the year represents over or under achievement of income target.	1,898	(1,898)		0	0	0	0	0	0	0	0	0
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	0	500,000		500,000		500,000		500,000	0	500,000	0	500,000
Total Reserves		28,871,047	(1,179,440)	(7,839,350)	19,852,257	(2,913,183)	16,939,074	(1,304,505)	15,634,569	310,758	15,945,327	372,466	16,317,793

MANAGING PERFORMANCE QUARTER 3 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: Continued progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report, despite corporate focus again having to be directed to COVID response activity with rapidly rising rates of infection in the District in December associated with the spread of the Omicron variant.

The uncertainty caused by the spread of the Omicron variant had particular impact on many hospitality businesses at a critical time of the year and saw the Government announce further grant support for the sector which resulted in an increase of calls to the Customer Services, Environmental Health, Economic Growth and Revenues Teams.

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 reviews the benchmarking report attached at Appendix B and requests further information and/ or action as they see fit.

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)	Ward(s) affected
Cllr Tim Adams	All

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

1.0 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.

2.0 Overview

2.1 This report covers the third quarter of the 2021/22 reporting year – i.e. the period covering October, November and December 2021.

2.2 Continued progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report, despite corporate focus again having to be directed to COVID response activity with rapidly rising rates of infection in the District particularly during December associated with the spread of the Omicron variant.

2.3 The uncertainty caused by the spread of the Omicron variant had particular impact on many hospitality businesses at a critical time of the year and saw the Government announce further grant support for the sector which resulted in an increase of calls to the Customer Services, Environmental Health, Economic Growth and Revenues Teams.

3.0 Quarter 3 - 2021/22 - Managing Performance Report

3.1 The Quarter 3 2021/22 Managing Performance Report is attached as an Appendix to this Cabinet report. It covers the period 1 October to 31 December 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 priority objectives agreed by Cabinet in November 2021 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 Key Performance Indicators

Boosting Business Sustainability and Growth	Delivery Plan actions progress reports under the theme Key Performance Indicators
Customer Focus	Delivery Plan actions progress reports under the theme Key Performance Indicators
Climate, Coast and the Environment	Delivery Plan actions progress reports under the theme Key Performance Indicators
Financial Sustainability and Growth	Delivery Plan actions progress reports under the theme Key Performance Indicators
Quality of Life	Delivery Plan actions progress reports under the theme Key Performance Indicators
<i>Note on Key Performance Indicators</i>	<i>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.</i>
Performance Focus	This section of the report shows operational 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.
All other performance measures	This section of the report shows performance for all other monthly and quarterly operational performance measures. The performance levels shown are for the year-to-date figures for monthly and quarterly measures.

3.3 Cabinet agreed that from quarter three onwards the following changes should be made to the report:-

- 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 be available on the Council website and for Overview & Scrutiny to review periodically if they choose.

- 3.4 This information can be accessed by members via the In-Phase system to show information in “real-time” – recognising that there will always be some delay in the preparation of this quarterly summary report.
- 3.5 In terms of the Council’s performance relative to similar authorities, comparative data is now being measured using the LG Inform tool. Please see the most recent benchmarking headline report comparing North Norfolk District Council to other councils at Appendix B.

4.0 Delivery against the key priority objectives for the period 1 October to 31 December 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 Following adoption of the Housing Strategy and good progress being made on many of the original Delivery Plan objectives under the Local Homes for Local Need theme a number of the original actions are now complete so further actions have now been added to the performance report to reflect objectives identified in the new Housing Strategy. A number of these actions are yet to commence and are therefore shown as grey on the performance dial; this is a consequence of a dynamic performance management system and not an indication of poor performance.
- 4.1.3 During the quarter 70 households on the Council’s Housing List have been housed which is lower than the figures of 88 and 97 households accommodated in Qtrs 1 and 2. 148 new affordable homes have been completed during the first three quarters of the 2021/22 reporting year, against an anticipated number of 165 new homes over the year. This represents a significant achievement.
- 4.1.4 Further progress has 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 October - December 2021 has continued to be on supporting local business recovery from the COVID pandemic; which took a knock in December as the Omicron variant spread rapidly nationally and many people stayed away from hospitality businesses in the run up to Christmas, which is a key time of year for many hotels, pubs, restaurants and cafes as people attend works parties and social gatherings with friends and family.
- 4.2.2 The impact of lower volumes of business within this sector during a key trading period were recognised by the Government which, on 21st December, announced a £1bn fund for hospitality businesses to be administered by local

authorities from the New Year. Officers in the Council's Revenues, IT and Economic Growth Team therefore commenced preparations for the administration of this new fund from January.

- 4.2.3 As the country and District look to build back from the COVID pandemic and adjust to business in a post-Brexit world, increasing attention has been given by the Economic Growth Team to future workforce supply issues in a number of key sectors of the North Norfolk economy – particularly hospitality, social care and food processing; with consideration being given to developing existing KickStart and Apprentice schemes, as well as a dedicated initiative to support local people take up opportunities within the local social care workforce.
- 4.2.4 Work continues on developing a new Economic Growth Strategy for the District which will be presented to Cabinet by March 2022.

4.3 Customer Focus

- 4.3.1 Following adoption of the new Customer Service Strategy work has been taken forward on developing a new set of performance indicators for customer service quality and a programme of Customer Service developed. Work has also been undertaken to improve the Council's Complaints processes moving from a three-stage process to a two-stage process with clear timescales being proposed for each of the stages such that issues of concern are resolved in a more timely manner. This new system will be launched during this quarter.

4.4 Climate, Coast and the Environment

- 4.4.1 Work has progressed in preparing a Carbon Reduction Strategy and Action Plan for the authority which was presented to Cabinet at its meeting of the 31st January 2022.
- 4.4.2 Over 700 people attended the programme of online events delivered as part of the Council's Virtual Greenbuild programme in early November 2021 alongside the global COP26 event held in Glasgow. This was an innovative programme for the Council discussing a wide range of environmental actions and initiatives at a local level promoting good practice and highlighting that the little actions that we all take locally can make a big contribution towards the issues of climate change at a global level.
- 4.4.3 The Electric Vehicle Charging Points installed by the District Council on public car parks at Cromer, Fakenham, Holt, North Walsham, Sheringham and Wells-next-the-Sea are seeing increasing levels of use and have established North Norfolk as having the highest number of public EVCPs in Norfolk, demonstrating the Council's commitment to leading on environmental and climate change issues on behalf of our communities.
- 4.4.4 Work has continued on delivering against the Council's Tree Planting Programme – 50,000 trees planted to date, with a further 10,000 to be planted during the current planting season – ie to end March 2022.
- 4.4.5 The Coastal Team are engaged through Coastal Partnership East in preparing an Outline Business Case to the Environment Agency for the Innovation and Resilience Fund programme for the Norfolk and Suffolk Coast Transition Project.

4.5 Quality of Life

- 4.5.1 The new £12.7million Reef Leisure Centre opened on 30th November 2021 after many years in the planning and a 24 month build. The facility, which includes a 6-lane 25 metre swimming pool, learner pool, splashpad, 80 station gym, spinning suite and the Brian Hannah Community Rooms is a huge achievement for the Council and will provide a fully accessible and inclusive facility in support

of the Council's health and wellbeing objectives – particularly in seeking to increase participation in sporting activities.

4.5.2 Final stages of consultation undertaken on the Place-Making Public Realm and highways improvements proposed in North Walsham town centre as part of the North Walsham Heritage Action Zone programme and tender process undertaken for works to The Cedars building – with works due to commence on these schemes and the bus bay facilities on the New Road Car Park commencing in the first quarter of 2022.

4.5.3 Completion of a residual waste study to inform future campaigns to promote recycling and re-use and reduce volumes of residual waste – reflecting changing waste streams during the pandemic.

4.6 Financial Sustainability and Growth

4.6.1 Completion of the Zero-Based Budgeting process to inform the 2022/23 budget preparation process.

4.6.2 Work to undertake a review of Car Parking Charges was completed to allow discussion by Overview and Scrutiny and Cabinet in January 2022 as part of the 2022/23 budget setting process.

4.6.3 Continued focus by the Revenues Team on Council Tax collection and long-term empty homes so as to maximise opportunities for New Homes Bonus receipts through both completion of new homes and managing long-term empty properties – resulting in a new Homes Bonus payment for the 2022/23 year of £418,039.

5.0 Conclusion

5.1 Continued progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report, despite corporate focus again having to be directed to COVID response activity with rapidly rising rates of infection in the District in December associated with the spread of the Omicron variant.

6.0 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.

7.0 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.

8.0 Sustainability

8.1 There are no negative sustainability implications of this report.

9.0 Equality and Diversity

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

10.0 Section 17 Crime and Disorder considerations

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

Managing Performance

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Managing Performance

Quarterly Report Chief Executive's Overview

Continued progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report, despite corporate focus again having to be directed to COVID response activity with rapidly rising rates of infection in the District particularly during December associated with the spread of the Omicron variant.

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- Following adoption of the Housing Strategy and good progress being made on many of the original Delivery Plan objectives under the Local Homes for Local Need theme a number of the original actions are now complete so further actions have now been added to the performance report to reflect objectives identified in the new Housing Strategy. A number of these actions are yet to commence and are therefore shown as grey on the performance dial; this is a consequence of a dynamic performance management system and not an indication of poor performance.
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Boosting Business Growth and Sustainability

- Much work of the Economic Growth Team over the period October - December 2021 has continued to be on supporting local business recovery from the COVID pandemic; which took a knock in December as the Omicron variant spread rapidly nationally and many people stayed away from hospitality businesses in the run up to Christmas, which is a key time of year for many hotels, pubs, restaurants and cafes as people attend works parties and social gatherings with friends and family.
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Customer Focus

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Managing Performance

Quarterly Report Chief Executive's Overview - continued

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Conclusion

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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

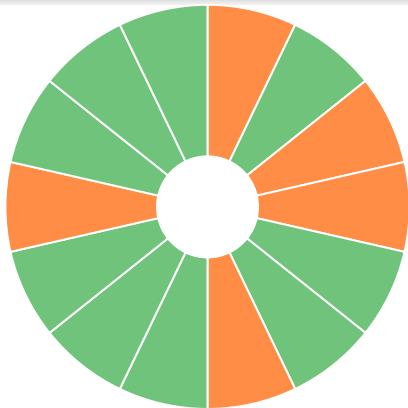
Local Homes for Local Need



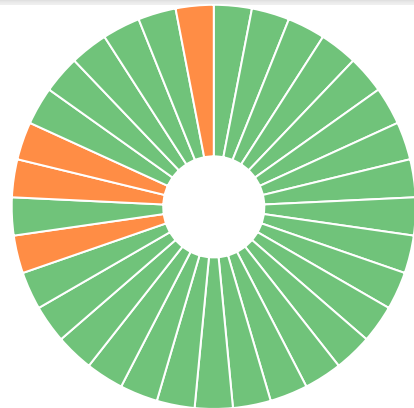
Boosting Business Sustainability and Growth



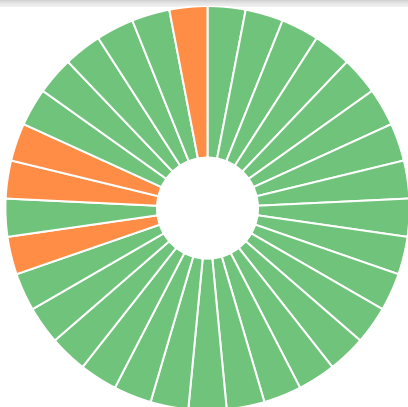
Customer Focus



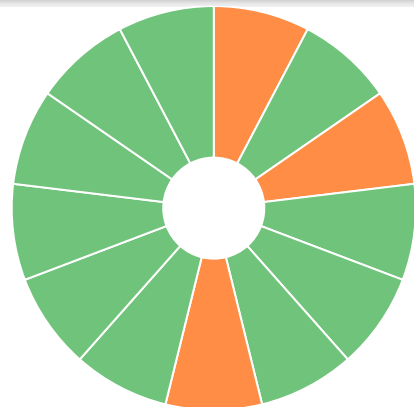
Climate, Coast and the Environment



Financial Sustainability and Growth



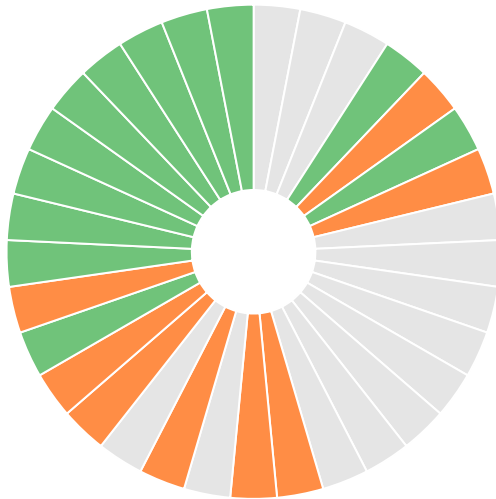
Quality of Life



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



		31/12/2021
<input checked="" type="checkbox"/> 1.2.2a.1 Investigate option of allocating sites for affordable housing	Performance	
	Comments	n/r
	Owner	Mark Ashwell
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	30/12/2022
<input checked="" type="checkbox"/> 1.2.2a.2 Make the planning process easier for affordable housing providers	Performance	
	Comments	n/r
	Owner	Geoff Lyon
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.2a.3 Secure support from local communities	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	31/03/2022
	Due Date	not set
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.2a.5 Improve Homes England's Grant offer	Performance	●
	Comments	We are working with Broadland HA and our viability consultant to agree with Homes England an approach to mixed funding (market cross subsidy and grant). We will use one of our exceptions housing sites as a test case.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/11/2021
	Due Date	31/12/2021
	Estimated end date/Completion date	31/01/2022
<input checked="" type="checkbox"/> 1.2.2a.6 Use s106 grant funding	Performance	★
	Comments	
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/04/2021
	Due Date	not set
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 1.3.1b.1 Employ a dedicated Energy Officer	Performance	●
	Comments	Interviews for the Energy Officer post took place on 19/1/2022. Officer appointed, subject to references, with start date of 1/3/2022.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	30/11/2021
	Estimated end date/Completion date	31/01/2022

<input checked="" type="checkbox"/> 1.3.1b.2 Lobby government to secure long-term grant funding for energy efficiency works	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	31/12/2022
<input checked="" type="checkbox"/> 1.3.1b.3 Produce a clear energy efficiency support offer for low income households.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.3.1b.4 Promote energy efficiency measures.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.3.1b.5 Consider an accreditation scheme for energy contractors.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.3.1b.6 Consider direct provision or guaranteeing work for energy contractors.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.3.1b.7 Identify good practice for making energy efficiency improvements to older/listed buildings	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2023
	Due Date	31/03/2023
	Estimated end date/Completion date	31/03/2023

		31/12/2021
<input checked="" type="checkbox"/> 1.3.1c.1 Encourage landlord take up of energy efficiency improvement works	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.3.1c.2 Target properties for energy efficiency improvement works.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.4.2.1 The council will work with partners to raise awareness and understanding of shared ownership	Performance	
	Comments	Research has been undertaken with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this research are being put into a report with recommendations to be considered by Business Planning in February 2022.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	31/12/2021
	Estimated end date/Completion date	31/12/2021
<input checked="" type="checkbox"/> 1.4.2.2 Consider whether the council should provide low cost home ownership mortgages	Performance	
	Comments	Research has been undertaken with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this research are being put into a report with recommendation to be considered by Business Planning in February 2022.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	31/12/2021
	Estimated end date/Completion date	31/12/2021
<input checked="" type="checkbox"/> 1.4.2.3 Put in place policies & processes to implement First Homes	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	01/01/2022

<input checked="" type="checkbox"/> 1.5.2b.1 Working with partners to deliver 500 units of Housing with Care / Extra Care	Performance	
	Comments	The first new Extra Care/Independent Living scheme at Meadow Walk in Fakenham provides 66 flats and opened in April 2021. This scheme has just won a National Housing Award for innovation. Subject to planning permission, the next scheme will be in Stalham and will provide 61 flats. We continue to work with partners to identify other suitable sites.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	31/03/2021
	Due Date	not set
	Estimated end date/ Completion date	not set
	<input checked="" type="checkbox"/> 1.6.1 Deliver, with partners, 500 units of Housing-with-Care/ExtraCare	Performance
Comments		
Owner		Nicky Debbage
Stage		Cancelled
Start Date		04/02/2020
Due Date		31/03/2024
Estimated end date/ Completion date		31/03/2024
<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023)	Performance	
	Comments	This action has been significantly delayed due to the Economic Growth Team focussing on the delivery of over £126 million of COVID Business Support and Grants programmes. It was further announced on the 30 December that, in addition to the ongoing grants and business support, that two further grant schemes (amounting to over £8m) will now also need to be delivered by 31 March, with a particular focus on supporting those within the leisure, hospitality and accommodation sector. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance	
	Comments	We have engaged with all NNDC staff and members, asking them to complete a customer service survey. The ServCheck survey was delivered by the ICS and assesses how Council employees view our customer service strategy, organisation, processes, and culture. The results will be measured against the ICS's model for delivering world-class customer service and will enable us to identify future areas of focus for training and development.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/05/2020
	Due Date	31/12/2022
	Estimated end date/ Completion date	31/03/2022

<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	★
	Comments	The first Draft of the Engagement Strategy is complete and is now subject to internal discussions.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	31/03/2022
	Estimated end date/Completion 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	Initial preparation has commenced on looking at a suitable model of youth council for the District, ahead of contacting schools and youth organisations, with the intention of launching the NNDC Youth Council in late Spring 2022. This work has been delayed to date due to the pandemic and the impact of this on schools.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	01/03/2021
	Due Date	31/03/2022
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	A revised report template has been prepared and submitted to CLT for approval which includes reference and requirements to meet the Net Zero targets..
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2022
	Estimated end date/Completion date	26/11/2021
<input checked="" type="checkbox"/> 4.5.5 Tree Planting Strategy	Performance	★
	Comments	60,000 trees will be planted by March 2022.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/11/2021
	Due Date	30/04/2023
	Estimated end date/Completion date	30/04/2023
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance	★
	Comments	Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste reduction and to plan for a future targeted communication and intervention strategy. A residual waste composition analysis was carried out in late 2021 that will allow NNDC both independently and working with the NWP to undertake more targeted communication activities.
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022

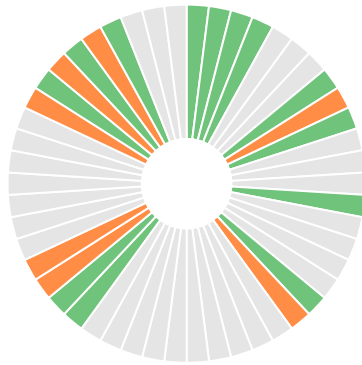
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	★
	Comments	This is being run as a medium project within the Council project management governance arrangements. There are regular project board meetings and progress is being made in accordance with the timetable set out in the project documentation and for the programmed committee date of March 2022.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/01/2022
	Estimated end date/Completion date	not set
	<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance
Comments		
Owner		Jenni Jordan
Stage		In Progress
Start Date		04/02/2020
Due Date		31/03/2024
Estimated end date/Completion date		31/03/2024
<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	Performance	★
	Comments	The works programme for Wells and Fakenham demolition and rebuild has been delayed due to supply chain issues and construction inflation. It is back on track now but delivery is not expected 'till late summer. Public conveniences at Sheringham and North Walsham have now been added to the programme. Therefore, it is suggested completion will be by the end of financial year 2022/23.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/01/2022
	Estimated end date/Completion date	31/03/2023
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	★
	Comments	Water quality classifications are expected in January 2022. All indications are that they will be positive.
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	not set
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	★
	Comments	The Zero Based Budgeting process is being delivered. The results from that process may assist Members with their budget decision to take place at Full Council in February 2022.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	01/06/2021
	Due Date	30/04/2022
	Estimated end date/Completion date	25/04/2023

<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance	★
	Comments	<p>The report on potential proposals for the Council's car parking fees and charging policy went for pre-scrutiny to the Overview and Scrutiny Committee (O&S) on 12 January 2022. The recommendations from O&S were then considered by Cabinet at their meeting on 31 January 2022 prior to final approval by Full Council on 23 February 2022.</p>
	Owner	Duncan Ellis
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	23/02/2022

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



Local Homes for Local Need Delivery Plan actions update

		31/12/2021
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	Local Plan now published for Regulation 19 consultation. Independent examination likely by autumn 2022. It includes a range of policies designed to support all aspects of housing growth including quantity, type and location to ensure that all needs including those for affordable homes are addressed. 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	01/04/2023
	Estimated end date/Completion date	01/04/2023
<input checked="" type="checkbox"/> 1.2.1.1 Clarify aims of a Housing Company	Performance	✔
	Comments	
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/10/2021
	Due Date	31/10/2021
	Estimated end date/Completion date	20/10/2021
<input checked="" type="checkbox"/> 1.2.1.2 Produce an updated business case	Performance	✔
	Comments	The business case for the housing company was re-tested and presented to Business Planning in December. The business case was not viable.
	Owner	Graham Connolly
	Stage	Completed
	Start Date	01/12/2021
	Due Date	31/12/2021
	Estimated end date/Completion date	22/12/2021
<input checked="" type="checkbox"/> 1.2.2a.1 Investigate option of allocating sites for affordable housing	Performance	
	Comments	n/r
	Owner	Mark Ashwell
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	30/12/2022
<input checked="" type="checkbox"/> 1.2.2a.2 Make the planning process easier for affordable housing providers	Performance	
	Comments	n/r
	Owner	Geoff Lyon
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022

<input checked="" type="checkbox"/> 1.2.2a.3 Secure support from local communities	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	31/03/2022
	Due Date	not set
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.2a.5 Improve Homes England's Grant offer	Performance	
	Comments	We are working with Broadland HA and our viability consultant to agree with Homes England an approach to mixed funding (market cross subsidy and grant). We will use one of our exceptions housing sites as a test case.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/11/2021
	Due Date	31/12/2021
	Estimated end date/Completion date	31/01/2022
<input checked="" type="checkbox"/> 1.2.2a.6 Use s106 grant funding	Performance	
	Comments	
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/04/2021
	Due Date	not set
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 1.2.2b.1 Consider sites for Coastal roll-back.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.2b.2 Investigate de-risking options	Performance	
	Comments	n/r
	Owner	Geoff Lyon
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.2b.3 Encourage small and medium-sized builders and developers	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	31/12/2022




<input checked="" type="checkbox"/> 1.2.2b.4 Fakenham Roundabout	Performance	★
	Comments	Added to the Delivery Plan.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	01/12/2021
	Due Date	31/12/2022
	Estimated end date/Completion date	30/04/2023
<input checked="" type="checkbox"/> 1.2.3a.1 Investigate Council support the development of good quality market rented housing.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.2.3b.1 Encourage and support the use of MMC	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2023
	Due Date	31/03/2023
	Estimated end date/Completion date	31/03/2023
<input checked="" type="checkbox"/> 1.2.3c.1 Help grow existing community-led organisations.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	31/03/2022
	Due Date	not set
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.2.3c.2 Establish new community-led groups	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2023
	Due Date	31/03/2023
	Estimated end date/Completion date	31/03/2023
<input checked="" type="checkbox"/> 1.3.1b.1 Employ a dedicated Energy Officer	Performance	●
	Comments	Interviews for the Energy Officer post took place on 19/1/2022. Officer appointed, subject to references, with start date of 1/3/2022.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	30/11/2021
	Estimated end date/Completion date	31/01/2022

<input checked="" type="checkbox"/> 1.3.1b.2 Lobby government to secure long-term grant funding for energy efficiency works	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/10/2022
	Due Date	31/12/2022
	Estimated end date/Completion date	31/12/2022
<input checked="" type="checkbox"/> 1.3.1b.3 Produce a clear energy efficiency support offer for low income households.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.3.1b.4 Promote energy efficiency measures.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.3.1b.5 Consider an accreditation scheme for energy contractors.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.3.1b.6 Consider direct provision or guaranteeing work for energy contractors.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.3.1b.7 Identify good practice for making energy efficiency improvements to older/listed buildings	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2023
	Due Date	31/03/2023
	Estimated end date/Completion date	31/03/2023

		31/12/2021
<input checked="" type="checkbox"/> 1.3.1c.1 Encourage landlord take up of energy efficiency improvement works	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.3.1c.2 Target properties for energy efficiency improvement works.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 1.3.2.1 Report on good practice. to tackle disrepair	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/04/2022
	Due Date	30/06/2022
	Estimated end date/ Completion date	30/06/2022
<input checked="" type="checkbox"/> 1.3.3.1 Report on good practice to tackle long-term empty homes.	Performance	
	Comments	n/r
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	01/04/2022
	Due Date	30/06/2022
	Estimated end date/ Completion date	30/06/2022
<input checked="" type="checkbox"/> 1.4.1.2 Consider purchase of Flagship properties as part of the business case for a housing company.	Performance	✔
	Comments	A Business Case for a Housing Company has been re-tested - with a mix of homes for market rent and for Temporary Accommodation (which could include purchase of Flagship disposals). The business case was not viable. We continue to meet regularly with Flagship to review proposed disposals and consider alternatives, including purchase by NDC
	Owner	Nicky Debbage
	Stage	Completed
	Start Date	01/10/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021

<input checked="" type="checkbox"/> 1.4.2.1 The council will work with partners to raise awareness and understanding of shared ownership	Performance	
	Comments	Research has been undertaken with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this research are being put into a report with recommendations to be considered by Business Planning in February 2022.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/10/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021
	<input checked="" type="checkbox"/> 1.4.2.2 Consider whether the council should provide low cost home ownership mortgages	Performance
Comments		Research has been undertaken with the main Shared Ownership providers in North Norfolk to understand opportunities and challenges. The findings from this research are being put into a report with recommendation to be considered by Business Planning in February 2022.
Owner		Nicky Debbage
Stage		In Progress
Start Date		01/10/2021
Due Date		31/12/2021
Estimated end date/ Completion date		31/12/2021
<input checked="" type="checkbox"/> 1.4.2.3 Put in place policies & processes to implement First Homes		Performance
	Comments	n/r
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/01/2022
	Due Date	31/03/2022
	Estimated end date/ Completion date	01/01/2022
	<input checked="" type="checkbox"/> 1.4.3.1 Review effectiveness of current allocations agreement	Performance
Comments		n/r
Owner		Nicky Debbage
Stage		Not Started
Start Date		01/09/2022
Due Date		30/11/2022
Estimated end date/ Completion date		30/11/2022
<input checked="" type="checkbox"/> 1.4.4a.1 Work with partner Registered Providers to consider building new shared housing		Performance
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/02/2022
	Due Date	30/04/2022
	Estimated end date/ Completion date	30/04/2022

<input checked="" type="checkbox"/> 1.4.4a.2 The council will investigate promotion of a scheme to facilitate multigenerational living	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/02/2022
	Due Date	30/04/2022
	Estimated end date/Completion date	30/04/2022
<input checked="" type="checkbox"/> 1.4.4b.1 Consider the establishment of a private sector leasing scheme	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.4.4b.2 Provide better support and information to existing and prospective landlords	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	30/09/2022
<input checked="" type="checkbox"/> 1.5.1a.1 Identify people 'at risk of crisis' and develop action to help prevent crisis	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	01/07/2022
	Due Date	30/09/2022
	Estimated end date/Completion date	01/07/2022
<input checked="" type="checkbox"/> 1.5.1b.1 Continue to deliver actions in the new Homelessness and Rough Sleeper Strategy	Performance	●
	Comments	
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	31/03/2021
	Due Date	not set
	Estimated end date/Completion date	15/12/2021
<input checked="" type="checkbox"/> 1.5.1b.2 The Council will deliver units of move on / temporary accommodation	Performance	★
	Comments	The four flats to house rough sleepers part-funded by the Next Steps Accommodation Programme are complete and occupied. A further flat at Lushers Passage is now scheduled to complete in February 2022 and should be in use by March 2022. The review of property management processes is in progress.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	30/06/2021
	Due Date	31/03/2022
	Estimated end date/Completion date	31/03/2022

<input checked="" type="checkbox"/> 1.5.1b.3 Contribute to Norfolk Strategic Housing Partnership project to end homelessness in Norfolk	Performance	
	Comments	The NSHP No Homelessness in Norfolk Strategy has been produced and signed-off by Leaders. The action plan is now drafted and working groups formed to deliver key actions in the strategy
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	31/03/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021
<input checked="" type="checkbox"/> 1.5.2a.1 Work with NCC to provide safe accommodation & support to those fleeing domestic abuse	Performance	
	Comments	
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	30/06/2021
	Due Date	31/03/2022
Estimated end date/ Completion date	31/03/2022	
<input checked="" type="checkbox"/> 1.5.2b.1 Working with partners to deliver 500 units of Housing with Care / Extra Care	Performance	
	Comments	The first new Extra Care/Independent Living scheme at Meadow Walk in Fakenham provides 66 flats and opened in April 2021. This scheme has just won a National Housing Award for innovation. Subject to planning permission, the next scheme will be in Stalham and will provide 61 flats. We continue to work with partners to identify other suitable sites.
	Owner	Nicky Debbage
	Stage	In Progress
	Start Date	31/03/2021
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 1.5.2c.2 Work with partners to ensure affordable homes meet the needs of older & disabled residents	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	31/01/2022
	Due Date	not set
Estimated end date/ Completion date	31/03/2022	
<input checked="" type="checkbox"/> 1.5.2c.3 Support the delivery of specialist housing schemes	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	31/01/2022
	Due Date	not set
Estimated end date/ Completion date	31/03/2022	

31/12/2021

<input checked="" type="checkbox"/> 1.5.2c.4 Review of the use of Disabled Facilities Grants	Performance	
	Comments	n/r
	Owner	Nicky Debbage
	Stage	Not Started
	Start Date	30/04/2022
	Due Date	30/06/2022
	Estimated end date/Completion date	30/06/2022

KPI update - Local Homes for Local Need

		Dec 2021
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	398
	Target (YTD)	
	Direction of change (YTD)	↑×
	Comments	
HS 001 Number of affordable homes built	Performance (YTD)	★
	Actual (Period) (YTD)	148
	Target (YTD)	75
	Direction of change (YTD)	↑✓
	Comments	

Boosting Business Sustainability and Growth

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



Latest Update



31/12/2021

<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	Performance	★
	Comments	Local Plan now published for Regulation 19 consultation. Independent examination likely by autumn 2022. 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. 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	01/04/2023
	Estimated end date/Completion date	01/04/2023
<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023)	Performance	●
	Comments	This action has been significantly delayed due to the Economic Growth Team focussing on the delivery of over £126 million of COVID Business Support and Grants programmes. It was further announced on the 30 December that, in addition to the ongoing grants and business support, that two further grant schemes (amounting to over £8m) will now also need to be delivered by 31 March, with a particular focus on supporting those within the leisure, hospitality and accommodation sector. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
Estimated end date/Completion date	not set	
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	★
	Comments	Final Report is completed and has provided supporting evidence in terms of the supply and demand of employment land for the Local Plan development. Options for the Council to invest in sites / premises development for business opportunities to be developed in alignment with the Economic Growth Strategy once delivered, to meet corporate objectives and to capitalise on future funding opportunities.
	Owner	Stuart Quick
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
Estimated end date/Completion date	20/01/2022	

<input checked="" type="checkbox"/> 2.4.1 Analyse evidence of local business needs and opportunities and engage local businesses	Performance ★ Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	The Council continues to respond to the immediate needs of our local business base, with a particular focus on responding to the leisure, hospitality and accommodation sector who have been heavily impacted by loss of trade and staff shortages. A number of other workstreams remain ongoing including the Business Recovery and Resilience grant, support for the visitor economy through the Visit North Membership Grant scheme (which will deliver a number of benefits for tourism businesses), the North Norfolk Care Academy programme and the Go Digital programme to support business digitalisation (in collaboration with Norfolk County Council). Stuart Quick In Progress 01/04/2020 31/12/2021 31/12/2021
<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	Performance ● Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	Update agreed at Cabinet on 1 November 2021. Due date amended accordingly. As we come out of the COVID pandemic and awareness of labour and supply chain issues are being articulated we are finding that the needs of businesses are changing and are therefore amending our objectives and support for businesses moving forward Throughout the pandemic the District Council has been positively recognised for the approach it has adopted and spend of distributing Government COVID support grants to our local businesses Revised delivery timescale Ongoing conversation with businesses with new programme of support to be agreed by end March 2022 Stuart Quick In Progress 04/02/2020 31/03/2022 31/03/2022

<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	<div style="text-align: center;"></div> <div style="background-color: #e0f0ff; padding: 5px;"> <p>Update agreed at Cabinet on 1 November 2021. Due date amended accordingly. As we come out of the COVID pandemic and awareness of labour and supply chain issues are being articulated we are finding that the needs of businesses are changing and are therefore amending our objectives and support for businesses moving forward</p> <p>Throughout the pandemic the District Council has been positively recognised for the approach it has adopted and spend of distributing Government COVID support grants to our local businesses</p> <p>Revised delivery timescale Ongoing conversation with businesses with new programme of support to be agreed by end March 2022</p> </div> <div style="background-color: #e0f0ff; padding: 5px;"> <p>Stuart Quick</p> </div> <div style="background-color: #e0f0ff; padding: 5px;"> <p>In Progress</p> </div> <div style="background-color: #e0f0ff; padding: 5px;"> <p>04/02/2020</p> </div> <div style="background-color: #e0f0ff; padding: 5px;"> <p>31/03/2022</p> </div> <div style="background-color: #e0f0ff; padding: 5px;"> <p>30/04/2022</p> </div>
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	<div style="text-align: center;"></div> <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>Visit North Norfolk's campaign present campaign entitled 'Hidden Gems of North Norfolk'. 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.</p> <p>Recognising the importance of this sector and the impact of pandemic at varying times, the forthcoming Visit North Norfolk Membership Scheme (funded through the Additional Restrictions Grant) will provide businesses with a 12 month subscription to help promote their business and to facilitate bookings.</p> <div style="background-color: #e0f0ff; padding: 5px;"> <p>Stuart Quick</p> </div> <div style="background-color: #e0f0ff; padding: 5px;"> <p>In Progress</p> </div> <div style="background-color: #e0f0ff; padding: 5px;"> <p>01/06/2020</p> </div> <div style="background-color: #e0f0ff; padding: 5px;"> <p>31/12/2021</p> </div> <div style="background-color: #e0f0ff; padding: 5px;"> <p>31/12/2021</p> </div>

<input checked="" type="checkbox"/> 2.6.1 Work with partners to identify skills deficiencies & monitor apprenticeships	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	31/12/2021 ★ 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 have also taken a direct role and through the delivery of a local 'Kickstart' programme. This Government initiative is intended to support 16-24yr olds into work by providing a 6 month paid placement. 110 KickStart vacancies approved by the DWP in North Norfolk since March 2021, with 25 starts, 4 completions and 3 young people securing permanent jobs through the programme to date; 37 vacancies still line and unfilled. 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. Stuart Quick In Progress 04/02/2020 31/12/2021 31/12/2021
<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	★ Update agreed at Cabinet on 1 November 2021. Due date amended accordingly. Deferred due to COVID at a Norfolk partnership level, but in recent weeks conversations around this countywide project have restarted Revised delivery timescale To be resurrected at Norfolk level in 2022 Stuart Quick In Progress 04/02/2020 31/12/2022 31/12/2021

Boosting Business Sustainability and Growth Key Performance Indicator update

		Dec 2021
EG 011 Number of businesses supported	Performance (YTD)	★
	Actual (Period) (YTD)	253
	Target (YTD)	150
	Direction of change (YTD)	↑✓
	Comments	The number of business supported is significantly lower than the previous two quarters due to closure of the last phase of Covid grant support. In January additional Covid-19 grant support schemes are expected to result in increased support for local businesses.




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 of young people is heard and informs council decision-making.






Latest Update



Customer Focus Delivery Plan actions update

		31/12/2021
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	
	Comments	The new Customer Service Strategy was presented to Cabinet 4 October 2021 and will be followed by customer service training and a new Improvement Plan.
	Owner	Stuart Harber
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/10/2021
	Estimated end date/ Completion date	31/10/2021
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	
	Comments	<p>The Customer Charter and Standards have been reviewed and were published as an appendix to the the Customer Service strategy in October 2021. The new Customer Standards have been shared in an all staff briefing and additional performance measures have been included in the members performance management report.</p> <p>We have drafted a Customer Services action plan identifying the key tasks required to ensure we can successfully deliver against the standards agreed upon. This is a living document that will evolve as we progress through the journey of improving Customer Focus.</p>
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance	
	Comments	We have engaged with all NNDC staff and members, asking them to complete a customer service survey. The ServCheck survey was delivered by the ICS and assesses how Council employees view our customer service strategy, organisation, processes, and culture. The results will be measured against the ICS's model for delivering world-class customer service and will enable us to identify future areas of focus for training and development.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/05/2020
	Due Date	31/12/2022
	Estimated end date/ Completion date	31/03/2022

<input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter	Performance	★
	Comments	A Customer Service InPhase process group has been formed to push this work forward. The group are compiling a set of performance measures, using the new Customer Service Strategy as the source, to be applied to each department. Data from Workbench will be fed through to reports on InPhase which can be used by Members and Management to assess customer service performance.
	Owner	Helen Thomas
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021
	<input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement	Performance
Comments		Following the successful adoption of the Customer Service Strategy work has commenced on identifying specific projects and workstream which will significantly improve the customer experience when interacting with the Council. High priority activities have been initiated where the implementation is low cost and low risk. For example, the simplification of the telephony menus has reduced telephony interactions performance times significantly. Other changes will be implemented in parallel with longer term plans and projects to achieve improvement as quickly as possible.
Owner		Sean Kelly
Stage		In Progress
Start Date		01/06/2020
Due Date		31/03/2022
Estimated end date/ Completion date		31/03/2022
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance	●
	Comments	Work in progress with proposal being developed to publish twice yearly residents magazine with costs to be financed from the Delivery Plan Reserve subject to a further detailed report to Cabinet Revised delivery timescale To be agreed with new magazine proposed to be delivered in Quarter 1 and Quarter 3 2022
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/05/2022

<input checked="" type="checkbox"/> 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere	Performance	
	Comments	<p>LGInform headline reports made available on the Council website to compare the Council with other similar councils across England.</p> <p>A workshop is being organised with Overview and Scrutiny Committee to explore how they wish to use benchmarking information..</p>
	Owner	Helen Thomas
	Stage	In Progress
	Start Date	29/05/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	30/03/2022
<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	
	Comments	The first Draft of the Engagement Strategy is complete and is now subject to internal discussions.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	31/03/2022
	Estimated end date/ Completion 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	Initial preparation has commenced on looking at a suitable model of youth council for the District, ahead of contacting schools and youth organisations, with the intention of launching the NNDC Youth Council in late Spring 2022. This work has been delayed to date due to the pandemic and the impact of this on schools.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	01/03/2021
	Due Date	31/03/2022
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance	
	Comments	Piloted for consultation on 2022/23 budget options in December 2021 / January 2022
	Owner	Rob Holmes
	Stage	Completed
	Start Date	01/10/2019
	Due Date	31/01/2022
	Estimated end date/ Completion date	31/12/2021
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance	
	Comments	The Communications plan has been implemented and is in operation.
	Owner	Joe Ferrari
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021

Customer Focus Key Performance Indicator update

		Dec 2021
CL 002 Number of Ombudsman referral decisions	Performance (YTD)	★
	Actual (Period) (YTD)	2
	Target (YTD)	27
	Direction of change (YTD)	→
	Comments	
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)	→
	Comments	
CS 001 Number of complaints	Performance (YTD)	▲
	Actual (Period) (YTD)	307
	Target (YTD)	255
	Direction of change (YTD)	↗✘
	Comments	Complaints are now starting to level out in regards to all services complaints. EHO, Council Tax and Planning are still the main areas we receive complaints for and these will be highlighted with the relevant Assistant Directors. However, we are still experiencing the knock on effect of staff shortages due to recruitment and the impact of COVID-9 in regards to resources.
CS 002 Number of compliments	Performance (YTD)	★
	Actual (Period) (YTD)	34
	Target (YTD)	19
	Direction of change (YTD)	→
	Comments	

Climate, Coast and the Environment

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



Latest Update








		31/12/2021
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	★
	Comments	<p>Online Greenbuild 2021 took place with over 700 attendees in the first two weeks and a series of videos have been uploaded to Youtube (linked from the website) which continue to be viewed.</p> <p>An Environment Forum is planned for April 2022</p>
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/11/2021
	Estimated end date/ Completion date	30/06/2022
<input checked="" type="checkbox"/> 4.1.3 Promote energy efficiency and behavioural change towards greater sustainability	Performance	★
	Comments	
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	Performance	★
	Comments	
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.1.5 Monitor and review the implementation of the Environmental Charter and Action Plan	Performance	★
	Comments	<p>Phase one of the Environmental Charter will be implemented via the emerging Net-Zero Strategy and Action Plan.</p> <p>This will cover the Council's carbon baseline Action Plan to achieve Net-Zero 2030 The role that NNDC staff can play in supporting move towards Net-Zero 2030</p> <p>The implementation will be monitored through the quarterly 'managing performance' reports to Cabinet</p>
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	20/06/2021
	Due Date	31/12/2021
	Estimated end date/ Completion date	10/05/2023

		31/12/2021
<input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future	Performance	★
	Comments	The Local Plan is now published for Regulation 19 consultation. Independent examination is likely by autumn 2022. It includes a range of policies designed to support all aspects of delivering a low-carbon future including new building efficiency standards, reducing the need to travel and support for all types of renewable energy. 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	01/04/2023
	Estimated end date/ Completion date	01/04/2023
<input checked="" type="checkbox"/> 4.2.2 Protect and enhance the natural and built environment	Performance	★
	Comments	Policies developed for inclusion in the new Local Plan by the Planning Policy and Built Heritage Working Party Active involvement in the Norfolk Coast Partnership, engagement with the Broads Authority; Chairman's Charity support for Norfolk Wildlife Trust in 2019 – 2021.
	Owner	Phillip Rowson
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/12/2021
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	★
	Comments	Net-Zero East was commissioned in June 2021 to prepare the Carbon Reduction Strategy Action Plan - a detailed audit was complete by December 2021. The Net-Zero Strategy and Action Plan (NZSAP, incorporating carbon audit) draft was produced. To be adopted by the end of March 2022
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
	Estimated end date/ Completion date	14/12/2023
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	A revised report template has been prepared and submitted to CLT for approval which includes reference and requirements to meet the Net Zero targets.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2022
	Estimated end date/ Completion date	26/11/2021

		31/12/2021
<input checked="" type="checkbox"/> 4.3.3 Measure, monitor and report on the change in the Council's emissions and review action plan	Performance	★
	Comments	<p>This will cover the Council's carbon baseline Action Plan to achieve Net-Zero 2030</p> <p>The role that NNDC staff can play in supporting the move towards Net-Zero 2030</p> <p>The implementation will be monitored through the quarterly 'managing performance' reports to Cabinet</p>
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/09/2022
	Estimated end date/ Completion date	14/12/2023
<input checked="" type="checkbox"/> 4.3.4 'Green energy' initiatives	Performance	★
	Comments	<p>NNDC are currently project managing a Community Renewal Fund 'Net-Zero Norfolk' project on behalf of the Norfolk Climate Change Partnership which, among other things, is considering a 'Community Energy Kickstarter' project which will support green energy initiatives.</p>
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.4.1 Agree the vision and business plan for Coastal Partnership East	Performance	★
	Comments	<p>The Coastal Partnership East Business Plan is now in its final draft phase and will be published soon. Annual Action Plans are also being developed to complement and deliver the plan.</p>
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	28/02/2022
<input checked="" type="checkbox"/> 4.4.2 Establish evidence of coastal change impacts, interpret and communicate this to policymakers	Performance	★
	Comments	<p>Ongoing – including monitoring of the performance of the Bacton / Walcott Sandscaping Scheme and development of wind-blown sand mitigation</p> <p>SMP Co-ordinator appointed and starting in Feb 2022.</p>
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	not set

<input checked="" type="checkbox"/> 4.4.3 Local coastal communities - adaptive responses to coastal change and resilience	Performance	★
	Comments	<p>Ongoing development of Norfolk and Suffolk Coastal Transition programme - for Outline Business Case submission to the Environment Agency in early spring.</p> <p>Continued input into National actions to assist with delivering the Environment Agency National Flood and Coastal Erosion Risk Management Strategy Action Plan.</p>
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
	<input checked="" type="checkbox"/> 4.4.4 Develop innovative coastal management approaches	Performance
Comments		<p>Ongoing development of Norfolk and Suffolk Coastal Transition programme - for Outline Business Case submission to the Environment Agency in early spring.</p> <p>Continued input into National actions to assist with delivering the Environment Agency National Flood and Coastal Erosion Risk Management Strategy Action Plan.</p>
Owner		Rob Goodliffe
Stage		In Progress
Start Date		04/02/2020
Due Date		not set
Estimated end date/ Completion date		not set
<input checked="" type="checkbox"/> 4.4.5 Continue to implement local actions to manage the coast		Performance
	Comments	
	Owner	Tamzen Pope
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
	<input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy regarding coastal management	Performance
Comments		<p>Continued engagement with Local Government Association 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 Coastal Partnership East 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.</p>
Owner		Rob Goodliffe
Stage		In Progress
Start Date		04/02/2020
Due Date		31/05/2023
Estimated end date/ Completion date		31/03/2023

		31/12/2021
<input checked="" type="checkbox"/> 4.5.1 Collect and analyse data relevant to the tree planting project	Performance	★
	Comments	50,000 trees have been planted since the tree planting project commenced in 2019. 60,000 trees will be planted by the end of the current tree planting season (March 2022).
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	14/12/2023
	Estimated end date/ Completion date	14/12/2023
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	★
	Comments	Tree planting strategy developed.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	Performance	★
	Comments	A programme of planting with community groups is ongoing including projects with Parish Councils and School groups such as Cromer Academy
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	✔
	Comments	Ongoing but replaced by 4.5.5 Tree planting strategy
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/10/2020
	Due Date	31/12/2022
	Estimated end date/ Completion date	21/10/2021
<input checked="" type="checkbox"/> 4.5.5 Tree Planting Strategy	Performance	★
	Comments	60,000 trees will be planted by March 2022.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/11/2021
	Due Date	30/04/2023
	Estimated end date/ Completion date	30/04/2023

		31/12/2021
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	
	Comments	All works are now completed and all EVCP are now working at all sites.
	Owner	Russell Tanner
	Stage	Completed
	Start Date	04/02/2020
	Due Date	01/11/2021
	Estimated end date/ Completion 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	Initial discussions have taken place about EV charging point implementation with an installation provider .
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<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 Local Plan is now published for Regulation 19 consultation. Independent examination is likely by autumn 2022. It includes a specific requirement for EV charging points in new developments.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	28/02/2020
	Due Date	01/04/2023
	Estimated end date/ Completion date	01/04/2023
<input checked="" type="checkbox"/> 4.6.4 Review staff/member travel policies and future options that will reduce emissions	Performance	
	Comments	A number of options are under review, but will be progressed later in 2022.
	Owner	James Claxton
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/09/2022
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	Performance	
	Comments	We are reviewing opportunities to install further EVCPs and will develop a suitable communications campaign alongside that.
	Owner	Robert Young
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/03/2023
	Estimated end date/ Completion date	31/03/2023

<input checked="" type="checkbox"/> 4.7.1 Implement the waste contract	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	<p style="text-align: center;">✔</p> <p>Despite being implemented during the start of the Covid-19 pandemic mobilisation of the contract went well. SERCO are implementing from June 2022 their revised target operating model which should bring greater efficiency to the operation and improve outcomes for customers.</p> <p>Scott Martin</p> <p>Completed</p> <p style="text-align: right;">04/02/2020</p> <p style="text-align: right;">31/12/2021</p> <p style="text-align: right;">31/12/2021</p>
<input checked="" type="checkbox"/> 4.7.2 Waste & cleansing contract - investigate going beyond the minimum necessary	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	<p style="text-align: center;">★</p> <p>Some 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.</p> <p>The deployment of these elements of the contract continue to experience some delays, recently due to shortages of HGV drivers having a wider impact on service delivery and the need to prioritise core services. However, officers continue to work closely with the contractor to implement these elements when it is appropriate to do so.</p> <p>Two new community fridge schemes have opened during 2021/22. Conversations are currently taking place with other potential host sites.</p> <p>Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste reduction and to plan for a future targeted communication and intervention strategy. A residual waste composition analysis was carried out in late 2021 that will allow NNDC both independently and working with the NWP to undertake more targeted communication activities.</p> <p>Scott Martin</p> <p>In Progress</p> <p style="text-align: right;">04/02/2020</p> <p style="text-align: right;">not set</p> <p style="text-align: right;">31/05/2023</p>
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	<p style="text-align: center;">★</p> <p>Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste reduction and to plan for a future targeted communication and intervention strategy. A residual waste composition analysis was carried out in late 2021 that will allow NNDC both independently and working with the NWP to undertake more targeted communication activities.</p> <p>Scott Martin</p> <p>In Progress</p> <p style="text-align: right;">01/04/2020</p> <p style="text-align: right;">31/03/2022</p> <p style="text-align: right;">31/03/2022</p>

		31/12/2021
<input checked="" type="checkbox"/> 4.7.4 Establish waste data collection systems analyses	Performance	★
	Comments	Another residual waste compostion analysis has recently been undertaken and results are expected shortly. This will allow for a more targeted approach to communications, both when working as NNDC and also as part of the Norfolk Waste Partnership.
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance	★
	Comments	Two new community fridge schemes have opened during 2021/22. Conversations are currently taking place with other potential host sites.
	Owner	Scott Martin
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
	Estimated end date/ Completion date	not set
<input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Performance	●
	Comments	Whilst progress has been made on the carbon reduction plan, there remain a number of items which were within the Serco submission, related to carbon reduction, which have yet to be delivered in full. The lack of progress is predominantly related to issues caused by the pandemic and the the need to allocate resources to maintaining core service provision, for this reason the rating remains amber. Serco are currently working to produce revised baseline data in relation to their contract activities which will provide an enhanced understanding of the progress made against their target and assist the Council with the contribution towards net carbon zero. Officers are investigating a number of additional initiatives, beyond those in the bid submission which would contribute towards the net carbon zero target.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	not set
	Estimated end date/ Completion date	not set

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



Quality of Life Delivery Plan actions update

		31/12/2021
<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Performance	
	Comments	This work will begin after the Quality of Life Strategy has been produced, a period of implementation has taken place and it is then considered necessary.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/10/2022
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	
	Comments	This is being run as a medium project within the Council project management governance arrangements. There are regular project board meetings and progress is being made in accordance with the timetable set out in the project documentation and for the programmed committee date of March 2022.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/01/2022
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 5.2.2 Implement the Quality of Life Strategy	Performance	
	Comments	Will commence after the Quality of Life Strategy has been approved.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	not set
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	
	Comments	
	Owner	Jenni Jordan
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024
	Estimated end date/Completion date	31/03/2024
<input checked="" type="checkbox"/> 5.4.1 Formulate and publish an accessibility guide	Performance	
	Comments	Accessibility will be incorporated into the Quality of Life Strategy. Planning is taking place to agree the scope of the Strategy and produce a draft document.
	Owner	Sonia Shuter
	Stage	Completed
	Start Date	04/02/2020
	Due Date	04/02/2022
	Estimated end date/Completion date	04/02/2022

<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 Estimated end date/ Completion date	 The Reef Leisure Centre opened its doors to the public on 30 November 2021. For details see the website article - https://www.north-norfolk.gov.uk/news/2021/november/the-reef-is-open/ Kate Rawlings Completed 04/02/2020 19/11/2021 31/10/2021
<input checked="" type="checkbox"/> 5.6.1a Maintain and enhance the physical structure of Cromer Pier	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	 The tender document is being rewritten to reflect current construction industry trends. The tender is expected to be live by the end of March 2022 with a six week return. Russell Tanner In Progress 04/02/2020 31/12/2021 31/03/2022
<input checked="" type="checkbox"/> 5.6.1b Work with partners to develop a programme of events on Cromer Pier	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	 The operator reintroduced a number of concerts and the Christmas show which were very successful. The Christmas show achieved 68% capacity compared to pre-Covid figures. Karl Read In Progress 04/02/2020 not set not set
<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	 The works programme for Wells and Fakenham demolition and rebuild has been delayed due to supply chain issues and construction inflation. It is back on track now but delivery is not expected 'till late summer. Public conveniences at Sheringham and North Walsham have now been added to the programme. Therefore, it is suggested completion will be by the end of financial year 2022/23. Russell Tanner In Progress 04/02/2020 31/01/2022 31/03/2023
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance Comments Owner Stage Start Date Due Date Estimated end date/ Completion date	 Water quality classifications are expected in January 2022. All indications are that they will be positive. Karl Read In Progress 20/06/2020 not set not set

31/12/2021

<input checked="" type="checkbox"/> 5.9.1 Deliver the first Mammoth Marathon	Performance	★
	Comments	A lot of work was carried out in December getting in touch with stakeholders and ensuring everything is in place in readiness for the event on 15 May 2022.
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	15/05/2022
	Estimated end date/ Completion 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	
	Owner	Laura Blackwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2022
	Estimated end date/ Completion date	31/05/2022

Quality of Life Key Performance Indicator update

		Dec 2021
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	★
	Actual (Period) (YTD)	223,926
	Target (YTD)	223,926
	Direction of change (YTD)	↕
	Comments	

Financial Sustainability and Growth

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




Latest Update



31/12/2021

<input checked="" type="checkbox"/> 6.1.1 Establish a baseline against which to review and control fees and charges	Performance	★
	Comments	Approach to be developed as part of Zero-based Budgeting Review and consultation on 2022/23 budget and then to feed into Budget and Medium-Term Financial Strategy
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	30/06/2021
	Due Date	28/02/2022
	Estimated end date/ Completion date	31/12/2021
<input checked="" type="checkbox"/> 6.1.2 Develop a public convenience strategy	Performance	★
	Comments	A Draft Public Convenience Strategy will be discussed and developed with an Overview & Scrutiny Committee working group commencing in January 2022. Prior to an amended draft being presented to Cabinet.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	31/03/2022
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	★
	Comments	The Zero Based Budgeting process is being delivered. The results from that process may assist Members with their budget decision to take place at Full Council in February 2022.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	01/06/2021
	Due Date	30/04/2022
	Estimated end date/ Completion date	25/04/2023
<input checked="" type="checkbox"/> 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance	✔
	Comments	Representations made to Government and some changes now proposed from April 2022
	Owner	Duncan Ellis
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2021
	Estimated end date/ Completion date	17/12/2021
<input checked="" type="checkbox"/> 6.1.5 Undertake service reviews to improve efficiency and reduce costs	Performance	★
	Comments	The Zero Based Budgeting process is being delivered which considered team and service plans. The results from that process may assist Members with their budget decision to take place at Full Council in February 2022.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/ Completion date	31/03/2022

<input checked="" type="checkbox"/> 6.2.1 Develop a Financial Sustainability Strategy	Performance	★
	Comments	<p>The Local Government Association (LGA) are encouraging Councils to move towards a more efficient culture as a way of developing sustainable self-funding streams that reflect Council's individual priorities and place shaping aspirations and delivery of value for money (VFM) services for local residents. Consequently, the Council needs to think about how it can maximise revenue, efficiencies and VFM moving forwards – a Financial Sustainability Strategy is a key part of this in order to deliver managed change that is right for North Norfolk. Any strategy needs to be considered in the context of our key corporate objectives, flowing from the Corporate Plan and our post Covid world in terms of 'building back better'. The Financial Sustainability Strategy is currently in draft and will come through the Committee cycle later this year.</p>
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2022
	Estimated end date/Completion date	31/12/2022
<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance	★
	Comments	<p>The report on potential proposals for the Council's car parking fees and charging policy went for pre-scrutiny to the Overview and Scrutiny Committee (O&S) on 12 January 2022. The recommendations from O&S were then considered by Cabinet at their meeting on 31 January 2022 prior to final approval by Full Council on 23 February 2022.</p>
	Owner	Duncan Ellis
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/Completion date	23/02/2022
<input checked="" type="checkbox"/> 6.2.3 Explore the opportunities to generate income from advertising and sponsorship	Performance	●
	Comments	<p>CLT considered a opportunities paper and decided to put the project on hold until post May 2023.</p> <p>To concentrate resources on existing assets (car parks and beach chalets)</p> <ul style="list-style-type: none"> Look at including advertising within the NNDC Magazine (agreed in the Media and Comms ZBB)
	Owner	Renata Garfoot
	Stage	Parked
	Start Date	04/02/2020
	Due Date	30/11/2022
	Estimated end date/Completion date	30/11/2023

<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	Performance	
	Comments	Draft Asset Management Plan and supporting documents will be reviewed with the new Council Leader to ensure it's in alignment with their priorities.
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 6.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	Performance	
	Comments	Initial discussions have taken place with EV charging point installers.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
	Estimated end date/Completion date	not set
<input checked="" type="checkbox"/> 6.4.2 Explore the potential for the installation of photo voltaics (PV) on the Council's assets	Performance	
	Comments	
	Owner	Annie Sommazzi
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2022
	Estimated end date/Completion date	not set

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

		Dec 2021
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	▲
	Actual (Period) (YTD)	52.18
	Target (YTD)	20.00
	Direction of change (YTD)	↓✓
	Owner	Renata Garfoot
	Comments	This measure now includes arrears from beach hut and chalets lettings. There have been a small number of tenants with arrears however it is expected that these will reduce over the coming months as the debt recover process is to be followed stringently and will result in termination of leases.
CS 001 Number of complaints	Performance (YTD)	▲
	Actual (Period) (YTD)	307
	Target (YTD)	255
	Direction of change (YTD)	↑✗
	Owner	Jane Wisson
	Comments	Complaints are now starting to level out in regards to all services complaints. EHO, Council Tax and Planning are still the main areas we receive complaints for and these will be highlighted with the relevant Assistant Directors. However, we are still experiencing the knock on effect of staff shortages due to recruitment and the impact of COVID-9 in regards to resources.

		Dec 2021
-> CS 004 Average transaction time (minutes) - Customer Services	Performance (YTD)	!
	Actual (Period) (YTD)	13.28
	Target (YTD)	
	Direction of change (YTD)	↓
	Owner	James Jacobs
	Comments	<p>The way we manage face to face customers has changed since the commencement of lockdown restrictions in 2019. We have made substantial changes to this process that we plan on continuing as we move out of lockdown. Historically all face to face customers were drop ins which regularly resulted in customers queuing in the waiting area. In order to keep queuing to a minimum we put in target transaction time of 10 minutes.</p> <p>Now we offer a customer appointment system. This process ensures each customer request for a face to face meeting is triaged before an appointment is booked in. This ensures where possible the use of self-service is promoted so customers can complete their transaction themselves or alternatively where appropriate we complete their transaction over the telephone, eliminating the requirement for a face to face appointment. Customers still requiring a face to face meeting are generally considered to be the more vulnerable cases. These types of transactions are less likely in volume but more likely to take longer than 10 minutes to resolve.</p> <p>With this in mind the average transaction time performance measure has become somewhat redundant and serves little purpose. It has been agreed with the Portfolio Holder that this measure will therefore be removed from quarterly reporting to Cabinet from quarter 4 onwards.</p>
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	21.15
	Target (YTD)	80.00
	Direction of change (YTD)	✘
	Owner	Emily Capps
	Comments	<p>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.</p>




		Dec 2021
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	15.44
	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)	51.9
	Target (YTD)	41.0
	Direction of change (YTD)	↓
	Owner	Jeny Carroll
	Comments	December Debtor days zero, this is due to the net revenue received for the period being greater than the debtor value. Large value invoice being paid during the period.
RV 010 Percentage of non-domestic rates collected	Performance (YTD)	▲
	Actual (Period) (YTD)	82.43
	Target (YTD)	84.15
	Direction of change (YTD)	↑
	Owner	Sean Knight
	Comments	The NDR collection is 82.43% against a target of 84.15% as at end of December 2021. This is a shortfall in collection of £349k. 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. Collection is still incredibly challenging, and this is despite us significantly increasing the level of enforcement activity taking place by sending texts, reminders and summons to ratepayers who have defaulted on instalments.

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

		Dec 2021
AS 001 Occupancy rate of Council-owned rental properties - Industrial	Performance (YTD)	
	Actual (Period) (YTD)	71.43
	Target (YTD)	80.00
	Direction of change (YTD)	→
	Owner	Renata Garfoot
	Comments	Vacant units have been advertised to let and rental terms have been agreed for 5 units with leases are being progressed.
AS 002 Occupancy rate of Council-owned rental properties - Retail	Performance (YTD)	
	Actual (Period) (YTD)	71.74
	Target (YTD)	80.00
	Direction of change (YTD)	↔✗
	Owner	Renata Garfoot
	Comments	Vacant units are being advertised to let and rental terms are being negotiated.
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)	32.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from the Internal Audit team.

		Dec 2021
BC 001 Building Control income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	341,048.00
	Target (YTD)	284,994.00
	Direction of change (YTD)	↓✓
	Owner	Stuart Tate
	Comments	Income level temporarily dipped in December, as is usual due to the ten days closure over Christmas and New Year. It is anticipated that the budgeted income targets will be met for the financial year 2021/22. Income up to the end of December is £341,048 against a target of £284,994.
BE 027 (HB1) Average time for processing new claims (housing benefit and council tax support)	Performance (YTD)	★
	Actual (Period) (YTD)	16.44
	Target (YTD)	20.00
	Direction of change (YTD)	↓✓
	Owner	Trudi Grant
	Comments	We continue to work on new applications for Housing Benefit and Council Tax Support within 24 hours of the claim being submitted. We are pleased to see our speed of processing times for handling new claims has improved despite significant work volumes. We continue to monitor our performance in this area to identify blockages, improvements to working practices, and efficiencies.
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	●
	Actual (Period) (YTD)	12.67
	Target (YTD)	14.00
	Direction of change (YTD)	↓✓
	Owner	Trudi Grant
	Comments	We are pleased to see our speed of processing times for handling changes in circumstances has improved despite the significant volumes of work we are handling. We have invested in online channels for efficient reporting and processing of changes. We have also started to set up system automation around electronic notifications from the DWP, which will support improved speed of processing times and reduced error.
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	Kevin Peacock
	Comments	
CE 005 Percentage of long term empty homes as a proportion of the taxbase	Performance (YTD)	★
	Actual (Period) (YTD)	0.89
	Target (YTD)	1.00
	Direction of change (YTD)	↑✗
	Owner	Kevin Peacock
	Comments	

		Dec 2021
-> CS 003 Average wait time (minutes) - Customer Services	Performance (YTD)	!
	Actual (Period) (YTD)	13.28
	Target (YTD)	
	Direction of change (YTD)	↓
	Owner	James Jacobs
	Comments	
CS 006 Percentage of customers who were quite / extremely satisfied-helpful pleasant and courteous	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	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	
DM 024 (24m) Percentage of non-major planning applications determined within time period	Performance (YTD)	●
	Actual (Period) (YTD)	79.92
	Target (YTD)	80.00
	Direction of change (YTD)	↓
	Owner	Geoff Lyon
	Comments	
DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	★
	Actual (Period) (YTD)	0.59
	Target (YTD)	10.00
	Direction of change (YTD)	↓
	Owner	Geoff Lyon
	Comments	

		Dec 2021
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within time period	Performance (YTD)	n/a
	Actual (Period) (YTD)	12
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	Geoff Lyon
	Comments	
EG 009 Grants awarded (£)	Performance (YTD)	★
	Actual (Period) (YTD)	2,633,567.00
	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)	70
	Target (YTD)	30
	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)	82.13
	Target (YTD)	80.00
	Direction of change (YTD)	↑✓
	Owner	Emily Capps
	Comments	
HC 005 Number of grants awarded from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	24
	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)	134,837.75
	Target (YTD)	
	Direction of change (YTD)	↑✓
	Owner	Sonia Shuter
	Comments	
HO 006 Numbers on the housing waiting list	Performance (YTD)	n/a
	Actual (Period) (YTD)	2,733
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Lisa Grice
	Comments	

		Dec 2021
HO 008 Numbers on the Housing Options Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	1,918
	Target (YTD)	
	Direction of change (YTD)	↓✓
	Owner	Lisa Grice
	Comments	
HO 009 Numbers on the Transfer Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	402
	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)	3.34
	Target (YTD)	4.50
	Direction of change (YTD)	↑✗
	Owner	James Claxton
	Comments	
HS 002 Number of affordable homes granted planning permission	Performance (YTD)	n/a
	Actual (Period) (YTD)	30
	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)	50
	Target (YTD)	
	Direction of change (YTD)	↑✓
	Owner	Sonia Shuter
	Comments	
HW 004 Number of Disabled Facilities Grants approved	Performance (YTD)	n/a
	Actual (Period) (YTD)	66
	Target (YTD)	
	Direction of change (YTD)	↑✓
	Owner	Sonia Shuter
	Comments	
HW 005 Average Disabled Facilities Grant spend (£)	Performance (YTD)	n/a
	Actual (Period) (YTD)	79,509
	Target (YTD)	
	Direction of change (YTD)	n/a
	Owner	Sonia Shuter
	Comments	

		Dec 2021
IT 001 Number of transactions made via the Council website	Performance (YTD)	★
	Actual (Period) (YTD)	38,644
	Target (YTD)	31,500
	Direction of change (YTD)	↕
	Owner	Rob Holmes
	Comments	
LE 010 Number of Adult Visitors to Parks and Countryside Events	Performance (YTD)	★
	Actual (Period) (YTD)	868
	Target (YTD)	659
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance (YTD)	★
	Actual (Period) (YTD)	916
	Target (YTD)	719
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	
LE 012 Total number of Visitors to Parks and Countryside Events	Performance (YTD)	★
	Actual (Period) (YTD)	656
	Target (YTD)	250
	Direction of change (YTD)	✗
	Owner	Karl Read
	Comments	
LE 013 Income from events organised at Country Parks	Performance (YTD)	★
	Actual (Period) (YTD)	3,353.00
	Target (YTD)	2,071.00
	Direction of change (YTD)	↕
	Owner	Karl Read
	Comments	
LS 003 Legal Services fee income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	392,244.00
	Target (YTD)	54,000.00
	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)	87.59
	Target (YTD)	90.00
	Direction of change (YTD)	↕
	Owner	Noel Doran
	Comments	

		Dec 2021
MJ 001 (24m) Percentage of major planning applications determined within time period	Performance (YTD)	★
	Actual (Period) (YTD)	76.92
	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)	2.56
	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	
PL 001 Planning income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	641,855.00
	Target (YTD)	601,128.00
	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)	372
	Target (YTD)	
	Direction of change (YTD)	↕
	Owner	Mark Ashwell
	Comments	
RV 009 Percentage of Council Tax collected	Performance (YTD)	★
	Actual (Period) (YTD)	81.61
	Target (YTD)	81.50
	Direction of change (YTD)	↕
	Owner	Sean Knight
	Comments	Council Tax collection up to 31 December 2021 is 81.61%. This is up against a target of 81.50%. This means we have an excess in expected collection of £90k.

All completed Delivery Plan Actions

All actions in the delivery plan that have been completed.







31/12/2021		
<input checked="" type="checkbox"/> 1.1.2 Action regarding brownfield sites	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.1: Developing and adopting a new Local Plan ■ Planning
	End Date	31/03/2020
	Description	Monitor annually the availability of brownfield sites and evaluate the opportunities these present to increase the supply of development land available in a sustainable way.
	Comments	n/r
<input checked="" type="checkbox"/> 1.2.1.1 Clarify aims of a Housing Company	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.2.1: Increase the Supply of Housing - Direct Delivery ■ Strategic Housing
	End Date	20/10/2021
	Description	The Council working with stakeholders will clarify what it aims to achieve through direct delivery/ a housing company – including delivery of new homes, improvement of existing homes and supporting different tenure options e.g. private rent. Target for completion - Agreed objectives for direct delivery/ housing company.
	Comments	
<input checked="" type="checkbox"/> 1.2.1.2 Produce an updated business case	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.2.1: Increase the Supply of Housing - Direct Delivery ■ Strategic Housing
	End Date	22/12/2021
	Description	Produce an updated business case for with options and recommendations to progress (or not). Target for Completion - Updated business case.
	Comments	The business case for the housing company was re-tested and presented to Business Planning in December. The business case was not viable.
<input checked="" type="checkbox"/> 1.2.2a.4 Provide loan funding to help Registered Providers deliver affordable housing	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing ■ Strategic Housing ■ Key Priorities
	End Date	31/03/2021
	Description	Target for Completion - Pilot scheme in place.
	Comments	n/r
<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Strategic Housing ■ Objective 1.2: Developing and implementing a new Housing Strategy
	End Date	21/07/2021
	Description	2.1 Formulate a new Housing Strategy to encourage new and innovative ways of delivering affordable housing, including: <ul style="list-style-type: none"> • engagement of key stakeholders to identify evidence and gaps in understanding; • measures which will enable the Council to better target its resources and to focus on priority issues (Risk control)
	Comments	







<input checked="" type="checkbox"/> 1.2.3 Seek to identify and analyse the condition of private sector housing stock	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.2: Developing and implementing a new Housing Strategy ■ Strategic Housing
	End Date	07/01/2021
	Description	2.3 Seek to identify and analyse the condition of private sector housing stock to inform consideration of initiatives such as: <ul style="list-style-type: none"> • selective licensing schemes • landlord accreditation • certification • grants for housing stock improvement Review complete: April 2021 Condition survey: March 2020
	Comments	n/r
<input checked="" type="checkbox"/> 1.3.1a.1 Report on housing stock condition in the district.	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.3.1a: Improving Housing Stock Condition - Private - energy & fuel poverty - Analyse cond ■ Strategic Housing
	End Date	31/03/2020
	Description	Target for Completion - report on condition survey.
	Comments	n/r
<input checked="" type="checkbox"/> 1.4.1.1 Work with Flagship to review all proposed disposals	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.4.1: Making Best Use of Existing Homes - Managing the loss of affordable homes ■ Strategic Housing
	End Date	31/03/2021
	Description	The Council will work with Flagship to review all proposed disposals and consider alternative options (including NNDC purchase). Target for completion - monthly meetings established
	Comments	n/r
<input checked="" type="checkbox"/> 1.4.1.2 Consider purchase of Flagship properties as part of the business case for a housing company.	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 1.4.1: Making Best Use of Existing Homes - Managing the loss of affordable homes ■ Strategic Housing
	End Date	31/12/2021
	Description	Target for completion - updated business case for housing company
	Comments	A Business Case for a Housing Company has been re-tested - with a mix of homes for market rent and for Temporary Accommodation (which could include purchase of Flagship disposals). The business case was not viable. We continue to meet regularly with Flagship to review proposed disposals and consider alternatives, including purchase by NNDC.

	31/12/2021	
<input checked="" type="checkbox"/> 1.4.1 Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Housing Options ■ Objective 1.4: Developing and implementing a Homelessness & Rough Sleepers Strategy and Action Plan
	End Date	11/03/2020
	Description	Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: <ul style="list-style-type: none"> • intervene early and support households to avoid homelessness; • increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and • invest in its own accommodation to meet the needs of our community and also to reduce the cost of temporary accommodation to Council Tax payers (links to Objective 3 above) Strategy adoption December 2019. (Risk control)
	Comments	n/r
<input checked="" type="checkbox"/> 1.5.1 Investigate ways to support and assist affordable housing providers	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Strategic Housing ■ Objective 1.5: Delivering new affordable homes both directly as a Council & through partnerships
	End Date	28/02/2021
	Description	Investigate ways to support and assist affordable housing providers, including the potential for a Council loan scheme for Registered Providers to facilitate a supply of affordable homes for our communities, whilst supporting the Council's financial sustainability Scheme approval; February 2021 (Risk control)
	Comments	n/r
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	★
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 2.3: Taking a proactive approach to unlocking development sites ■ Economic Growth
	End Date	20/01/2022
	Description	Complete a 'Growth Sites Delivery Strategy' to realise local business growth and investment opportunities and encourage the delivery and take-up of serviced land with suitable infrastructure to support the growth of local businesses. Multiple projects over full term.
	Comments	Final Report is completed and has provided supporting evidence in terms of the supply and demand of employment land for the Local Plan development. Options for the Council to invest in sites / premises development for business opportunities to be developed in alignment with the Economic Growth Strategy once delivered, to meet corporate objectives and to capitalise on future funding opportunities.
<input checked="" type="checkbox"/> 2.6.3 Workforce development, skills and apprenticeship plan	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 2.6: Encouraging links between local education providers, apprentices and businesses ■ Economic Growth
	End Date	31/03/2021
	Description	Together with relevant agencies, draw up a workforce development, skills and apprenticeship plan.
	Comments	n/r

<input checked="" type="checkbox"/> 2.7.1 Market towns initiative	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 2.7: Facilitating the transition of our town centres ■ Legal
	End Date	31/01/2021
	Description	<p>Deliver the North Walsham Town Centre Heritage Action Zone and arising cultural activities. Due date 2024</p> <p>Evaluate and report on the outcomes of the Market Towns Initiative and other local town centre projects, publishing examples of best practice for other towns to follow. Due date Spring 2021</p> <p>Support local community organisations to encourage the development of 'place-based' approaches to maintain the vitality of local towns and town centres.</p>
	Comments	n/r
<input checked="" type="checkbox"/> 3.1.1 Undertake a Customer Contact Survey	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 3.1: Developing a new Customer Charter with published service standards ■ Customer Services Management ■ CR - Open Culture ■ A better customer experience
	End Date	27/08/2021
	Description	<p>Undertake a Customer Contact Survey to understand:</p> <ul style="list-style-type: none"> • How well we deliver to our customer needs • Service specific issues • Ideas for reshaping our services to better meet customer needs
	Comments	n/r
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 3.1: Developing a new Customer Charter with published service standards ■ Customer Services Management ■ CR - Open Culture
	End Date	31/10/2021
	Description	<p>Review and refine our Customer Strategy, to:</p> <ul style="list-style-type: none"> • respond to the survey findings • improve the way that we understand our customers' changing needs/preferences • better serve our customers • embed customer focused service delivery throughout the Council (Risk control)
	Comments	The new Customer Service Strategy was presented to Cabinet 4 October 2021 and will be followed by customer service training and a new Improvement Plan.
<input checked="" type="checkbox"/> 3.4.2 Establish Town & Parish Council Forum	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ CR - Looking Outwards ■ Democratic Services ■ Objective 3.4: Developing an Engagement Strategy
	End Date	14/04/2021
	Description	<p>Establish quarterly forums with Town and Parish Councils, to:</p> <ul style="list-style-type: none"> • strengthen our relationship with communities • share information • seek views • identify actions • inform policy development
	Comments	n/r

<input checked="" type="checkbox"/> 3.4.4 Establish Environment Panels	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 3.4: Developing an Engagement Strategy ■ Climate & Environment
	End Date	30/04/2021
	Description	Establish Environment Panels to: <ul style="list-style-type: none"> • Garner ownership • Reflect opinions • Identify actions • Inform policy development
	Comments	n/r
<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portal key corporate projects/works	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 3.4: Developing an Engagement Strategy ■ IT Web
	End Date	31/12/2021
	Description	
	Comments	Piloted for consultation on 2022/23 budget options in December 2021 / January 2022
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement Communications Strategy	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Communications and Public Relations ■ Objective 3.4: Developing an Engagement Strategy
	End Date	31/12/2021
	Description	New Delivery Plan action being added September 2020.
	Comments	The Communications plan has been implemented and is in operation.
<input checked="" type="checkbox"/> 4.1.2 Develop an action plan, draft, adopt and publish Environment Charter	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 4.1: Developing and implementing an Environmental Charter and Action Plan ■ Climate & Environment
	End Date	30/06/2021
	Description	Develop an action plan, draft, adopt and publish Environment Charter.
	Comments	n/r
<input checked="" type="checkbox"/> 4.2.2 Protect and enhance the natural and built environment	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 4.2: Developing and implementing a new Local Plan ■ Planning Policy
	End Date	31/12/2021
	Description	Formulate, implement and monitor policies and projects that protect and enhance the natural and built environment of the District, its local distinctiveness, biodiversity, contribution to the quality of life of residents and the role they play in boosting the local economy; working with local communities to develop projects to achieve this.
	Comments	Policies developed for inclusion in the new Local Plan by the Planning Policy and Built Heritage Working Party Active involvement in the Norfolk Coast Partnership, engagement with the Broads Authority; Chairman's Charity support for Norfolk Wildlife Trust in 2019 – 2021.
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	✔
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 4.5: Planting 110,000 trees, one for each resident to help offset our carbon emissions ■ Climate & Environment
	End Date	21/10/2021
	Description	Implement, together with partner organisations, community groups and other interested parties
	Comments	Ongoing but replaced by 4.5.5 Tree planting strategy

 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 4.6: Introducing Electric vehicle charging facilities ■ Property Services
	End Date	01/11/2021
	Description	<p>Develop a delivery plan for early installation of Electric Vehicle (EV) charging points on the Council owned car parks and at Council offices, then install the agreed 34 initial charging points (to demonstrate leadership).</p> <p>Outcome Completion of 34 charge points</p>
	Comments	All works are now completed and all EVCP are now working at all sites.
 4.7.1 Implement the waste contract	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 4.7: Waste Collection ■ Environment and Leisure
	End Date	31/12/2021
	Description	
	Comments	<p>Despite being implemented during the start of the Covid-19 pandemic mobilisation of the contract went well.</p> <p>SERCO are implementing from June 2022 their revised target operating model which should bring greater efficiency to the operation and improve outcomes for customers.</p>
 5.4.1 Formulate and publish an accessibility guide	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 5. 4: Developing and implementing an Accessibility Guide for the District ■ Digital Mailroom & TICs
	End Date	04/02/2022
	Description	<p>Formulate and publish a guide (in appropriate, traditional and novel formats) to help communities:</p> <ul style="list-style-type: none"> • promote engagement • tackle isolation • improve accessibility to all (e.g. beach wheelchairs, community transport initiatives) • address the needs of people with conditions that impact upon their quality of life (e.g. dementia)
	Comments	<p>Accessibility will be incorporated into the Quality of Life Strategy. Planning is taking place to agree the scope of the Strategy and produce a draft document.</p>

 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 5. 5: Delivery of new leisure centre at Sheringham ■ Corporate Delivery Unit
	End Date	31/10/2021
	Description	<p>Develop the new leisure centre to replace the Splash, in order to maintain a high quality, inclusive and accessible facility. Working with our leisure contractor and other partners to:</p> <ul style="list-style-type: none"> - encourage people to lead and maintain active and healthy lifestyles - provide a range of modern and innovative fitness equipment accessible to all - encourage the development of physical activity programmes oriented to the needs of all sections of the local community - introduce even the youngest residents to fun and beneficial leisure activities - provide opportunities to address specific health conditions (e.g. via social prescribing)
	Comments	<p>The Reef Leisure Centre opened its doors to the public on 30 November 2021.</p> <p>For details see the website article - https://www.north-norfolk.gov.uk/news/2021/november/the-reef-is-open/</p>
 5.11.1 Community support initiatives review	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 5.11: Development of strong, sustainable and healthy local communities ■ Health and Communities
	End Date	02/02/2021
	Description	<p>Review existing funding initiatives and investigate new schemes that assist local communities in addressing their needs and improving community wellbeing, via grants and community development support.</p> <p>Provide support and advice to local community organisations to help them access external funding opportunities and develop initiatives that address local needs and support community sustainability</p> <p>Facilitate community initiatives, in accordance with the Quality of Life Strategy, that aim to improve the physical and mental wellbeing of local residents</p>
	Comments	n/r
 6.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance	
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 6.1: Continuously reviewing our service delivery arrangements, fees and charges ■ Finance ■ Revenues ■ Resources
	End Date	17/12/2021
	Description	<p>Work with other local authorities to close loopholes which exist around Second Home Council Tax / Business Rate payments; and lobby central government jointly with other similarly affected Councils and supporting organisations to add weight to the argument</p>
	Comments	<p>Representations made to Government and some changes now proposed from April 2022</p>

<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance	★
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 6.2: Taking a more commercial approach to the delivery of discretionary services ■ Leisure and Localities ■ Key Priorities
	End Date	23/02/2022
	Description	<p>Review the Car Parking Policy in order to maximise the revenue generated from car parking income, an important source of funding for council services</p> <p>The new policy needs to reflect: the needs of local residents; the vitality of town centres; visitor demand; and provide best value for council tax payers</p>
	Comments	The report on potential proposals for the Council's car parking fees and charging policy went for pre-scrutiny to the Overview and Scrutiny Committee (O&S) on 12 January 2022. The recommendations from O&S were then considered by Cabinet at their meeting on 31 January 2022 prior to final approval by Full Council on 23 February 2022.
<input checked="" type="checkbox"/> 6.3.2 Explore options for investing in medical centre development/health care facilities	Performance	★
	Parent Objective	<ul style="list-style-type: none"> ■ Objective 6.3: Forming a development company to take our property ambitions forward ■ Estates and Assets
	End Date	02/02/2021
	Description	Explore options for investing in the provision of medical centre development/health care facilities
	Comments	n/r

LGA Research Report - Headline Report for North Norfolk District Council



Written by LGA Research from Local Government Association

[LG Inform](#)

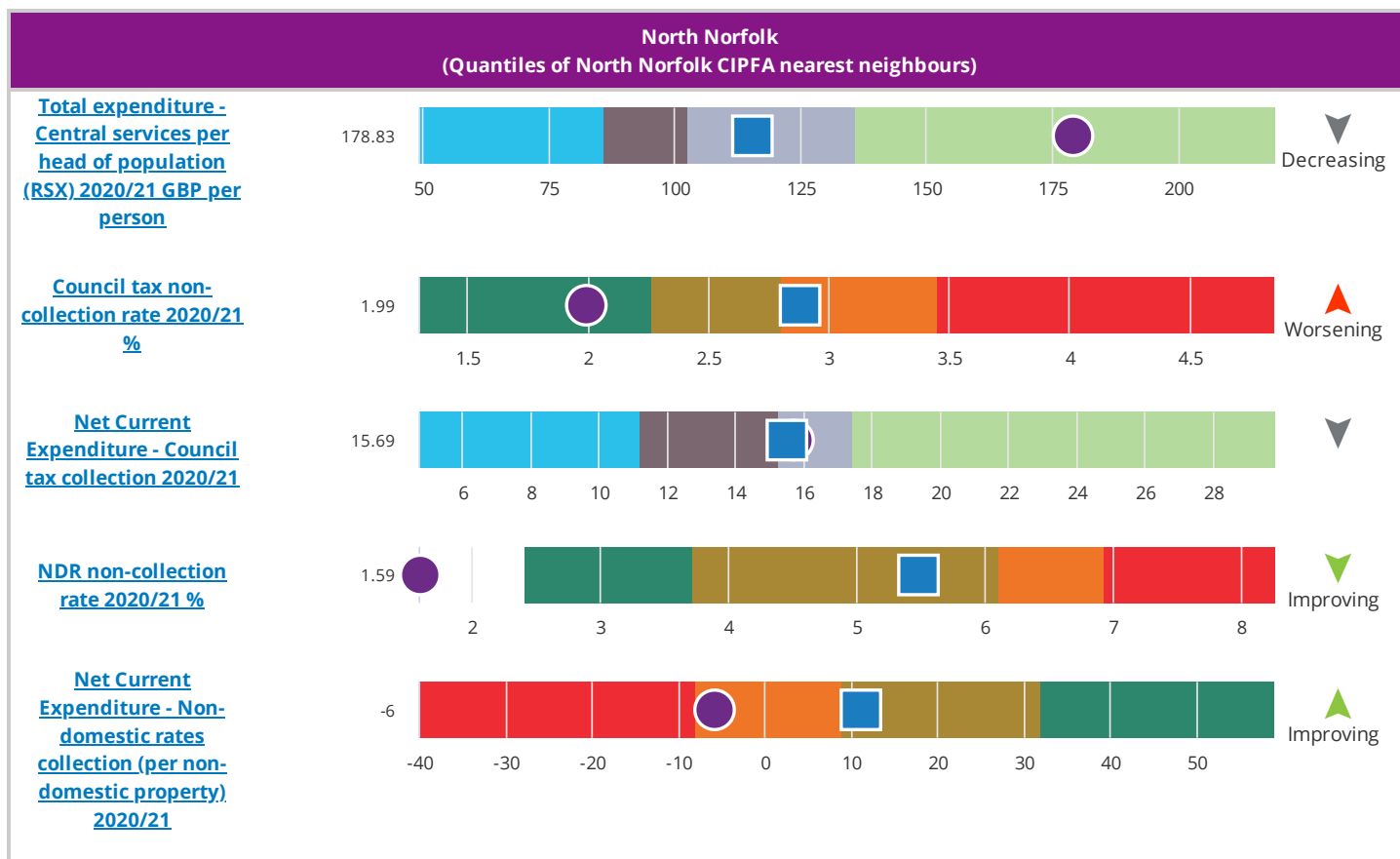
LGA Research Report - Headline Report for North Norfolk District Council

Below is a list of comparable value for money and performance data for services within the main funding streams for councils. Authorities may wish to change the metrics contained in this report or the comparator group to suit their own needs. The metrics are taken from various published national data collections; source information for each metric is listed under the detailed view. Authorities may wish to investigate the data sources further to locate other data in which they have a particular interest.

The metrics fall into the following broad funding areas: [Central Services](#), [Education](#), [Children, Adult, Housing, Highways and Transport](#), [Planning and Development](#), [Environmental and Regulatory](#), [Cultural and Related](#) and [Public Health](#)

This report is presented in a series of dashboards, if you would like to view this report in a bar chart format please click this link: [Headline report\(Bar Charts\)](#).

Central Services



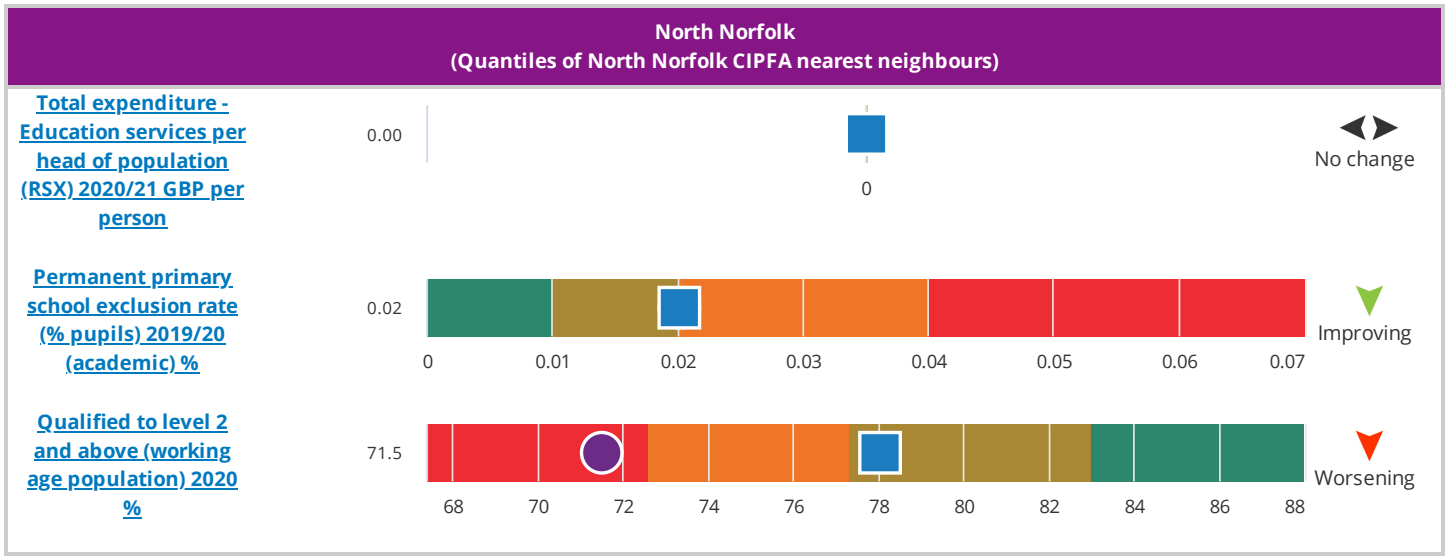
● North Norfolk

■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing

Education Services



● North Norfolk
 ■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing

Children's Services

North Norfolk (Quantiles of North Norfolk CIPFA nearest neighbours)

[Total expenditure - Children social care per head of population \(aged 0-17\) \(RSX\) 2020/21 GBP per person](#)

0.00



 No change

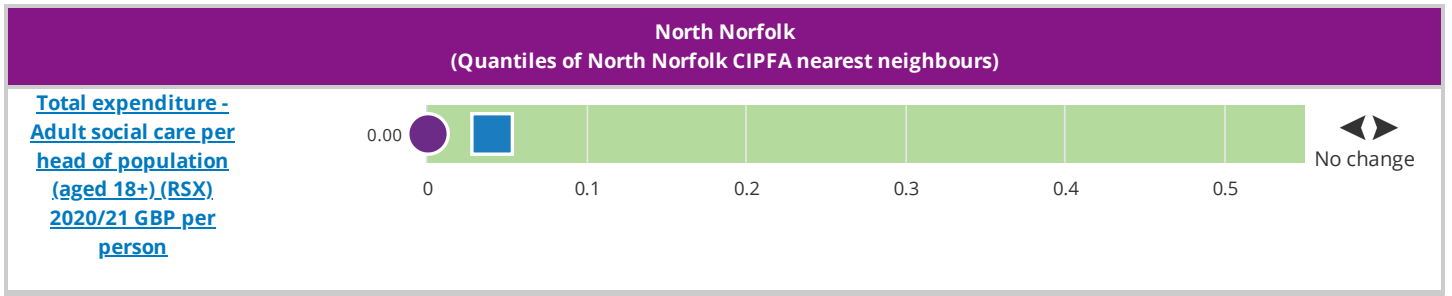
● North Norfolk

■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing

Adult Services



● North Norfolk ■ Mean for North Norfolk CIPFA nearest neighbours

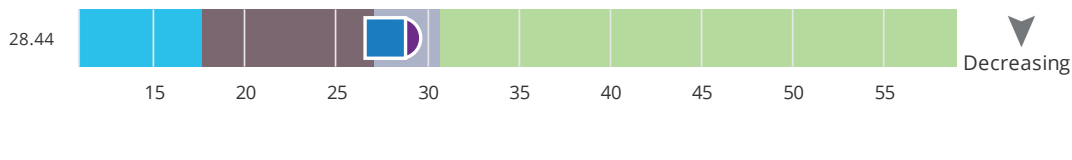
Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing

Housing Services

North Norfolk (Quantiles of North Norfolk CIPFA nearest neighbours)

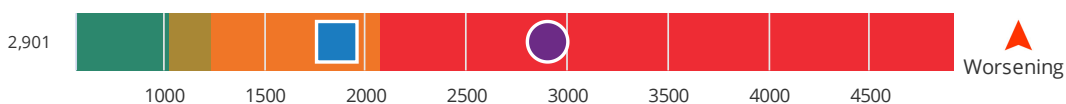
[Total expenditure - Housing services \(GFRA only\). per head of population \(RSX\) 2020/21 GBP per person](#)



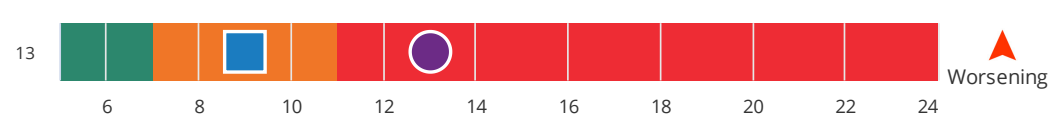
[% vacant dwellings 2020/21 %](#)



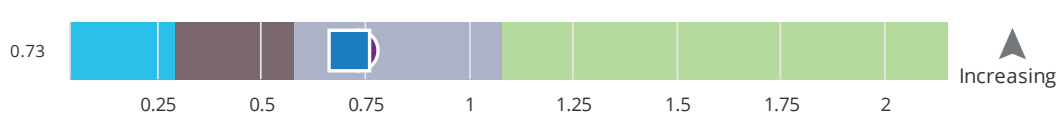
[Total households on housing waiting list at 31 March 2020/21 Households](#)



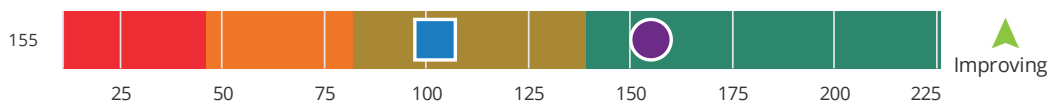
[Time taken to process housing benefit new claims and change events - Quarterly 2021/22 Q2 Mean](#)



[Households in temporary accommodation - Total number of households in Temporary Accommodation per \(000s\) households 2021/22 Q2 Households \(000s\)](#)



[Additional affordable homes 2020/21 Dwellings](#)

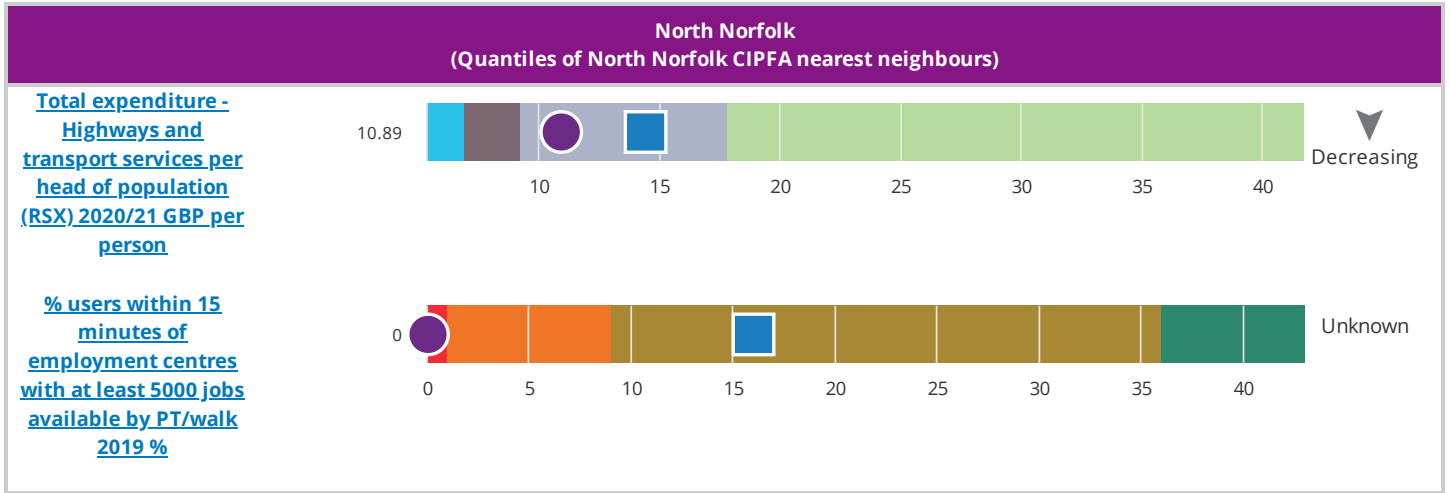


● North Norfolk
 ■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing

Highways and Transport Services



● North Norfolk

■ Mean for North Norfolk CIPFA nearest neighbours

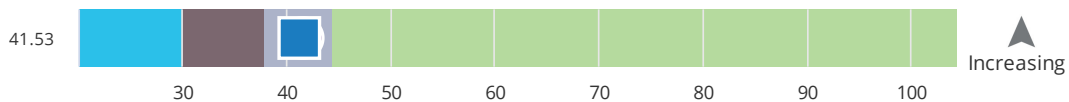
Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing

Planning and Development Services

North Norfolk (Quantiles of North Norfolk CIPFA nearest neighbours)

Total expenditure - Planning and development services per head of population (RSX) 2020/21 GBP per person



% of major developments processed within 13 weeks or agreed time - Quarterly 2021/22 Q2



% of minor developments processed within 8 weeks or agreed time - Quarterly 2021/22 Q2



% of other developments processed within 8 weeks or agreed time - Quarterly 2021/22 Q2



Rate of births of new enterprises 2020 Enterprises per 10,000 people

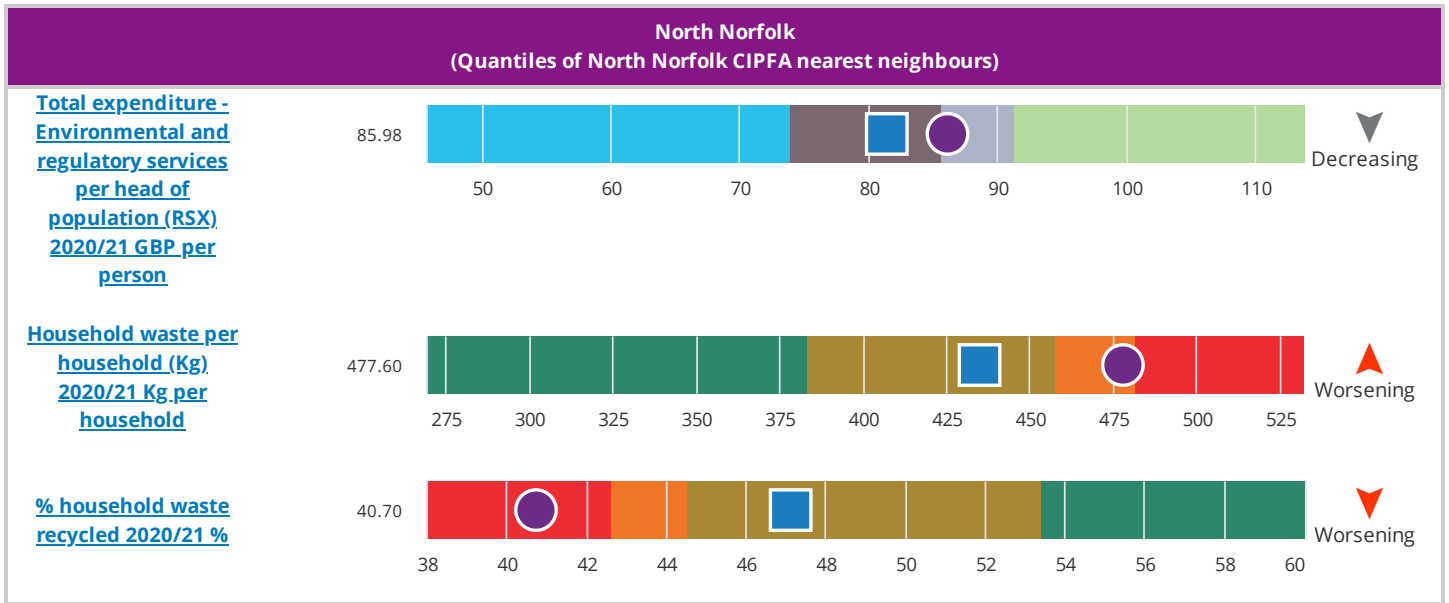


● North Norfolk ■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing

Environmental and Regulatory Services

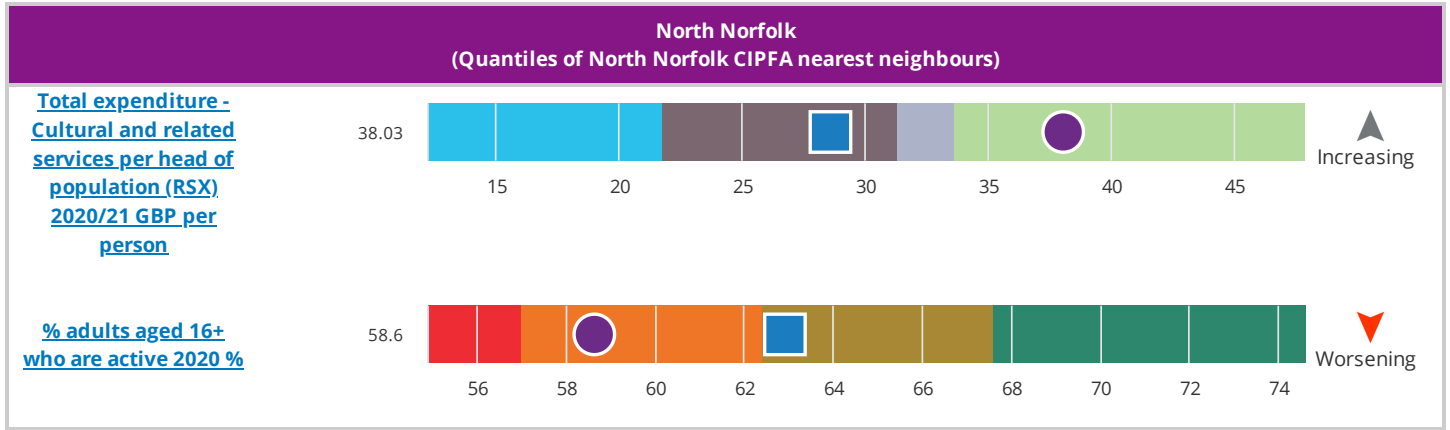


● North Norfolk ■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing

Cultural and Related Services



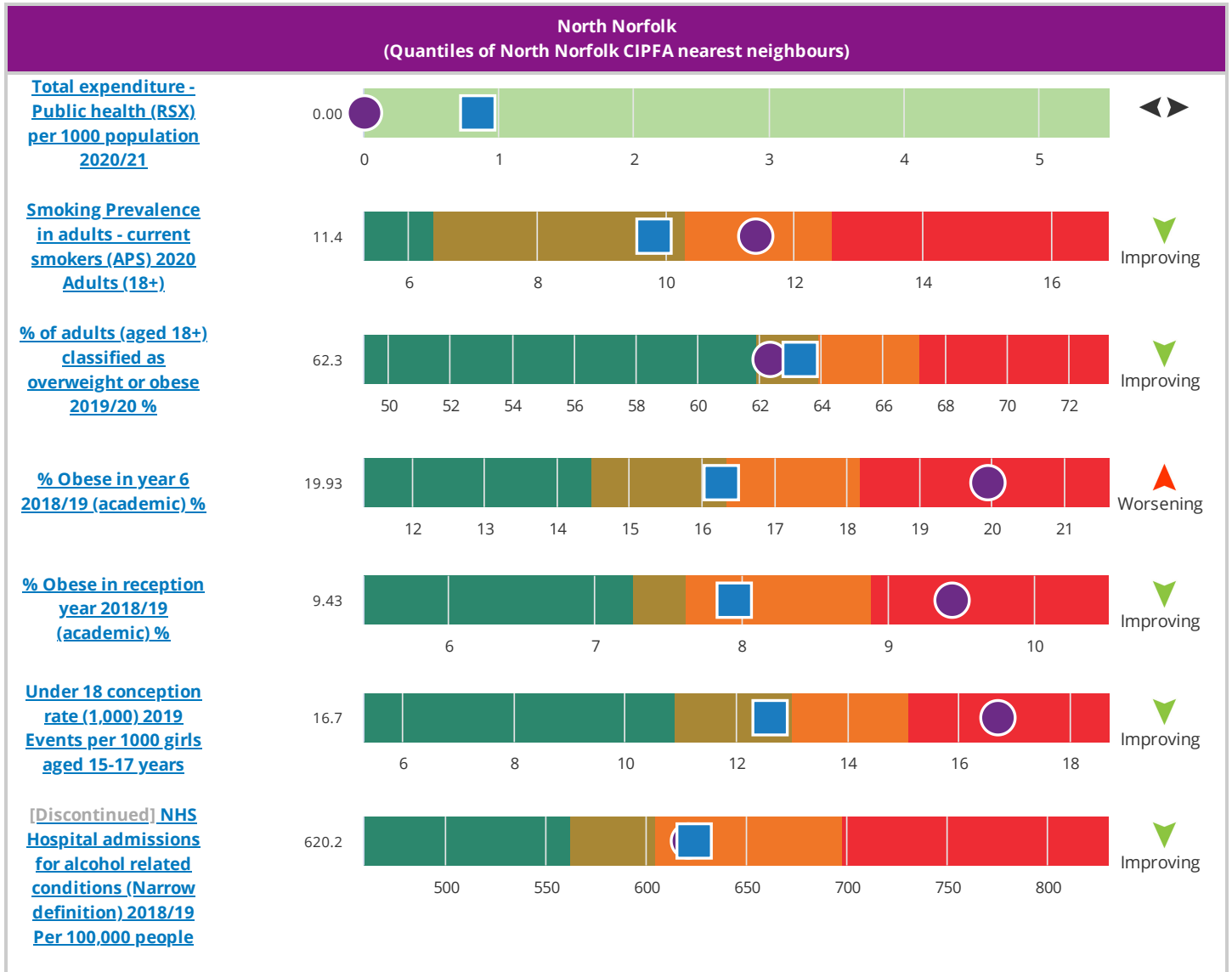
● North Norfolk

■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing

Public Health North Norfolk (Quantiles of North Norfolk CIPFA nearest neighbours)



● North Norfolk

■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing

References

This report was generated using data from:

- [CIPFA Statistical Information Services - Public Library Statistic](#)
- [Calculated by LGI - Calculated metric types](#)
- [Department for Education - Characteristics of Children in Need in England](#)
- [Department for Education - Children Looked After by Local Authorities in England \(including adoption and care leavers\)](#)
- [Department for Education - GCSEs \(key stage 4\)](#)
- [Department for Education - NEET and participation](#)
- [Department for Education - Permanent and Fixed Period Exclusions from Schools in England](#)
- [Department for Environment, Food and Rural Affairs - Local authority collected waste management](#)
- [Department for Transport - Journey time statistics](#)
- [Department for Transport - Road conditions statistics](#)
- [Department for Work and Pensions - Housing Benefit: statistics on speed of processing \(SoP\)](#)
- [Ministry of Housing, Communities & Local Government - Council tax collection rates](#)
- [Ministry of Housing, Communities & Local Government - Development Control statistics](#)
- [Ministry of Housing, Communities & Local Government - Live tables 615 Vacant Dwellings by Local Authority District](#)
- [Ministry of Housing, Communities & Local Government - Live tables on affordable housing supply](#)
- [Ministry of Housing, Communities & Local Government - Local Authority Housing Statistics \(LAHS\)](#)
- [Ministry of Housing, Communities & Local Government - Revenue Outturn \(RSX\)](#)
- [Ministry of Housing, Communities & Local Government - Statutory homelessness live tables](#)
- [NHS Digital - Measures from the Adult Social Care Outcomes Framework, England](#)
- [NHS Digital - National Child Measurement Programme: England](#)
- [NHS England - Monthly situation Report on Acute and Non-Acute Delayed Transfers of Care by Local Authority](#)
- [Nomis - Annual Population Survey](#)
- [Office for Health Improvement and Disparities \(OHID\) - Local Alcohol Profiles for England](#)
- [Office for Health Improvement and Disparities \(OHID\) - Local Tobacco Control Profiles](#)
- [Office for Health Improvement and Disparities \(OHID\) - NHS Health Check](#)
- [Office for Health Improvement and Disparities \(OHID\) - Public Health Outcomes Framework](#)
- [Office for National Statistics - Business Demography](#)
- [Office for National Statistics - Conception Statistics, England and Wales](#)
- [Sport England - Active Lives Survey](#)

NNDC Town & Parish Council Engagement Forum

Summary: The Corporate Plan 2019 – 2023 sets out an ambition of improving engagement with the District’s Town and Parish Councils. Some forum-style meetings have already been held and it is proposed that the process for engagement should now be formalised and supported by agreed terms of reference.

Options considered:

1. To continue with informal meetings. This presents challenges regarding the monitoring of performance against the Corporate Plan objectives.
2. To cease engagement with the town and parish councils. This is not recommended as there has already been positive feedback from the forums held to date.

Conclusions: The Customer Focus theme of the corporate plan clearly sets out the ambition of improving engagement with local communities, including town and parish councils. A quarterly forum, hosted by NNDC is an effective way of providing a conduit between the two local authority tiers. Agreed terms of reference provides a formal mechanism for engagement and facilitates the monitoring of agreed objectives and outcomes.

Recommendations: **That Cabinet approves the establishment of a quarterly engagement forum with town and parish council representatives**

To approve the terms of reference set out at Appendix A

Reasons for Recommendations: To support engagement with local communities, including town and parish councils, as set out in the Corporate Plan 2019 – 2023.

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 T Adams, Leader Cllr L Shires	Ward(s) affected: All
Contact Officer, telephone number and email: Emma Denny, Democratic Services Manager, 0126 516010, emma.denny@north-norfolk.gov.uk	

1. Introduction

1.1 Corporate Plan

The Customer Focus theme of the Council's Corporate Plan 2019 – 2023 sets out the following ambition: '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.'

1.2 Previous and existing channels of engagement

There has previously been a newsletter '121' which was issued on a bi-monthly basis to all parish and town councils in the District. This was well received but did not provide the opportunity for two-way engagement. A forum, facilitated and led by the District Council provides a mechanism for both tiers to discuss key issues and consult on items of interest and concern. Four forum-style meetings have been held to date and following positive feedback, it is proposed to formalise these meetings so that outcomes can be monitored.

2. Town and Parish Councils in North Norfolk

2.1 The District has 121 parish and town councils – one of the highest numbers in the country. Sizes range from large councils with employed administrative staff in the seven towns to very small rural parishes with just five councillors and a clerk (who may also support several other parishes). Knowledge and skills reflect this disparity in size and support and it has previously been hard to engage with all 121 town and parish councils in an easily accessible, meaningful way.

2.2 NN Town & Parish Forum (NNTPF)

A forum was established in 2015 by a group of volunteer clerks and councillors to facilitate town and parish councils working together on a wide range of issues. One of the main issues of focus of this forum was a campaign regarding the impact of second homes on local communities. This forum has previously engaged with the District Council on several issues, including second homes, but its membership does not include a representative from every town and parish council in the district.

2.3 The District Council wants to engage with every town and parish council in the District and therefore, to avoid confusion and to ensure a clear separation between the NNTPF and the NNDC forum, it is proposed that the District Council forum is called NNDC Town & Parish Council Engagement Forum and that administrative support, including the setting of the agenda and the scheduling of meetings is provided by the District Council.

2.4 Initial meetings

In 2019, the District Council hosted a forum-style meeting, chaired by the Leader, at the Council Offices and invited clerks from all parish and town councils. This was well attended and feedback from attendees was positive. Since then, three further meetings have been held – all of them have been remote meetings due to the pandemic. This has proved to be a positive development as it enables more people to attend as well as reducing travel, and it is proposed to use this format for future meetings.

- 2.5 To ensure that the Council's objective of 'strengthening partnerships with Town and Parish Councils' is transparent, engaging and accountable, the forum will be underpinned by agreed terms of reference. It will be chaired by the Leader (or a member of Cabinet) and key officers will attend for any agenda items relevant to their service areas.

3. **Corporate Plan Objectives**

3.1 Customer Focus

As mentioned in the introduction, the establishment of a forum to facilitate engagement between the District Council and town and parish councils across North Norfolk, was an objective set out within the Customer Focus theme of the Corporate Plan.

- 3.2 The Council is now looking to formalise the engagement sessions held between 2019 and 2021, by establishing a forum with agreed terms of reference.

- 3.3 This will provide a framework that facilitates engagement with all the parish and town councils across the District.

4. **Financial and Resource Implications**

There are no substantial financial implications of establishing a forum. Meetings will be held remotely and costs, including travel will be minimal. There will be a resource implication for the Democratic Services team but as the forums are held quarterly, it won't be onerous.

5. **Legal Implications**

None. This is not a decision-making body and there will be agreed terms of reference.

6. **Risks**

The main risk is that the forum fails and parish and town councils do not wish to continue to engage. Having terms of reference and scheduled meetings will reduce the risk of this.

7. **Sustainability**

There are no sustainability issues.

8. **Climate / Carbon impact**

By holding meetings of the forum remotely, travel is not required and the carbon impact is considerably reduced.

9. Equality and Diversity

Remote meetings support the Council's Equality & Diversity Policy by facilitating access across all sectors of the community.

10. Section 17 Crime and Disorder considerations

Not applicable

11. Conclusion and Recommendations

The Customer Focus theme of the corporate plan clearly sets out the ambition of improving engagement with local communities, including town and parish councils. A quarterly forum, hosted by NNDC is an effective way of providing a conduit between the two local authority tiers. Agreed terms of reference provides a formal mechanism for engagement and facilitates the monitoring of agreed objectives and outcomes.

Recommendations:

- 1. That Cabinet approves the establishment of a quarterly engagement forum with town and parish council representatives**
- 2. To approve the terms of reference set out at Appendix A**

NNDC Town & Parish Council Engagement Forum - Terms of Reference

<p>Membership</p>	<p>The Leader (or a Cabinet member in their absence) will Chair the meeting.</p> <p>NNDC Cabinet members will be expected to attend if there is an agenda item relating to their portfolio.</p> <p>A representative from each Town and Parish Council in the District will be invited to attend. The town / parish council can nominate their attendee usually the Chairman or clerk.</p> <p>The County Officer from NALC will be invited to attend the meeting.</p> <p>Two representatives from the NN Town & Parish Forum Executive will be invited to attend.</p> <p>NNDC officers will attend as necessary to assist with the discussion of specific agenda items.</p>
<p>Purpose</p>	<p>The Engagement Forum will provide an opportunity for the discussion of issues of common interest – identified by the Council and / or by the Town and Parish Councils.</p> <p>Agenda items <u>will</u> include:</p> <ul style="list-style-type: none"> • Issues that have direct impact on all or a significant number of town and parish councils • Support / arrangements for an effective working partnership between the Council and Town & parish councils • Issues where a collective view from town and parish councils would be helpful. <p>Agenda items that will <u>not</u> be relevant include:</p> <ul style="list-style-type: none"> • Minor issues that only relate to a single parish or town • Those for which other effective channels of communication exist (including issues that are already the subject of ongoing consultation) <p><i>Inclusion of items will be agreed when the agenda is set.</i></p>
<p>Reporting Framework</p>	<p>Identified actions will be recorded by the Democratic Services Officer and the relevant officer and Cabinet member will be notified.</p> <p>If required an update will be provided at the next meeting.</p>
<p>Administration</p>	<p>Agendas will be set through consultation.</p> <p>Parish representatives will be invited to put forward items.</p> <p>NALC and the NN Town & Parish Forum will each have a standing agenda item to provide an update on their work / activities.</p>

NNDC Town & Parish Council Engagement Forum - Terms of Reference

Governance (to include officer support)	Democratic Services will provide administrative support including: Scheduling and hosting of meetings Preparation of agendas Taking of minutes / notes to ensure actions are recorded.
Meeting schedule	Quarterly meetings, held remotely during the day