

Cabinet



Please Contact: Emma Denny

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6th April 2018

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber at the Council Offices, Holt Road, Cromer on **Monday 16 April 2018 at 10.00am**

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: democraticservices@north-norfolk.gov.uk

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

Emma Denny
Democratic Services Manager

To: Mrs S Arnold, Mrs H Cox, Mr N Dixon, Mr J Lee, Mr W Northam, Miss B Palmer, Mr R Price,

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

Heads of Paid Service: Nick Baker & Steve Blatch
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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

(page 8)

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 12 March 2018.

3. PUBLIC QUESTIONS

To receive questions from the public, if any.

4. ITEMS OF URGENT BUSINESS

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

5. DECLARATIONS OF INTEREST

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.

6. MEMBERS QUESTIONS

To receive oral questions from Members, if any.

7. OVERVIEW & SCRUTINY MATTERS

At the meeting of 14th February 2018, the Overview & Scrutiny Committee made the following recommendations regarding Agenda item 17: Enforcement Update:

RESOLVED to recommend to Cabinet:

- a) **That the temporary post in the Combined Enforcement Team is made permanent.**
- b) **To support the use of Reserves to fund the above, if necessary.**
- c) **To support the early use of Compulsory Purchase Orders.**

8. RECOMMENDATION FROM COUNCIL

At the meeting of Council on 28th March 2018, the following recommendation was made under Agenda item 9: Review of Political Balance and Appointment of Committees, Sub-Committees, Working Parties and Panels it was

Resolved that:

Cabinet is requested to increase the number of seats on Planning Policy & Built Heritage Working Party from 11 to 12.

9. RECOMMENDATIONS FROM PLANNING POLICY & BUILT HERITAGE WORKING PARTY

At the meeting of the Planning Policy & Built Heritage Working Party held on 19th February 2018, the following recommendations were made:

Agenda Item 9: Housing & Economic Land Availability Assessment (Part 2)

- a) To accept and publish HELAA Part 2 which covers employment land as a source of evidence to support the emerging Local Plan for North Norfolk to cover the period 2016-2036.
- b) That delegated authority is given to Planning Policy Manager to undertake minor amendments to the report and associated mapping in order to publish.

Agenda Item 10: Local Plan – Approach to Amenity Land

That the Working Party recommend to Cabinet to accept and publish the Amenity Green Space Topic paper as a source of evidence to inform the emerging Local Plan for North Norfolk to cover the period 2016-2036.

10. ANNUAL ACTION PLAN 2018/19

(page 15)
(Appendix 1 – p. 18)

- Summary: This report presents the Annual Action Plan for 2018/19 for approval
- Conclusions: A rigorous development process has resulted in a balanced and effective Annual Action Plan for 2018/19 and associated performance indicators to deliver the priorities and objectives as laid out in the Corporate Plan 2015-2019.
- Recommendations: **Cabinet is recommended to approve the Annual Action Plan 2018-19 and the targets and recommendations for management performance indicators as set out in Appendix 1.**
- Cabinet member(s): Cllr J Lee
Ward member(s): All
Contact Officer: Helen Thomas
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and e-mail: helen.thomas@north-norfolk.gov.uk

11. NORTH NORFOLK BIG SOCIETY FUND

(page 34)

- Summary: The Big Society Fund is widely promoted across North Norfolk through a variety of media and continues to achieve its aim of helping build strong communities in North Norfolk, supporting NNDC's priority in the Corporate Plan of a district with vibrant communities and where healthy lifestyles are accessible to all.

Cabinet Decision

Feedback from Members who attend project opening events, as well as the End of Grant reports submitted when a project has been completed, clearly demonstrate the value and benefit of the Big Society Fund and the difference it is making to local communities.

The importance of the Big Society Fund is highlighted by many organisations who continue to report that access to grant funding

has reduced both locally and nationally. As an example the Norfolk Community Foundation manages thirty two generic or thematic grants applicable to the North Norfolk area but currently only seven are open for applications. Therefore the BSF which offers grants of up to £15,000 continues to be the most significant year round generic fund available within North Norfolk.

Conclusions: The North Norfolk Big Society Fund has successfully achieved its expected outcomes following its sixth year of operation. The current management arrangements, administrative and decision making process are considered effective. The Fund has enabled a wide variety of projects to be implemented for the benefit of communities across North Norfolk.

Recommendations: Cabinet are requested to note the success of the Big Society Fund and to recommend to Council:

That the Big Society Fund grant scheme should continue at its current level of funding (£225,000) for another year.

Reasons for Recommendations: To ensure Cabinet are informed about the Big Society Fund during its sixth year of operation.
To enable the continuation of the Big Society Fund during 2018/19.

Cabinet member(s): Cllr J Lee
Ward member(s) All
Contact Officer Sonia Shuter
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12. LAND DISPOSAL AT EDGEFIELD

(page 42)
(Appendix A – p.49)

Summary: This report recommends the disposal of the Council's remaining retained housing land off Rectory Road, Edgefield for the provision of a mixed tenure Exception Housing Scheme subject to planning permission being secured.

Options considered: Option 1: Not to dispose of the site
This option is not recommended. Currently the Council is responsible for the ongoing management and maintenance of the land. If the land is not disposed of, the Council will remain responsible for the costs of management and maintenance although the current use of the land, as informal open space, generates no income. It is not expected that the production of the new Local Plan will change the planning status of the land. On this basis, there is no potential or identified alternative use for the land which would generate a better financial return or more social, community or environmental benefits than would be generated by the disposal to Broadland Housing Group.

Option 2: Dispose of the site by private treaty to Broadland Housing Group

This option is recommended as the land was initially acquired for housing purposes and development of the site will deliver both affordable housing to meet local housing need and new market homes in Edgefield. Broadland Housing Group are developing the adjacent site and are an interested purchaser. The capital receipt generated from the sale of the land will support the Council's capital programme reducing the call on capital reserves and consequentially supporting the generation of investment income from the capital reserves.

Option 3 dispose of site on open market

This option is not recommended as there is no certainty that another interested purchaser will be found due to the planning constraints on the land. In addition, any other interested purchaser may not be able to match or exceed the offer which has already been received from Broadland Housing Group. Marketing the site for sale will incur additional costs beyond those incurred in a sale by private treaty.

Conclusions:

**Cabinet
Decision**

This report recommends the disposal of the Council's remaining retained housing land off Rectory Road, Edgefield to Broadland Housing Group by private treaty on the terms set out in this report for the provision of a mixed tenure Exception Housing Scheme.

Recommendations: **Cabinet agrees to the disposal of land off Rectory Road, Edgefield to Broadland Housing Group by private treaty on the terms set out at paragraph 3.1 in the report.**

Reasons for Recommendations: To support the Council's Corporate Plan priority:

- Addressing the housing and infrastructure needs for local people whilst meeting the market demand for housing by supporting the delivery of new housing across the district.

Cabinet member(s): Cllrs S Arnold & R Price
Ward member(s) All
Contact Officer Nicola Turner
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and e-mail: nicola.turner@north-norfolk.gov.uk

13. MARKET TOWN INITIATIVE

(page 64)
(Appendix A – p.70)

Summary: This report seeks Cabinet approval for the further development of a strategic Market Town Initiative across North Norfolk's inland market towns market towns.

Options considered: This is a new project and no alternatives have been considered

Conclusions: The Market Town Initiative represents a good opportunity for the Council to support its inland market towns during a period of change.

Recommendations: It is recommended that;

**Cabinet
Decision**

- (1) That Cabinet to approve the Framework as set out in the report for the North Norfolk Market Town Initiative Programme.
- (2) That Cabinet refer the further development of the Market Town Initiative to the Overview and Scrutiny committee in the terms set out in the report.

Cabinet member(s): Cllrs N Dixon & J Lee
Ward member(s) All
Contact Officer Emma Duncan
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and e-mail: emma.duncan@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 3 of Part I of Schedule 12A (as amended) to the Act.”

15. PRIVATE BUSINESS

PROPOSED LEASE OF DEPOT, GROVE LANE, HOLT (page 78) (Appendices A & B – p.84) (Appendix C – p.89)

Summary: The report provides an update to members regarding the former depot and seeks approval regarding a proposed lease.

Options considered: There are a number of alternative options that have been considered and are highlighted in paragraph 3

Conclusions: The former depot has stood vacant since the previous tenant vacated in 2013 and the proposed brings the premises back into use, allowing a local business to remain within the town. The lease offers a market rental income over a 15-year term.

Recommendations: It is recommended that Cabinet agree to approve Option 3 of the lease proposal as highlighted in paragraph 3 (as summarised in Appendix A).

Reasons for Recommendations: To support the Councils Corporate priority of “A district with a thriving economy offering better jobs and prospects for local people”.

To bring this vacant premises back into use and reduce the Councils liability.

To generate a market rental income.

Cabinet member(s):
Ward member(s)
Contact Officer
telephone
and e-mail:

Cllrs R Price
Holt
Renata Garfoot
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renata.garfoot@north-norfolk.gov.uk

CABINET

Minutes of the meeting of the Cabinet held on Monday 12 March 2018 at the Council Offices, Holt Road, Cromer at 10.15 am

Members Present:

Mrs S Arnold	Mr W Northam
Mr N Dixon	Miss B Palmer
Mr J Lee (Chairman)	Mr R Price

Also attending:

Mrs A Fitch-Tillett	Mr J Rest
Ms K Ward	Mr R Reynolds
Mr N Pearce	Mr E Seward
Mrs A Green	Mr N Smith
Mr B Hannah	Mr R Shepherd
Mr N Lloyd	Mr B Hannah
Mrs A Claussen-Reynolds	Mrs S Bütikofer

Officers in Attendance:

The Corporate Directors, the Monitoring Officer, the Chief Technical Accountant, the Asset Strategy Manager, the Policy & Performance Management Officer the Democratic Services Manager and the Democratic Services Officer.

Also in attendance: David Bale, EDP

105. APOLOGIES FOR ABSENCE

Apologies were received from Mrs H Cox.

106. CHAIRMAN'S OPENING REMARKS

The Chairman welcomed Members to the first meeting of the new Cabinet and thanked them for attending the raising of the Commonwealth Flag ceremony. He explained that Mrs H Cox was unable to attend the meeting because she was in Cheshire promoting North Norfolk at a "Walkers are Welcome" event. He congratulated Hollie Beattie, an apprentice in Building Control, who had been selected as the winner of the "Intermediate Professional Studies Apprentice of the Year" category at the Eastern and Otley Apprentice Awards. She had also been selected as overall "Apprentice of the Year".

107. MINUTES

The minutes of the meeting held on 05 February 2018 were approved as a correct record and signed by the Chairman.

108. PUBLIC QUESTIONS/STATEMENTS

None.

109. ITEMS OF URGENT BUSINESS

None.

110. DECLARATIONS OF INTEREST

None.

111. MEMBERS QUESTIONS

The Chairman confirmed that Members could ask questions as each item arose.

112. OVERVIEW & SCRUTINY COMMITTEE MATTERS

At the meeting of 14th February 2018, the Overview & Scrutiny Committee made the following recommendation regarding Agenda item 9: Asset Management Plan:

‘That any revisions reflected the committee’s concerns about the democratic deficit in the previous version as well as ongoing oversight of the implementation of the new Asset Management Plan’

The Chair of the Overview and Scrutiny Committee thanked the Estates and Asset Strategy Manager and her Team for incorporating the amendments suggested by the Committee into the Cabinet papers. The Committee was pleased to see that the recommendations included the establishment of an asset panel. The Overview and Scrutiny Committee intended to set up a working party. The terms of reference would be considered at the next meeting, 21 March, before going forward to Full Council.

113. RECOMMENDATIONS FROM PLANNING POLICY & BUILT HERITAGE WORKING PARTY

The recommendations, which had been made at the meeting of the Planning Policy & Built Heritage Working Party held on 19th February 2018, were introduced by Mrs S Arnold, Portfolio Holder for Planning and Planning Policy. She commended the achievements of the working party from Holt on the Neighbourhood Plan and informed Cabinet that site visits had begun in connection with the Local Plan Spatial and Housing Strategies. There was much work still to be done.

The recommendations were proposed by Mrs S Arnold and seconded by Mr R Price.

Agenda Item 6 – Norfolk Strategic Planning Framework

RESOLVED

That the Framework document is formally endorsed and that the Council welcomes further on-going cross boundary co-operation, and indicates those areas where the Council would favour further joint working

Agenda Item 8 – Holt Neighbourhood Plan Pre-submission Consultation

RESOLVED

- 1. That the Council welcomes and supports the progress that has been made.**

2. That Appendix 4 is agreed as the basis for this Council's response to the consultation.

Agenda Item 12: Local Plan Spatial and Housing Strategies – preparing strategies for consultation

RESOLVED

That the options identified in this report are subject to further development and Sustainability Appraisal prior to public consultation and that the Council indicates that, pending this further work, its preferred/intended approaches are:

- a) **An overarching Spatial Strategy based on three defined geographical areas (West, East and Central North Norfolk) with growth focussed around existing settlements and that the strategy recognises the specific issues facing the coast.**
- b) **A Housing Strategy which seeks to deliver not less than 9,000 dwellings over the 20 year plan period of which around 3,500-4,000 will be provided for on allocated sites, and around 2,000 (21% subject to viability) of which will be affordable, with specific provision made to address the needs of elderly people.**
- c) **A distribution of development based on a five tier settlement hierarchy (Large Growth Towns, Small Growth Towns, Service Villages, Villages and Countryside) with acceptable locations for development defined via the use of development boundaries in Growth Towns and Service Villages, designated residential areas, and specific allocations of residential land.**
- d) **The acceptance of rural building conversions to residential use across the district (a separate report will be prepared on the detail of a rural buildings policy).**

Continued application of a rural exceptions policy to the delivery of affordable homes and acceptance of a proportion of market housing within such schemes (a separate report will be prepared on the detailed approach to affordable homes).

114. ASSET MANAGEMENT PLAN & SUPPORTING DOCUMENTS

This item was introduced by Mr R Price, Portfolio Holder for Property and Asset Commercialisation. He commended Officers and Members – especially his predecessor Mrs J Oliver – for their excellent work, and thanked the Overview and Scrutiny Committee for their input.

The Asset Management Plan and supporting documents set the strategic direction for the management of the Council's land and property portfolio and its asset management aims and objectives. It would benefit residents throughout North Norfolk. Mr Price encouraged local Members to be aware of assets in their wards. The Asset Management Plan would help with regeneration plans in the market towns, especially North Walsham. In connection with this, North Walsham Members were invited to meet with the Portfolio Holder, the Leader and Officers.

Questions and Discussion

- a) Mr J Rest asked for an update on the Grove Lane Holt site. The Corporate Director (SB) explained that the site was a former depot, owned outright by NNDC. It had been empty for 3 years but had engendered no interest when put on the market. Subsequently it had been shortlisted by Gleeds as having potential as market housing for lease development. However, the shape of the site meant that any development would be constrained and further work had indicated that the development of the site would not produce sufficient financial return. Commercial interest had since been expressed and the Asset Strategy Manager was looking into this.
- b) Mr Rest asked for an update on the proposed Weatherspoon's development at North Walsham. The Corporate Director (SB) explained that the site in question was the former NNDC office on New Road. It was a listed building with a yard and outbuildings. Weatherspoon's had first expressed interest in 2014 and, in the same year, Cabinet had recommended that the site should be sold. Weatherspoon's offer was sound and the contract process had been commenced several times. However, it was necessary to resolve claims regarding access to the site, including a claim for the registration of a footpath, which had not been registered until January 2018. The Corporate Director (SB) and the Head of Legal had since met with Weatherspoon's who had given verbal indication that they could accommodate a footpath. This was the current position and revised wording of the contract was being worked on.
- c) Mr Rest asked a question about Oddfellows Hall, Sheringham. The Corporate Director (SB) said that it was occupied under licence by the Sheringham Shantymen. The commercial potential of the asset had been recognised, although it would only bring in a modest rent. Oddfellows Hall was part of a wider discussion regarding community buildings in Sheringham.
- d) Revenue budgets: Mr Rest asked that the "Actual" column in the table should have the pence removed from the figures. This would make it consistent with the Revenue income table, and less confusing.
- e) Highfield Car Park, Fakenham: Mrs A Claussen-Reynolds informed Cabinet that charges would be introduced from 01 May 2018, not April as stated in the report.
- f) Mr E Seward, on behalf of North Walsham Members, welcomed the invitation to meet with the Portfolio Holder and Officers. He informed Cabinet that Norfolk County Council had earmarked the town for a study and said, with regard to the negotiations with Weatherspoon's, that there were lessons to be learned in how the Council disposed of assets.
- g) Referring to the Policy Relating to the Use of Council Property Assets, Mr Seward observed that circumstances could arise which were not covered by the 5 points and that there was nothing in the Policy to allow flexibility.
- h) Mr N Dixon said that, looking back on 11 years as a Member, the Asset Management Plan and policies must be the most significant documents that he had seen emerge. The Asset Management Plan was important for the Council's finances now and in the future and would deliver other benefits across the District. He was pleased that the Overview and Scrutiny Committee had given positive support and that the Plan had attracted wider Member engagement.

It was proposed by Mr R Price, seconded by Mr N Dixon and

RESOLVED

to approve the following;

1. The Commercial Property Investment Strategy (Appendix B).

2. **The Acquisition Policy (Appendix C).**
3. **The Disposal Policy (Appendix D).**
4. **The Asset of Community Value Procedure and Guidance (Appendix E).**
5. **Use of Council property assets for events Appendix (F)**
6. **Asset Proposal Process (H)**
7. **An asset panel to be established comprising members, officers and specialists as appropriate to consider high value property transactions.**

And to recommend to Full Council to approve:

8. **Asset Management Plan as the basis for the strategic framework for asset management (Appendix A).**
9. **The amendments to the Constitution as highlighted within (Appendix G).**
10. **£2m allocated as a local property capital fund for acquisitions as described in the Acquisition Policy (Appendix C)**

Reason for the decision:

To support the Council's strategic framework for the use of capital resources and asset management planning to help meet the Council's corporate objectives.

115. MANAGING PERFORMANCE Q3

The report was introduced by the Portfolio Holder, Mr J Lee. It gave a third quarter progress report of the performance of the Council and reported on the delivery of the Annual Action Plan 2017/18 and progress against targets. It gave an overview, identified any issues that could affect delivery of the plan, the action being taken to address these issues and any further action needed that required Cabinet approval.

The majority of the 71 activities were on track or ahead of plan (61) and four activities had been completed successfully. Only four had identified some problems, one had not started and one had been cancelled. The 71 activities reported on comprised 63 from the Annual Action Plan 2017/18 and eight activities from the Annual Action Plan 2016/17 that were not completed in the last year. Performance was being closely monitored, particularly for the activities where issues or problems had been identified.

Of the ten performance indicators where a target had been set seven were on, above or close to target and three below target.

The delivery of the Annual Action Plan was progressing according to plan. However, there were a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, were detailed in the body of the report.

Mr Lee commended the way the report had been set out to provide increased clarity. It was easier to read, with less paperwork.

It was proposed by Mr J Lee, seconded by Miss B Palmer and

RESOLVED

That Cabinet notes this report, welcomes the progress being made and endorses the actions being taken by management where there are areas of concern.

Reason for the decision:

To ensure the objectives of the Council are achieved.

116. BUDGET MONITORING 2017/18 PERIOD 10

The report was introduced by the Portfolio Holder, Mr W Northam. It summarised the budget monitoring position for the revenue account and capital programme to the end of January 2018.

The overall position at the end of January 2018 showed an under spend of £774,384 to date for the current financial year on the revenue account. This was currently expected to deliver a full year under spend of £273,052.

Savings were on track.

The recommendations included the release of a further £20,000 from the General Reserve to support the Sculthorpe Planning Appeal. Mrs S Arnold explained that the Appeal had taken place in the previous week and that judgement was awaited.

It was proposed by Mr W Northam, seconded by Mrs S Arnold and

RESOLVED:

- 1) Cabinet note the contents of the report and the current budget monitoring position;**
- 2) Recommend the release of a further £20,000 from the General Reserve to support the Sculthorpe Planning Appeal.**

Reason for the decision:

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

117. ENFORCEMENT UPDATE

The report was introduced by the Portfolio Holder, Mrs S Arnold. It provided an update for Members on the work of the Enforcement Board over the past six months and also gave an assessment of progress made by the Board on the difficult enforcement cases since its inception. To date the Board had considered more than 150 cases which represented the most challenging cross-service cases.

The Enforcement Board had made a significant contribution to moving forward many long-term enforcement cases. In establishing the Combined Enforcement Team it had placed, in one team, the functions to prevent many long-term empty properties needing to be escalated to the Board.

Mrs Arnold paid tribute to Mrs J Oliver for her work with the Enforcement Team. The public could now see that the Council applied a robust attitude towards enforcement. She observed that dealing with empty homes and properties was the most difficult part of the work.

It was proposed by Mrs S Arnold, seconded by Mr R Price and

RESOLVED:

That Cabinet notes the progress made by the Enforcement Board and the Combined Enforcement Team.

Reason for the decision:

To ensure appropriate governance of the Council's enforcement activities.

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

The report was introduced by the Portfolio Holder, Mr R Price. It provided an update for Members on the use by the Council of the Regulation of Investigatory Powers Act 2000 (RIPA) and recommended an updated Operational Policy document. In recommending the report, Mr Price said that Officers had made exceptionally good use of Regulatory Powers and referred to a recent successful prosecution regarding an animal welfare case.

In seconding the proposal, Mr N Dixon said that it was important that the Council should have powerful oversight measures.

It was proposed by Mr R Price, seconded by Mr N Dixon and

RESOLVED:

To note the activities undertaken under the Regulation of Investigatory Powers Act 2000, the recent OSC inspection and the changes to the Regulation of Investigatory Powers Act 2000 Policy and Procedures.

Reason for the decision:

Members are required to be aware of the RIPA activity undertaken by the Council. The policy is required and updates have been recommended by the Office of Surveillance Commissioners.

119. CHAIRMAN'S CLOSING REMARKS

The Chairman explained that changes in the membership of Cabinet had been to reduce its size. He thanked the previous Members for their hard work.

The meeting ended at 10.50 am.

Chairman

Agenda Item No ____ 10 _____

ANNUAL ACTION PLAN 2018-19

- Summary: This report presents the Annual Action Plan for 2018/19 for approval.
- Conclusions: A rigorous development process has resulted in a balanced and effective Annual Action Plan for 2018/19 and associated performance indicators to deliver the priorities and objectives as laid out in the Corporate Plan 2015-2019.
- Recommendations: **Cabinet is recommended to approve the Annual Action Plan 2018-19 and the targets and recommendations for management performance indicators as set out in Appendix 1.**

Cabinet Member(s)	Ward(s) affected
All	All
Contact Officer, telephone number and email: Helen Thomas, 01263 516214, Helen.Thomas@north-norfolk.gov.uk	

Annual Action Plan 2018/19

- 1.1 This report presents the third annual action plan designed to deliver the Corporate Plan 2015-2019. It builds on and develops further the work of the previous Annual Action Plan and outlines actions to achieve the objectives in the Corporate Plan. The plan is intended to be operational from 1 April 2018 to 31 March 2019.
- 1.2 Over the winter Staff, Managers, Heads of Service, members of Corporate Leadership Team and Portfolio Holders have been developing this Action Plan.
- 1.3 Progress in delivering the activities in the Annual Action Plan 2017/18 and achievement against targets will be reported in our Annual Report for 2017/18 which will be produced later this year and presented to Cabinet and Overview and Scrutiny Committee.
- 1.4 Some actions in the Annual Action Plan 2017/18 are anticipated to still be in the process of being delivered during 2018/19. These actions have been rolled forward into the Annual Action Plan 2018/19 where they continue to deliver the objectives in the Corporate Plan. Some actions may have been slightly amended to take account of changing circumstances, new opportunities that have arisen or new milestones that are intended to be achieved.

- 1.5 The Annual Action Plan 2018/19 attached as Appendix 1 is the result of that review.
- 1.6 The performance indicators have been split into two groups. The first group, the key performance indicators, are included alongside the relevant corporate plan objective and the actions for this coming year. These indicators, where a target or improvement can be evaluated, allow a strategic assessment of the delivery of the objectives. The second group of indicators, management indicators, allow the Council to assess whether it is on track to deliver the objectives. These are presented as an Appendix to the Annual Action Plan. Both sets of indicators have been reviewed and recommendations for targets for 2018/19 or changes to the indicators are presented in the Annual Action Plan and its appendix.

2. Managing Delivery of the Annual Action Plan 2018/19

The Annual Action Plan will be delivered by applying the Performance Management Framework. Implementation of the framework is under continuous review and improvement as required by Cabinet and Management Team.

3. Conclusion

A rigorous development process has resulted in a balanced and effective Annual Action Plan and associated performance targets to deliver the objectives laid out in the Corporate Plan 2015-2019

4. Implications and Risks

Agreeing a clear Annual Action Plan is a key part of the process to ensure the Council achieves the objectives in the Corporate Plan 2015-19 and reduces the risk of failure.

5. Financial Implications and Risks

There are no direct financial implications associated with this report. However, there are performance measures and targets, and activities included in the Annual Action Plan that are specifically related to finance. In addition, corrective action needed during delivery of the plan or an activity within it may have financial implications that would need to be made clear at the time any action is agreed.

6. Sustainability

There are no direct implications for sustainability in this report. However, the Annual Action Plan it presents seeks to increase the sustainability of the social, economic and environmental situation in North Norfolk.

7. Equality and Diversity

Equalities objectives for 2018/19 are integrated into the Annual Action Plan. In addition, a number of activities will have equality and diversity benefits or implications. These are identified and will be reported on during the delivery of the action plan. If any activity in the Annual Action Plan requires review of a service being delivered or a change to a policy of the Council an Equality Impact Assessment on any proposed changes will be carried out when necessary.

8. Section 17 Crime and Disorder considerations

There are no implications for Crime and Disorder in this report.

Annual Action Plan 2018/19

Introduction

North Norfolk District Council's Corporate Plan 2015-19, sets out the Council's priorities until 2019. It guides business decisions to ensure that the council is well-run and able to meet its objectives.

The Corporate Plan is a strategic document, listing the priorities for council actions for the period 2015-2019, giving our shared vision and our values and listing the priority areas on which the council intends to concentrate its efforts:

- Jobs and the Local Economy
- Housing and Infrastructure
- Coast and Countryside
- Health and Well-Being
- Delivering Service Excellence

Success in meeting these aims will involve making some difficult choices. We must ensure that our spending is focussed on the things that really matter to local people and businesses.

The [Corporate Plan 2015-19](#) is available for online viewing.

This document is the third Annual Action Plan, giving detail of how the priorities in the Corporate Plan will be realised over the forthcoming 12 months from 1 April 2018 to 31 March 2019. The plan includes key performance indicators and actions for the corporate objectives. The key performance indicators are included alongside the relevant corporate plan objective and the actions designed to deliver the objective for this coming year. These indicators, where a target or improvement can be evaluated, allow a strategic assessment of the delivery of the objectives. The second group of indicators, management indicators, allow the Council to assess on a regular basis whether it is on track to deliver the objectives. These management indicators are included as the appendix.

April 2018



Signifies an action or target that achieves an outcome which meets our equalities objectives.

Jobs and the Local Economy

Work to maintain existing jobs and help businesses expand (01 A)

Key Performance Indicators	Target 2017/18	Target 2018/19
Number of new jobs created (annual) J 027	Review and Report	Target will be set once 2017/18 figure is available
Number of economically active - employed & self-employed people (annual) J 010	Health of North Norfolk Measure	Compare to previous year
Non-Domestic (Business) Rates Base (total number of properties) (annual) J 013	Health of North Norfolk Measure	Compare to previous year

Action

Engage with businesses by a variety of means in order to help exploit growth opportunities, address challenges and celebrate success

01 A 01

Monitor business support/ grants provided by third parties in North Norfolk and report on the take-up, outputs and outcomes

01 A 02

Maintain and disseminate information on the external funding opportunities available locally and provide support to local organisations in order to enable the development of projects that assist economic growth and community development

01 A 03

Monitor future roll-out of faster broadband. Investment and coverage will be reviewed and reported on a six monthly basis

01 A 04

Publish the First Draft Local Plan for consultation by January 2019 which will include;

- A review of tourism policies
- New housing sites and review of housing numbers and distribution
- Review of housing numbers and types as part of the Local Plan and Site allocations
- Infrastructure capacity study and identify deficiencies and measures to improve
- Review planning obligation standards
- Land use policies relating to countryside, conservation areas, listed buildings, landscape and wildlife

01 A 05

Increase the number and support for business start-ups (01 B)

Key Performance Indicators	Target 2017/18	Target 2018/19
Number of VAT registered businesses (annual) J 006	Health of North Norfolk Measure	Compare to previous year

Improve the job opportunities for young people within the district (01 C)

Key Performance Indicators	Target 2017/18	Target 2018/19
Number of Job Seeker Allowance claimants (JSA) 18 - 24 year olds (annual) J 009	Health of North Norfolk Measure	Compare to previous year

Action
Engage with business and education and training providers and develop a suitable programme of events to help address skills gaps and raise awareness of career opportunities locally including Business Breakfast events for schools 01 C 01
Promote opportunities for apprenticeships within the Council as an employer 01 C 02

Support major business opportunities and take-up of allocated employment land across the district (01 D)

Key Performance Indicators	Target 2017/18	Target 2018/19
Business Expansion / land developed / premises filled (sqm) (annual) J 026	Review and Report	Target will be set once 2017/18 figure is available

Action
Exploit opportunities for external funding, investment and other initiatives that enable business growth and expansion and the development of employment land and supporting infrastructure 01 D 01
Provide serviced plots of land at Egmere Enterprise Zone and market for further development. Construct warehouse & office premises 01 D 02
Acquisition / transfer of sites at Catfield Industrial Estate 01 D 03

Capitalise on our tourism offer both inland and along our historic coast (01 E)

Key Performance Indicators	Target 2017/18	Target 2018/19
Number of visitors to North Norfolk (annual) J 028	Review and Report	Target will be set once 2017/18 figure is available
Value of visitors in North Norfolk (£) (annual) J 029	Review and Report	Target will be set once 2017/18 figure is available

Action
Work in collaboration with the local tourist sector to market North Norfolk as a distinct tourism destination 01 E 01
Provide support to food businesses, beyond that offered through the FSA Brand Standard, to ensure the food offering for visitors is high quality and safe. We will monitor success through an PI on the number of businesses achieving a FHR score of 5 and a PI which monitors movement between FHR bands in order to establish trends and target resources 01 E 02
Ensure the procurement of the Waste and Related Services Contract sets standards of cleanliness for high tourism areas and the district in general which reflect the importance of a clean and tidy district to the Tourist offering and seasonal fluctuations 01 E 03
Implement the Market Towns Initiative for Fakenham, Holt, Stalham and North Walsham to support environmental improvements and regeneration initiatives 01 E 04

Housing and Infrastructure

Increase the number of new homes built in the district (02 A)

Key Performance Indicators	Target 2017/18	Target 2018/19
Number of new homes built of all tenures (annual) H 001	Health of North Norfolk Measure. Review and report.	Review and report. Local Plan average target over 2001-2021 420 p.a.
Number of homes granted planning permission (all tenure types) (monthly cumulative) HS 008	444	Review and report. Local Plan average target over 2001-2021 467 p.a.

Action

Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development

02 A 01

Address housing need through the provision of more affordable housing (02 B)

Key Performance Indicators	Target 2017/18	Target 2018/19
Number of people on the housing waiting list - total (annual) H 004	Health of North Norfolk Measure	Compare to previous year
Number of households from the housing register rehoused (monthly cumulative) H 005	Health of North Norfolk Measure	Compare to previous year
Number of affordable homes built (monthly cumulative) H 007	Review and report	Review and report
Number of affordable homes granted planning permission (monthly cumulative) HS 009	Health of North Norfolk Measure	Review and report

Action

Engage with local communities to develop a pipeline of 'rural exceptions' schemes and community housing initiatives

02 B 01

Action**Monitor the need for temporary accommodation and ensure suitable provision****02 B 02****Reduce the number of empty properties (02 D)**

Key Performance Indicators	Target 2017/18	Target 2018/19
Number of very long term empty homes (2 years or more as at 1st working day of each month) (monthly) H 009	Monitor	Review and report
Number of long term empty homes (6 months or more as at 1st working day of each month) (monthly) H 002	Monitor	Review and report
Number of long term empty homes (6 months or more as at October each year) (annual) H 002	Monitor	Review and report

Action**Review long term empty (LTE) property management process, especially to consider earlier and more direct action to bring LTEs back into use. Provide regular updates to all Members (fortnightly) and to Cabinet (bi-monthly)****02 D 01****Improve the infrastructure needs of the district (02 E)**

Key Performance Indicators	Target 2017/18	Target 2018/19
Number of settlements that have had Broadband upgraded (annual) J 008	-	Review and report

Coast and Countryside

Work jointly with neighbouring authorities and key partners to attract funding to manage the coast for future generations (03 A)

Action
Continue to work with private sector partners on a scheme for Bacton and affected communities 03 A 01
Refurbish coastal defences at Mundesley 03 A 02

Protect the wonderful countryside and encourage sustainable access (03 B)

Key Performance Indicators	Target 2017/18	Target 2018/19
Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative) LE 010	1,500 (annual)	705 (annual)
Number of Child Visitors to Parks and Countryside Events (quarterly cumulative) LE 011	1,900 (annual)	1,380 (annual)
Number of Visitors to Parks and Countryside Events (quarterly cumulative) LE 010 + LE 011	3,400 (annual)	2,085 (annual)

Action
Work with other agencies to maintain and improve the quality of local beaches, retain the district's six Blue Flag awards and host the national Blue Flag Awards Ceremony in May 2018 03 B 01
Assess and implement requirements for new Green Flag Awards and work to retain existing awards 03 B 02

Continue to improve recycling rates and reduce the amount of waste material going to landfill (03 C)

Key Performance Indicators	Target 2017/18	Target 2018/19
Waste - Household - (recycling tonnage) (annual) ES 008	-	Review and report

Action

Procure new joint waste and related services contract with partners for commencement April 2020

03 C 01

Maximise trade and garden waste customers to maintain and improve income levels

03 C 02

Work with NWP to promote behaviour change for domestic waste where appropriate for North Norfolk

03 C 03

Improve the environment both in our towns and in the countryside (03 D)

Key Performance Indicators	Target 2017/18	Target 2018/19
Target response time to fly tipping and all other pollution complaints (within 2 working days) (monthly cumulative) C 007 To discuss with Steve Hems	80%	80%

Health and Wellbeing

Support local residents and their communities (04 A)

Action

Develop community support initiatives in anticipation of the reduction of external funding sources

04 A 01

Address issues leading to ill health and improve the quality of life for all our residents (04 B)

Key Performance Indicators		Target 2017/18	Target 2018/19
Average time for processing new claims (housing benefit and council tax support) (monthly cumulative) RB 027		20 calendar days (amber boundary 22)	20 calendar days (amber boundary 22)
Speed of processing: change in circumstances for housing benefit and council tax support claims (average calendar days) (monthly cumulative) RB 028		14 days (amber boundary 16 days)	14 days (amber boundary 16 days)
Number of Disabled Facilities Grants completed (monthly cumulative) HW 003		Review and report	Review and report

Encourage participation in a range of sports and activities (04 C)

Key Performance Indicators		Target 2017/18	Target 2018/19
Participation at Council Sporting Facilities (monthly cumulative) LE 004		Annual target of 566,615	550,245 (annual)

Action

Deliver new leisure management contract to commence April 2019

04 C 01

Deliver new leisure centre at Sheringham to replace Splash

04 C 02

Deliver new Community Sports Hub at Cromer and other tennis facility upgrades at Fakenham, Wells and North Walsham

04 C 03

Delivering Service Excellence

Help you to get what you need from the Council easily (05 A)

Key Performance Indicators	Target 2017/18	Target 2018/19
Visits to the Council website (monthly cumulative) WG 005	-	Review and report

Action
Maintain progress on all projects within the Council's Digital Transformation Programme including implementing; Document Management System, Management Information System, Server Replacement Scheme, completion of the Planning BPR projects and starting the implementation of Phase 2 of the programme 05 A 01
Ongoing HR Business Process Review 05 A 02
Ongoing Environmental Health Business Process Review to redesign services around the customer and use technology as a driver for efficiency 05 A 03
Rollout of universal credit in the District, working closely with the DWP 05 A 04
Review our use of assets through the One Public Estate programme including completing the Options Appraisal and Master Plan exercise for future development of the Kelling Hospital campus 05 A 05

Ensure the Council's finances continue to be well managed and inform our decision making (05 B)

Key Performance Indicators	Target 2017/18	Target 2018/19
Percentage of council tax collected (monthly cumulative) RB 009	98.5% (annual)	98.4%
Percentage of non-domestic rates collected (monthly cumulative) RB 010	99.2% (annual)	99.1%

Action

Establish a £2m Property Investment Fund with any spend being dependent on agreement of the Asset Management Plan. To be funded from the New Homes Bonus reserve (£1m) and the Invest to Save reserve (£1m)

05 B 01

Consider the Business Plan for provision of solar panels on the Council offices

05 B 02

Value and seek to develop the Council's staff and Members (05 C)

Action



Deliver the IIP Re-Assessment – Winter 2018

05 C 01

DRAFT

Appendix 1 - Management Indicators

Indicator	Objective	Target 2017/18	Target 2018/19
Grants awarded (£) (quarterly cumulative) J 025	01 A	Review and Report	Target under review
Number of businesses engaged via events (quarterly cumulative) J 021	01 A, 01 B	Review and Report	Target under review
Number of businesses supported (quarterly cumulative) J 022	01 A, 01 B	Review and Report	Target under review
Numbers on the housing waiting list (monthly) HO 006	02 B	Review and Report	Review and Report
Numbers on the Housing Register (monthly) HO 007	02 B	Review and Report	Review and Report
Numbers on the Housing Options Register (monthly) HO 008	02 B	Review and Report	Review and Report
Numbers on the Transfer Register (monthly) HO 009	02 B	Review and Report	Review and Report
Non-Major - Speed: Percentage of Applications Determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative) DM 024	02 B, 03 D, 02 A, 01 D, 01 A	70% or more	80%
Non-Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative) DM 025	02 B, 03 D, 02 A, 01 D, 01 A	Less than 10%	Less than 10%
Non-Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative) DM 025a	02 B, 03 D, 02 A, 01 D, 01 A	-	Not applicable

Indicator	Objective	Target 2017/18	Target 2018/19
Major - Speed: Percentage of Applications Determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative) MJ 001	02 B, 03 D, 02 A, 01 D, 01 A	60% or more	60%
Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative) MJ 002	02 B, 03 D, 02 A, 01 D, 01 A	Less than 10%	Less than 10%
Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative) MJ 002a	02 B, 03 D, 02 A, 01 D, 01 A	-	Not applicable
Number of Events Organized at Country Parks (monthly cumulative) LE 005	03 B	30 (annual)	Archive. Replace with indicator below.
Income from events organised at Country Parks (quarterly cumulative)	03 B, 05 B	-	£6,340 (annual)
Number of pollution enforcement interventions (quarterly cumulative) C 008	03 B, 03 D	Review and report	Review and report
Number of fixed penalty notices issued (quarterly cumulative) C 009	03 B, 03 D	Review and report	Review and report
Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative) L 005	04 A, Equality	 Review and report	Review and report
Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative) L 006	04 A, Equality	 Review and report	Review and report
Number of Disabled Facilities Grants outstanding (monthly snapshot) HW 002	04 B	Review and report	Archive
Number of Disabled Facilities Grants approved (monthly cumulative) HW 004	04 B	Review and report	Review and report

Indicator	Objective	Target 2017/18	Target 2018/19
Average Disabled Facilities Grant spend (£) (monthly snapshot) HW 005	04 B	Monitor	Review and report
Number of events for which NNDC provided financial support (annual) W 002	04 C	2	Archive. No longer relevant.
Percentage of Freedom of Information (FOI) Requests responded to within the statutory deadline of 20 working days (monthly cumulative) LS 004	05 A	90%	90%
Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b	05 A	Not applicable	Not applicable
Number of Ombudsman referral decisions (monthly cumulative) PA 001	05 A	Not applicable	Not applicable
Percentage of Ombudsman referrals successful outcomes for the Council (monthly cumulative) PA 002	05 A	Review and report	Archive. Low numbers of ombudsman complaints and decisions make assessing the percentage of no use. Replace with PA 003 below.
Number of Ombudsman referral decisions successful outcomes for the Council (monthly cumulative) PA 003	05 A	-	Review and report
Unique Visitors to NNDC website (monthly cumulative) WG 006	05 A	-	Review and report
Number of Compliments (monthly cumulative) CS 050	05 A	Review and report	Review and report
Number of Complaints (monthly cumulative) CS 051	05 A	Review and report	Review and report
Number of MPs Letters (monthly cumulative) CS 052	05 A	Review and report	Review and report
Average wait time (minutes) - Customer Services (monthly) CS 057	05 A	10 minutes (low is good)	10.0
Average transaction time (minutes) - Customer Services (monthly) CS 058	05 A	Review and report to Transformation Board	10.0

Indicator	Objective	Target 2017/18	Target 2018/19
Average wait time (minutes) - Housing Options (monthly) CS 059	05 A	10 minutes (low is good)	10 minutes (low is good). With the introduction of the Homelessness Reduction Act 2017 this target may need to be reviewed.
Percentage of customers who were quite or extremely satisfied they were dealt with in a helpful, pleasant and courteous way (quarterly) CS 053	05 A	Review and report to Transformation Board	95%
Percentage of customers who were quite or extremely satisfied they were dealt with in a competent, knowledgeable and professional way (quarterly) CS 054	05 A	Review and report to Transformation Board	95%
Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly) CS 055	05 A	Review and report to Transformation Board	95%
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	05 A	Review and report to Transformation Board	95%
Planning Income (£) (monthly cumulative) DM 023	05 B	Review and report	Review and report
Building Control income (£) (monthly cumulative) BC 001	05 B	372,581	380,000
Legal Services Fee Income (£) (monthly cumulative) LS 003	05 B	72,000 (annual)	72,000
PM 32 Average Number of days Revenue Outstanding (Debtor Days) (monthly) RB 029	05 B	41 (low is good)	41
Occupancy Rate of Council Owned Rental Properties (monthly) PS 006	05 B	80%	80%
Occupancy Rate of Council Owned Rental Properties – Industrial (monthly) PS 009	05 B		New indicator. Target under review

Indicator	Objective	Target 2017/18	Target 2018/19
Occupancy Rate of Council Owned Rental Properties –Retail (monthly) PS 010	05 B		New indicator. Target under review
Occupancy Rate of Council Owned Rental Properties – Concessions (monthly) PS 011	05 B		New indicator. Target under review
Percentage of rent arrears on all debts 90 days and over (monthly) PS 008	05 B		5% (low is good)
Rate of Return – Industrial (annual) PS 012	05 B		New indicator. Target under review
Rate of Return – Retail (annual) PS 013	05 B		New indicator. Target under review
Percentage of assets that have a Stock Condition Survey Rating of A-B (annual) PS 014	05 B		New indicator. Target under review
Number of defaults issued to the waste and related services contractor (monthly cumulative) C 010	05 B, 03 D	Review and report	Review and report
Number of rectifications issued to the waste and related services contractor (monthly cumulative) ES 015	05 B, 03 D	Review and report	Review and report
Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative) V 001	05 B	80%	Under review
Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative) V 002	05 B	100.0%	Under review
Percentage of audit days delivered (quarterly cumulative) V 004	05 B	100.0%	Under review
Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative) V 007	05 C	6	6

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North Norfolk Big Society Fund

Summary: The Big Society Fund is widely promoted across North Norfolk through a variety of media and continues to achieve its aim of helping build strong communities in North Norfolk, supporting NNDC's priority in the Corporate Plan of a district with vibrant communities and where healthy lifestyles are accessible to all.

Feedback from Members who attend project opening events, as well as the End of Grant reports submitted when a project has been completed, clearly demonstrate the value and benefit of the Big Society Fund and the difference it is making to local communities.

The importance of the Big Society Fund is highlighted by many organisations who continue to report that access to grant funding has reduced both locally and nationally. As an example the Norfolk Community Foundation manages thirty two generic or thematic grants applicable to the North Norfolk area but currently only seven are open for applications. Therefore the BSF which offers grants of up to £15,000 continues to be the most significant year round generic fund available within North Norfolk.

Conclusions: The North Norfolk Big Society Fund has successfully achieved its expected outcomes following its sixth year of operation. The current management arrangements, administrative and decision making process are considered effective. The Fund has enabled a wide variety of projects to be implemented for the benefit of communities across North Norfolk.

Recommendations: Cabinet are requested to note the success of the Big Society Fund and to recommend to Council:

That the Big Society Fund grant scheme should continue at its current level of funding (£225,000) for another year.

Reasons for Recommendations: To ensure Cabinet are informed about the Big Society Fund during its sixth year of operation.
To enable the continuation of the Big Society Fund during 2018 / 19.

Cabinet Member(s) Cllr. John Lee	Ward(s) affected All
-------------------------------------	-------------------------

Contact Officer, telephone number and email:
Sonia Shuter 01263 516173, sonia.shuter@north-norfolk.gov.uk

1. North Norfolk Big Society Fund

A district with vibrant communities and where healthy lifestyles are accessible to all is identified as a key priority in North Norfolk District Council's Corporate Plan 2015 – 2019. The Corporate Plan confirms our commitment to support local residents and their communities by continuing to operate the Big Society Fund to meet local needs and aspirations.

The North Norfolk Big Society Fund was established in 2012 to help build strong communities in North Norfolk. Its aim is to help communities to develop new and innovative projects which will improve their social and economic wellbeing.

A review of the fifth year of operation of the North Norfolk Big Society Fund was presented to Cabinet in May 2017. It concluded that the Fund was achieving its purpose and continues to provide grants which have enabled a wide variety of valuable community projects to be implemented, helping to establish and nurture the ethos of 'the Big Society' in North Norfolk.

It was recommended and agreed by Cabinet to continue the Big Society Fund grant scheme at the current level of funding (£225,000) for another year.

The purpose of this annual report is to provide an overview of how the grant fund has been used in 2017 / 18 and to review its effectiveness.

2. North Norfolk Big Society Fund Grant Scheme

The grant scheme is financed from a percentage of the second homes council tax returned from Norfolk County Council.

Virtually every parish in North Norfolk has a number of second homes therefore the Big Society Fund is open to all Towns and Parish Councils, charities, not for profit organisations or community groups based or providing a service in North Norfolk.

The aim of the fund is to support and help organisations to meet local needs. The fund has particularly benefitted smaller parishes that may be less likely to receive funding for services and facilities from other sources e.g. as a result of new housing. Helping to improve, enhance, sustain existing or provide new local community facilities and services remains a key need identified by communities.

Grants from the fund have also been used as a contribution to much larger projects that require significant funding. Grants offered by the Big Society Fund can be crucial in securing additional funding from organisations such as the Heritage Lottery or Sport England. These larger projects offer benefits to the local and wider community as well as to the local economy.

Whilst most projects take place in one geographical location in North Norfolk, grants have also been awarded to projects which take place in or benefit several parishes.

The majority of grants are awarded for capital projects which make a visible difference to communities across North Norfolk through the provision of e.g. new play equipment, sports facilities or improvements to a village hall.

What is not always visible but is captured through regular communication with project leads and the End of Grant reports is the difference the project makes within a community. Grants have funded projects which have increased volunteering opportunities, reduced social isolation, increased opportunities for people of all ages to participate in sports and activities thereby improving their physical, mental and social wellbeing and projects which have created sense of pride and cohesion within a community.

The Fund is managed and administered internally. This includes:

- Publicity and promotion of the Big Society Fund
- Advising and supporting organisations throughout the application process
- Effective communication with Members at all stages of the grant process
- Preparing and presenting reports to the Big Society Fund Grant Panel
- Managing on going PR and media interest, supporting projects with publicity and promotion, arranging Member representation at opening events
- Monitoring applications awarded funding to ensure projects are completed in accordance with Fund Terms and Conditions
- Ensuring the submission of End of Grant Reports with supporting financial information to demonstrate the benefit of the project and to provide financial evidence that the grant has been used in accordance with the grant Terms and Conditions.

The continued internal management and administration of the fund has enabled the Council to:

- Proactively promote the Big Society Fund (BSF) as a Council initiative
- Significantly increase the Council's engagement with Town and Parish Councils, as well as voluntary and community groups, throughout the whole of the grant process from pre-application to project implementation and completion
- Provide officers with a greater understanding of the need for projects, the challenges encountered by applicants and offer appropriate advice and support
- Increase local Member's opportunities for engagement in community initiatives operating in their wards
- Maintain effective and regular contact with community organisations awarded a grant, ensuring their projects progress in accordance with grant Terms and Conditions

- Increase the Council's role in publicising community projects supported by the Fund – helping to raise the profile of the community organisation and the grant-funded project. This helps reinforce the Council's role as a community leader and is a highly effective way of promoting the grant scheme to attract appropriate future applications.

3. Overview of proposals submitted / approved 2017/18

The politically balanced Panel that considers the BSF grant applications is appointed annually by Full Council and is chaired by the Leader of the Council. In the last financial year, the Panel met quarterly in June, September, December and March to consider applications to the Big Society Fund. Forty two organisations submitted grant applications requesting funding totalling £355,242.83 which was over 63% more than the allocated budget of £225,000.

Of the forty two applications received in the last financial year, three applications were not presented to the Panel as they were either ineligible, withdrawn by the applicant or secured alternative funding. Six applications were not awarded a grant. Three applications were deferred at the panel meeting in March 2018 pending further information.

In total thirty applications were approved and were awarded grants totalling £188,994.69.

Any underspend of the allocated Big Society Fund budget at the end of the financial year goes into the second homes reserves

In comparison, during 2016 / 17, fifty three organisations made BSF grant applications, eight applications were not presented to the Panel as they were either incomplete, withdrawn by the applicant or secured alternative funding. Five applications were not awarded a grant, three applications were deferred and thirty seven were approved totalling £273,817.65

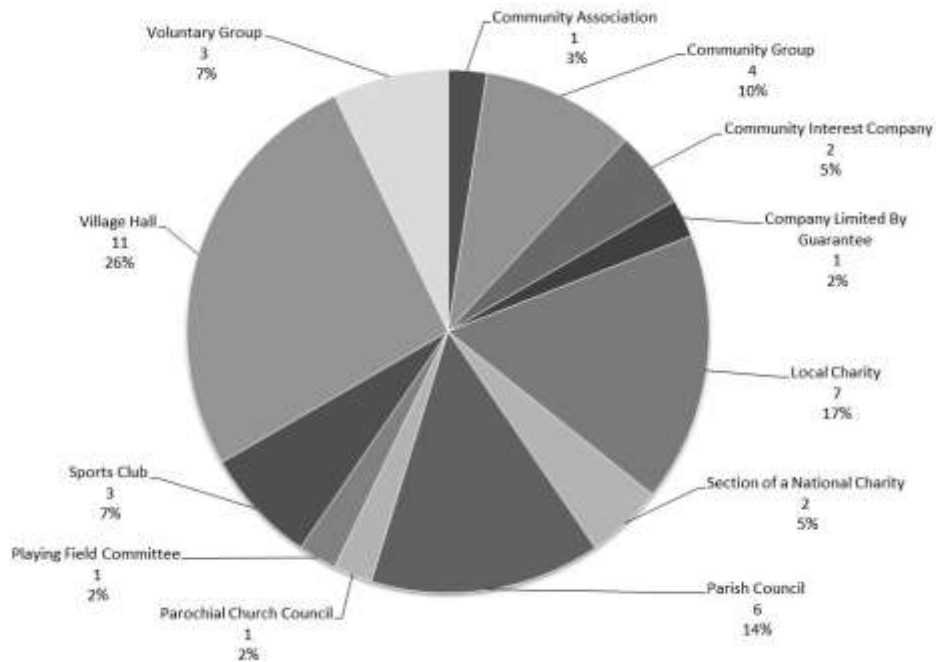
Since the Fund started in 2012, two hundred and thirteen grant awards totalling approximately £1,616,509 have been made to 170 organisations for a range of community projects that are meeting local need and making a real difference to communities across North Norfolk. Proactive work has continued in the last year to encourage applications from parishes that have not previously applied for a BSF grant. As a result during 2017 / 18, twenty organisations that had not previously received Big Society funding made successful grant applications. In total, seventy eight parishes in North Norfolk have received at least one BSF grant. This equates to 65% of parishes in North Norfolk.

Parishes awarded a Big Society Fund grant



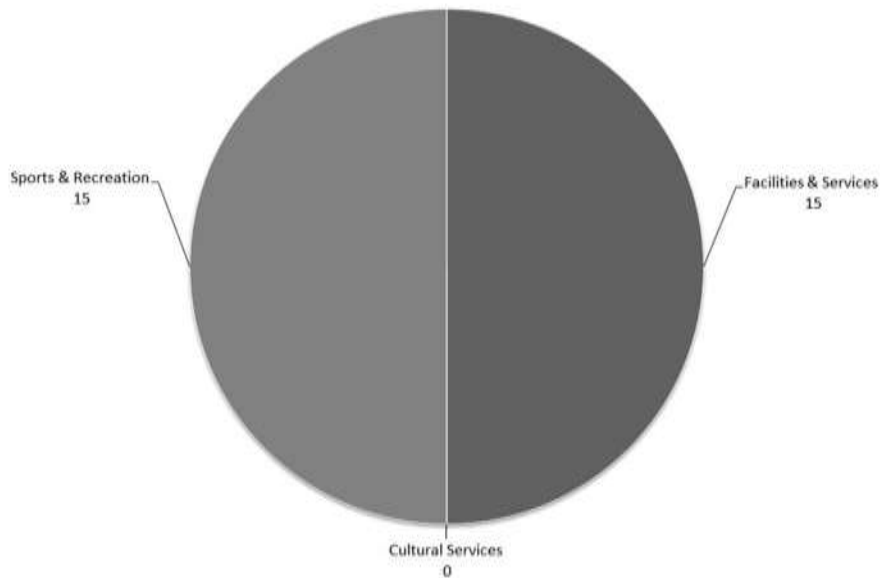
One hundred and nineteen organisations have completed their projects and submitted all necessary monitoring information. Ongoing monitoring and engagement continues with over ninety projects that have been awarded a grant where work has not started yet or is in progress.

Type of Organisation Applying to the Big Society Fund 2017-2018



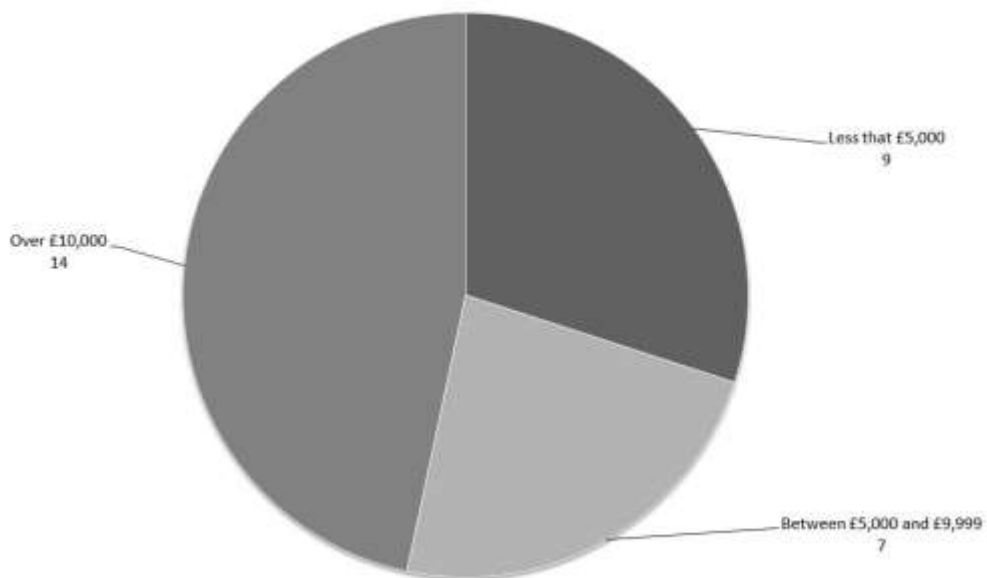
In the last year village hall committees, local charities and parish councils submitted over 50% of grant applications.

**Number of Successful Applications (by Theme) Supported by
The Big Society Grant Fund 2017-2018**

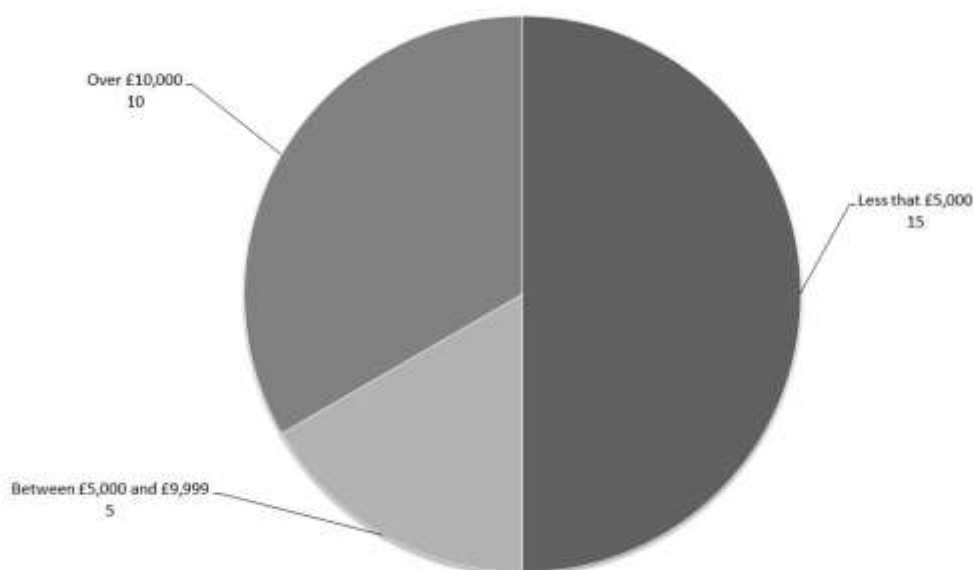


The vast majority of applications continue to be for projects aimed at improving village halls and other community buildings, provision of play equipment or sport and recreational facilities.

**Number of Successful Applicants by Amount Requested
2017-2018**



**Number of Successful Applicants by Amount Awarded
2017-2018**



These charts show that the amount of grant awarded is often less than the grant requested. There are several reasons for this, a grant may be requested for elements of a project that are outside the scope of the Fund. The amount of grant the applicant requires may change due to other external funding or grants being secured or the Panel may decide to only fund part of a project such as specific items of play equipment.

4. Application process and procedures

With the agreement of the Chairman of the Big Society Fund, minor amendments were made to the Prospectus to reduce applications being submitted for projects whose overall aims meet the criteria of the BSF but where the grant would be used for a purpose which is not supported by the fund e.g. staff salaries, core revenue costs, routine maintenance.

A review of the application process and documentation was undertaken to ensure it is appropriate and equitable for all potential applicants, including smaller organisations and parishes. Help and support with the application process is currently available and offered to all potential applicants to the Fund.

At each BSF panel a monitoring report on the progress of all BSF projects and information from the End of Grant reports submitted by completed projects is considered. It is clear from the comments received in these reports that the BSF grant process is straightforward and the support available throughout the process is valued by organisations.

5. Summary

The Big Society Fund is widely promoted across North Norfolk through a variety of media and continues to achieve its aim of helping build strong communities in North Norfolk, supporting NNDC's priority in the Corporate Plan of a district with vibrant communities and where healthy lifestyles are accessible to all.

Feedback from Members who attend project opening events, as well as the End of Grant reports submitted when a project has been completed, clearly demonstrate the value and benefit of the BSF and the difference it is making to local communities.

The importance of the BSF is highlighted by many organisations who continue to report that access to grant funding has reduced both locally and nationally. As an example the Norfolk Community Foundation manages thirty two generic or thematic grants applicable to the North Norfolk area but currently only seven are open for applications. Therefore the BSF which offers grants of up to £15,000 continues to be the most significant year round generic fund available within North Norfolk.

6. Financial Implications and Risks

Funding to implement the recommendation set out in this report is already accounted for in the Budget for 2018/19.

7. Sustainability

The provisions set out in this report take account of sustainability and are aimed around supporting the overall sustainability of local communities.

8. Equality and Diversity

There are no equality or diversity implications.

9. Section 17 Crime and Disorder considerations

There are no crime and disorder implications

Land disposal – land off Rectory Road, Edgefield

Summary: This report recommends the disposal of the Council's remaining retained housing land off Rectory Road, Edgefield for the provision of a mixed tenure Exception Housing Scheme subject to planning permission being secured.

Options considered: Option 1: Not to dispose of the site
This option is not recommended. Currently the Council is responsible for the ongoing management and maintenance of the land. If the land is not disposed of, the Council will remain responsible for the costs of management and maintenance although the current use of the land, as informal open space, generates no income. It is not expected that the production of the new Local Plan will change the planning status of the land. On this basis, there is no potential or identified alternative use for the land which would generate a better financial return or more social, community or environmental benefits than would be generated by the disposal to Broadland Housing Group.

Option 2: Dispose of the site by private treaty to Broadland Housing Group

This option is recommended as the land was initially acquired for housing purposes and development of the site will deliver both affordable housing to meet local housing need and new market homes in Edgefield. Broadland Housing Group are developing the adjacent site and are an interested purchaser. The capital receipt generated from the sale of the land will support the Council's capital programme reducing the call on capital reserves and consequentially supporting the generation of investment income from the capital reserves.

Option 3 dispose of site on open market

This option is not recommended as there is no certainty that another interested purchaser will be found due to the planning constraints on the land. In addition, any other interested purchaser may not be able to match or exceed the offer which has already been received from Broadland Housing Group. Marketing the site for sale will incur additional costs beyond those incurred in a sale by private treaty.

Conclusions: This report recommends the disposal of the Council's remaining retained housing land off Rectory Road, Edgefield to Broadland Housing Group by private treaty on the terms set out in this report for the provision of a mixed tenure Exception Housing Scheme.

Recommendations: **1. Cabinet agrees to the disposal of land off Rectory Road, Edgefield to Broadland Housing Group by private treaty on the terms set out at paragraph 3.1 in the report.**

Reasons for Recommendations: To support the Council's Corporate Plan priority:

- Addressing the housing and infrastructure needs for local people whilst meeting the market demand for housing by supporting the delivery of new housing across the district.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Asset Management Plan and Supporting Documents – Cabinet 12 March 2018

Cabinet Member(s) Cllr R Price	Ward(s) affected Corpusty
Contact Officer, telephone number and email: Nicola Turner, 01263 516222, nicola.turner@north-norfolk.gov.uk	

1. Introduction

1.1 The Council's ownership of the land at Rectory Road, Edgefield is the legacy of the purchase of a much larger parcel of land which was originally purchased for housing purposes, historically part of the land was used to provide the Rectory Road Council estate. When the Council's housing stock was transferred to Victory Housing Trust (then North Norfolk Housing Trust) in 2006, the undeveloped part of the land was not sold and remained in the ownership of the Council as one of the Retained Housing Sites. On 22 September 2017, part of the Council's retained land was sold to Broadland Housing Group for the development of a mixed tenure Exception Housing Scheme to meet the local housing need of Edgefield and the adjoining parishes. As a result of this sale, the Council's current land ownership at Edgefield relates to 3.21 acres of land which is laid to grass and for which part has been used to site a children's play area.

- 1.1 The Council's retained land has an existing vehicular access from Rectory Road, however, beyond Rectory Road the roads narrow and the junctions with the wider road network are poor. As a result, advice from the Highways Authority has shown that more housing using the Rectory Road access would not be supported on highway safety grounds. The Edgefield Exception Housing Scheme is therefore being developed on land purchased from the Council and also a local landowner in order for a new road access from the Norwich Road to be created to serve the scheme. Whilst the initial approved plans showed that this new road would not be available to access the Council's retained land, Broadland Housing Group agreed to apply to vary the original planning permission to allow for the new road to provide full access to the Council's retained land.
- 1.2 The Council has now received a formal request from Broadland Housing Group to purchase the Council's retained land at Edgefield in order to develop the land, subject to planning, as a second phase of the existing consented scheme. The second phase will also include market homes which will provide the required subsidy to deliver the affordable homes. No planning application for the second phase has been submitted at this time. A copy of the formal request to purchase the land is attached at Appendix A .
- 1.3 The Council's retained land is within the Countryside Policy Area and can therefore only be developed as an Exception Housing Scheme to meet local housing need in accordance with Policy H03 of the Local Plan. As per the existing consented Exception Housing Scheme at Edgefield, the affordable housing on the second phase of the Exception Housing Scheme would meet the local housing need of Edgefield and the adjoining parishes of Briston, Corpusty, Hempstead, Little Barningham, Plumstead and Stody. Analysis of the Council's Housing List shows that there is sufficient local housing need to support a second phase of the Edgefield Exception Housing Scheme.

2.0 Options Considered

- 2.1 **Option 1: Not to dispose of the site**
This option is not recommended. Currently the Council is responsible for the ongoing management and maintenance of the land. If the land is not disposed of, the Council will remain responsible for the costs of management and maintenance although the current use of the land, as informal open space, generates no income. It is not expected that the production of the new Local Plan will change the planning status of the land. On this basis, there is no potential or identified alternative use for the land which would generate a better financial return or more social, community or environmental benefits than would be generated by the disposal to Broadland Housing Group.
- 2.2 **Option 2: Dispose of the site by private treaty to Broadland Housing Group**
This option is recommended as the land was initially acquired for housing purposes and development of the site will deliver both affordable housing to meet local housing need and new market

homes in Edgefield. Broadland Housing Group are developing the adjacent site and are an interested purchaser. The capital receipt generated from the sale of the land will support the Council's capital programme reducing the call on capital reserves and consequentially supporting the generation of investment income from the capital reserves.

- 2.3 Option 3 dispose of site on open market
This option is not recommended as there is no certainty that another interested purchaser will be found due to the planning constraints on the land. In addition, any other interested purchaser may not be able to match or exceed the offer which has already been received from Broadland Housing Group. Marketing the site for sale will incur additional costs beyond those incurred in a sale by private treaty.

3 Land Disposal

- 3.1 Broadland Housing Group's offer to purchase the Council's remaining land at Rectory Road, Edgefield is subject to the following conditions:
- Completion of a five-year option agreement in favour of Broadland Housing Association and Broadland St Benedicts
 - Subject to contract
 - Subject to planning
 - Each party to pay their own costs
 - A satisfactory environmental and ground conditions survey
 - Agreement on the exact site boundaries
 - Plot value of £10,000 per affordable plot and £15,000 per market plot.

These conditions are acceptable and reflect standard conditions in any land disposal or purchase. The option agreement is required to reflect the disposal of the land to both Broadland Housing Association and Broadland St Benedicts, with the former purchasing the land for the affordable dwellings and the later purchasing the land for the market dwellings which will be developed on the site, subject to planning.

- 3.2 If the Council is minded to dispose of the land to Broadland Housing Group this can, in accordance with the Land and Property Disposal Policy be achieved as a sale by private treaty recognising that Broadland Housing Group are an interested purchaser which has approached the Council to purchase the land. The land would be sold as freehold, as the proposed use of the land is residential, no covenants would be required to protect future use as the best value for the land is being achieved. A formal valuation of the land has been sought from the District Valuer Service (DVS) and has been provided by a RICS valuer, please see section 5 for more information on the valuation.
- 3.3 As a result of the current use of the land, if Cabinet approve the disposal of the land to Broadland Housing Group, in accordance with Section 123 (2A) of the Local Government Act 1972 the Council will need to give notice of the intention to dispose by advertising the disposal for a period of two consecutive weeks in a newspaper circulating in the Edgefield area and consider any objections received

as a result. This process will take place prior to any disposal, all responses received will be considered and if necessary of the decision to dispose of some or all of the land will be reviewed.

4 Implications and Risks associated with the disposal of the land

- 4.1 Broadland Housing Group's offer to purchase the remaining land at Edgefield contains a number of conditions which represent common practice when making offers to purchase land for residential use. There are therefore no risks or implications which the Council should be mindful of associated with these standard conditions. However, as well as landowner, the Council is also the Local Planning Authority and it should therefore be clear that making a decision to dispose of the land to Broadland Housing Group (and the individual sales to Broadland Housing Association and Broadland St Benedicts) is separate to any decisions the Council as Local Planning Authority will take to grant or refuse planning permission for the land.

5 Financial Implications and Risks associated with the disposal of the land

- 5.1 At this stage, it is not possible to quantify the final capital receipt which the Council will receive if the disposal to Broadland Housing Group is agreed as the exact number of homes and the split of affordable and market homes has not yet been determined. However, the request to purchase the land shows that the Council will receive £10,000 for each affordable plot (for sale or rent) and £15,000 per market plot. The valuation provided by the Valuation Office has valued the land at £13,000 per plot for the affordable plots and £13,000 for the market plots. Assuming that the land was to be developed for 20 dwellings of which 50% are developed as market dwellings and 50% as affordable dwellings, this would result in a receipt from Broadland Housing Group of £250,000 which is £10,000 less than the receipt which would be expected to be received based on the valuation. However, the Land and Property Disposal Policy recognises that there are some instances when a disposal will be at below market price and that where there is the case, an attempt should be made to financially value the economic, social or environmental benefits to the Council and community of a disposal at less than best consideration.
- 5.2 The economic, social and environmental benefits of disposing of the land to Broadland Housing Group are:
- The Council will no longer be responsible for maintaining the land, at current costs, disposal will generate a saving of £650 per annum which is separate to the one off capital receipt.
 - Additional affordable housing will be provided to meet local housing need, for which the Council will receive nomination rights in perpetuity. In addition, as part of the development of the land new market housing will be provided in a location where otherwise no market homes can be provided.
 - The development of new homes will increase the Council Tax base which will have some financial benefit to the Council in

conjunction with any New Homes Bonus which is generated as a result. At this stage, it is not possible to quantify this benefit.

- Sale of the land will ensure the comprehensive use of the Council's retained land and enhance links between the new homes in phase one and the existing Rectory Road development. It is not possible to value this benefit and it is noted that whilst the disposal and development of the land will result in the loss of some existing open space, the land is not being held as open space but as housing land. In addition, Broadland Housing Group have advised that they would look to ensure that the existing play provision is enhanced as a result of any development, which may require relocation of the existing play area.

5.3 The Local Government Act 1972: General Disposal Consent 2003 allows for a disposal at under value where the disposal is for a well-being purpose and where the under value does not exceed £2,000,000. In this case, the disposal of the land for the provision of affordable housing would result in an improvement of the supply of affordable housing to meet the local housing need of Edgefield and the adjoining civil parishes. On this basis it is considered that the provision of affordable housing in this location would improve the well-being of this part of the district and it would therefore be possible to use the General Disposal Consent to dispose of the site at less than the DVS valuation. It should however, be noted, that the Council has previously provided land for affordable housing for free whereas this disposal will deliver a capital receipt.

5.4 Broadland Housing Group's offer for the land recognises their understanding of the viability of developing the site for a mixed tenure Exception Housing Scheme and the likely values which market homes can achieve and the amount of cross subsidy which they can therefore generate to support the delivery of the affordable dwellings which will be provided.

5.5 If the Council is not minded to dispose of the land to Broadland Housing Group, or the terms of the contract for disposal are not met or the disposal does not proceed for other reasons, the Council will continue to be responsible for the management and maintenance of the land and will incur ongoing costs of grounds maintenance.

6 Conclusions

6.1 This report recommends the disposal of the Council's remaining retained housing land off Rectory Road, Edgefield to Broadland Housing Group by private treaty on the terms set out in this report for the provision of a mixed tenure Exception Housing Scheme.

7 Sustainability

7.1 This report does not in itself raise any issues of sustainability. However, if planning permission is granted for the proposed homes,

the new homes will be constructed in accordance with current building regulation requirements.

8. Equality and Diversity

8.1 There are no equality and diversity implications directly associated with this report.

9 Section 17 Crime and Disorder considerations

9.1 There are no Section 17 implications directly associated with this report.



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Your Reference: Nicola Turner

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Date : 5th March 2018

Dear Nicola

Client Name: North Norfolk District Council
Property Address: Plot Values on Land at Rectory Road, Edgefield, Melton
Constable, Norfolk, NR24 2RJ

I thank you for your e-mailed request for valuation advice dated 11th January 2018 and I refer you to my terms of engagement letter of 22nd January 2018

In accordance with those instructions and following our recent exchange of e-mails I have pleasure in enclosing my revised Market Valuation Report for your attention.

If you have any queries regarding the contents therein please contact me on the number above.

Yours sincerely

Paul Gedge DipSurv MRICS RICS Registered Valuer
Senior Surveyor
DVS East

Valuation Report for
Plot Values on Land
at Rectory Road,
Edgefield, Melton
Constable, NR24
2RJ

DVS Property Specialists
for the Public Sector

Valuation Report for
Plot Values on Land
at Rectory Road,
Edgefield, Melton
Constable, NR24
2RJ

Report for:
Nicola Turner
North Norfolk District Council

Prepared by:
Paul Gedge MRICS
Senior Surveyor
RICS Registered Valuer
DVS East

Tel: 03000 504485

Paul.a.gedge@voa.gsi.gov.uk

Case Number: 1662545

Date: 5th March 2018

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1. Introduction

I refer to your instructions dated 11th January 2018 and my Terms of Engagement dated 22nd January 2018.

I have inspected and valued the property and I am pleased to report to you as follows.

2. Valuation Parameters

2.1 Identification of Client

North Norfolk District Council

2.2 Purpose of Valuation

It is understood that you require a valuation for potential disposal purposes as Broadland Housing Association are looking to develop the land with a mixed tenure Exception Housing Scheme

2.3 Subject of the Valuation

The property to be valued is land at Rectory Road, Edgefield, Melton Constable, NR24 2RJ

2.4 Date of Valuation

The date of valuation is 5th March 2018

Please note that values change over time and that a valuation given on a particular date may not be valid on an earlier or later date.

2.5 Confirmation of Standards

The valuation has been prepared in accordance with the professional standards of the Royal Institution of Chartered Surveyors: RICS Valuation – Global Standards 2017 and the RICS Valuation - Professional Standards UK (January 2014, revised April 2015), commonly known together as the Red Book. Compliance with the RICS professional standards and valuation practice statements gives assurance also of compliance with the International Valuations Standards (IVS).

Measurements stated are in accordance with the 'RICS Property Measurement 1st Edition' which is effective from 1st January 2016.

2.6 Agreed Departures from the RICS Professional Standards

There are no departures beyond those restrictions on the extent of investigations and survey, and the assumptions, stated below.

2.7 Basis of Value

The basis of value adopted is Market Value which is defined at VPS 4, para 4 as:

'The estimated amount for which an asset or liability should exchange on the valuation date between a willing buyer and a willing seller in an arm's length transaction after proper marketing and where the parties had each acted knowledgeably, prudently and without compulsion.'

2.8 Special Assumptions

There are no special assumptions.

2.9 Nature and Source of Information Relied Upon

I have assumed that all information provided by, or on behalf of you, in connection with this instruction is correct without further verification – for example, details of tenure, tenancies, planning consents, etc.

My advice is dependent upon the accuracy of this information and should it prove to be incorrect or inadequate, the accuracy of my valuation may be affected.

With your e-mail you supplied me with a plan of the land to be valued.

I had regards to land agents internet sites information in addition to using the VOA database.

2.10 Date of Inspection

I inspected the site and its environs on 1st February 2018

2.11 Extent of Investigations, Survey Restrictions and Assumptions

An assumption in this context is a limitation on the extent of the investigations or enquiries undertaken by the valuer. The following agreed assumptions have been applied in respect of your instruction, reflecting restrictions to the extent of our investigations.

- Such inspection of the property and investigations as the Valuer considered professionally adequate and possible in the particular circumstance was undertaken.
- No detailed site survey, building survey or inspection of covered, unexposed or inaccessible parts of the property was undertaken. The Valuer has had regard to the apparent state of repair and condition, and assumed that inspection of those parts not inspected would neither reveal defects nor cause material alteration to the valuation, unless aware of indication to the contrary. The building services have not been tested and it is assumed that they are in working order and free from defect. No responsibility can therefore be accepted for identification or

notification of property or services' defects that would only be apparent following such a detailed survey, testing or inspection.

- It has been assumed that good title can be shown and that the property is not subject to any unusual or onerous restrictions, encumbrances or outgoings.
- It has been assumed that the property and its value are unaffected by any statutory notice or proposal or by any matters that would be revealed by a local search and replies to the usual enquiries, and that neither the construction of the property nor its condition, use or intended use was, is or will be unlawful or in breach of any covenant.
- Valuations include that plant that is usually considered to be an integral part of the building or structure and essential for its effective use (for example building services installations), but exclude all machinery and business assets that comprise process plant, machinery and equipment unless otherwise stated and required.
- It has been assumed that no deleterious or hazardous materials or techniques were used in the construction of the property or have since been incorporated. However where an inspection was made and obvious signs of such materials or techniques were observed, this will be drawn to your attention and captured in this report.
- No access audit has been undertaken to ascertain compliance with the Equality Act 2010 and it has been assumed that the premises are compliant unless stated otherwise in this report.
- No environmental assessment of the property (including its site) and neighbouring properties has been provided to or by the VOA, nor is the VOA instructed to arrange consultants to investigate any matters with regard to flooding, contamination or the presence of radon gas or other hazardous substances. No search of contaminated land registers has been made. However, where an inspection was made and obvious signs of contamination or other adverse environmental impact were visible this will have been advised to you, further instructions requested and the observations captured in the report. Where such signs were not evident during any inspection made, it has been assumed that the property (including its site) and neighbouring properties are not contaminated and are free of radon gas, hazardous substances and other adverse environmental impacts. Where a risk of flooding is identified during any inspection made, or from knowledge of the locality, this will be reported to you. The absence of any such indication should not be taken as implying a guarantee that flooding can never occur.

3. Property Information

3.1 Situation

The land is adjacent a residential area on Rectory Road and is situated in the rural village of Edgefield close to Melton Constable in North Norfolk

3.2 Description

Currently the land is used as a recreation ground for the local residents with a small area set aside for young children's play equipment

3.3 Tenure

Freehold with vacant possession

3.4 Easements and Restrictions

None aware of.

3.5 Site Area

The land extends to approximately 1.3 hectares (3.21 acres)

3.6 Services

There are no services connected to the subject land

3.7 Access and Highways

Rectory Road is an adopted highway

3.8 Planning

The land falls within a Countryside Policy Area and therefore can be developed as an Exception Housing Scheme

3.9 Mineral Stability

The property is not in an underground mining area and a Mining Subsidence Report has not been obtained.

3.10 Environmental Factors Observed or Identified

The land consists of a grassed recreation ground with children's play equipment in one area, and an area of scrub and bushes in the remaining area. From the Rectory Road direction the land gently slopes upwards

4. Valuation

4.1 Valuation Methodology/Approach and Reasoning

The land will form a mixed tenure Exception Housing Scheme of "affordable" and Market value residential building plots.

The valuation of the "affordable" plot is taken from both comparative evidence and valuer knowledge obtained from experience in dealing with this type of plot. I have also spoken with the DV Viability Team leader who confirmed that the value given for the "affordable" plot is comparative to the level of value used to assess developers' viability valuations.

In the case of the Market plot the view is to value the plots on a similar basis as for those deemed affordable plots in order to enable exception housing scheme developments. However, the valuation should be regarded as an indicative figure for a Market plot for this site.

4.2 Comparable Evidence

Market plot evidence.

Land at Eagle Road, Erpingham sold 14th September 2017 for £300,000 – OPP for 24 dwellings for Broadland Housing Association Ltd £12,500 / plot

4.3 Opinion of Value

I am of the opinion that the Market Value of the freehold interest of the "affordable" plot in the land at Rectory Road, Edgefield is **£13,000 (Thirteen thousand pounds)** as at 5th March 2018.

I am of the opinion that the Market Value of the freehold interest of the "Market" plot in the land at Rectory Road, Edgefield is **£13,000 (Thirteen thousand pounds)** as at 5th March 2018.

4.4 Currency

All prices or values are stated in pounds sterling.

4.5 VAT

I understand that VAT does not apply to this transaction and my opinion of value reflects this. In the event that my understanding is found to be inaccurate, my valuation should be referred back for reconsideration.

4.6 Costs of Sale or Acquisition and Taxation

I have assumed that each party to any proposed transaction would bear their own proper legal costs and surveyor's fees.

No allowance has been made for liability for taxation, whether actual or notional, that may arise on disposal.

4.7 Market Commentary

Following the referendum held on 23 June 2016 concerning the UK's membership of the EU, the impact to date on the many factors that historically have acted as drivers of the property investment and letting markets has generally been muted in most sectors and localities. The outlook nevertheless remains cautious for market activity over the coming months as work proceeds on negotiating detailed arrangements for EU exit and sudden fluctuations in value remaining possible. We would therefore recommend that the valuation is kept under regular review. Should you intend to effect a disposal, we recommend that specific marketing advice be obtained at that time.

5. **General Information**

5.1 Status of Valuer

It is confirmed that the valuation has been carried out by Paul Gedge, a RICS Registered Valuer, acting in the capacity of an external valuer, who has the appropriate knowledge and skills and understanding necessary to undertake the valuation competently, and is in a position to provide an objective and unbiased valuation.

5.2 Conflict of Interest

Checks have been undertaken in accordance with the requirements of the RICS standards and have revealed no conflict of interest. DVS has had no previous material involvement with the property.

5.3 Restrictions on Disclosure and Publication

The client will neither make available to any third party or reproduce the whole or any part of the report, nor make reference to it, in any publication without our prior written approval of the form and context in which such disclosure may be made.

You may wish to consider whether this report contains Exempt Information within the terms of paragraph 9 of Schedule 12A to the Local Government Act 1972 (section 1 and

Part 1 of Schedule 1 to the Local Government (Access to Information Act 1985) as amended by the Local Government (access to Information) (Variation) Order 2006.

5.4 Limits or Exclusions of Liability

The report should only be used for the stated purpose and for the sole use of your organisation and your professional advisers. No responsibility whatsoever is accepted to any Third Party who may seek to rely on the content of the report unless previously agreed.

5.5 Validity


This report remains valid for 3 (months) months from its date unless market circumstances change or further or better information comes to light, which would cause me to revise my opinion.

6. Recommendations

6.1 Summary of key issues

The valuations of these plots should be regarded as indicative figures only and may vary according to negotiations with a third party.

I trust that the above report is satisfactory for your purposes. However, should you require clarification of any point do not hesitate to contact me further.



Paul Gedge Dip Surv MRICS
Senior Surveyor
RICS Registered Valuer
DVS East

7. Appendices

7.1 Photographs N/A



7.2 Plan

Attached

MARKET TOWN INITIATIVE

- Summary: This report seeks Cabinet approval for the further development of a strategic Market Town Initiative across North Norfolk’s inland market towns market towns.
- Options considered: This is a new project and no alternatives have been considered
- Conclusions: The Market Town Initiative represents a good opportunity for the Council to support its inland market towns during a period of change.
- Recommendations: It is recommended that;
- (1) That Cabinet to approve the Framework as set out in the report for the North Norfolk Market Town Initiative Programme.
 - (2) That Cabinet refer the further development of the Market Town Initiative to the Overview and Scrutiny committee in the terms set out in the report.

Cabinet Member(s): Cllr John Lee Cllr Nigel Dixon	Ward(s) affected Holt, Fakenham, North Walsham & Stalham
Contact Officer, telephone number and email: Emma Duncan, Head of Legal and Democratic Services ext 6045 Emma.duncan@north-norfolk.gov.uk	

1. Background

- 1.1 This report seeks Cabinet approval for the further development of a strategic Market Town Initiative across North Norfolk’s inland market towns in line with North Norfolk’s overall vision of “a better place” to live, work and visit.
- 1.2 North Norfolk covers a wide geographic area and market towns can be found throughout this landscape, acting as important service centres to wider populations in what is still today, a very rural part of the county. The nature of the towns varies but all North Norfolk’s market towns still retain a historic core and are generally supported by seasonal tourism.

- 1.3 The towns of Cromer, Sheringham and Wells due to their coastal location attract more tourism than our more rurally located towns of North Walsham, Stalham, Holt and Fakenham and the District Council has recently committed significant additional expenditure recently, to ensure that the town infrastructure meets the needs of residents and visitors alike, together with investment in sporting and recreational facilities.
- 1.4 In common with many market towns in the UK, North Norfolk's four inland market towns (North Walsham, Stalham, Fakenham and Holt) are experiencing a number of challenges, including competition from major retail destinations and out-of-town shopping centres, increased online retailing, the closure of key services and decline in markets. Whilst each market town has its own unique character the challenges facing them are similar.
- 1.5 The focus of the Market Town Initiative is to help our rural town centres adjust to those changing use patterns by engaging with local communities to improve and develop their towns centres to encourage business, promote economic development, improve the visitor experience and to increase footfall.
- 1.6 Increasing the vibrancy of our market towns impacts positively on the rural areas surrounding them, by supporting our local producers and giving our residents an opportunity to shop, live, work and socialise locally.
- 1.7 Members will be aware that during the budget discussions (and subsequent approval at Council) funding was allocated to the Market Town Initiative, bringing the total budget allocation to £400,000.

2. Market Town Initiative Framework Summary

- 2.1 The Council has allocated £400,000 to the Market Town Initiative ("MTI"), with each market town allocated an outline budget of up to £100,000 to spend on locally owned and managed projects within the MTI scheme, intended to revitalise and enhance our town centres.
- 2.2 The intention of the project to build capacity and capability in the towns to select, manage and deliver projects so that in future years the towns have the skills to access external funding, manage and deliver projects themselves. Consequently, the model that is being proposed is that identifies small scale proven projects that have been successfully used to support town centres to deliver economic resilience, regeneration and footfall.
- 2.3 The projects have been selected using the following criteria;
 - Contributes either to footfall, regeneration or economic growth
 - Proven track record
 - No large overhead costs or complex delivery mechanisms
- 2.4 The projects have in part been selected for their "off the shelf" ability to be implemented quickly and not require additional resourcing to be delivered. They also have the benefit of the towns being able to build and develop capacity and capability in taking forward the ideas.

- 2.5 In terms of governance arrangements, it is critical that the selection and delivery of the projects is owned by all of the community, therefore a multi-agency delivery mechanism is suggested as a starting point.
- 2.6 The group delivering the project will involve not only the public sector through district and county councillors and the town councils but also engage businesses and business groups including the Chambers of Trade and Commerce, who are vital partners. Engagement and consultation with the community will be essential in moving the projects forwards.
- 2.7 The town councils, being publically accountable through the public sector accounting and transparency arrangements, seem ideally placed to be the accountable bodies for the projects and should be approached to perform that role.
- 2.8 To further develop the MTI and to engage with the community it is recommended that Cabinet refer the Market Town Initiative to a politically balanced Working Party of the Overview and Scrutiny Committee.

3 Scheme detail: Projects

- 3.1 The example project options have been identified through examination of national good practice and success in other areas of the country to achieve the stated aims of the Initiative using the following criteria; and there may be others that could be explored for inclusion on this basis.
- Contributes either to footfall, regeneration or economic growth
 - Proven track record
 - No large overhead costs or complex delivery mechanisms
- 3.2 The projects are identified below. Having a defined palette of projects from which each town can select maximises opportunities for the market towns to work across the district delivering the same projects and thereby increasing value for money, efficiency and learning.

Project	Outline	Cost
Support for locally devised community events and arts	Community events and arts can be invaluable in raising the profile of a market town; enhancing loyalty amongst local people and thereby footfall; improving the visitor 'offer' and visitor spend in the town, contributing to wider community cohesion and promoting local produce, arts, services, etc. Local authority support for community events is also a practical way of demonstrating support for town councils and other representatives groups with an interest in the success of market towns.	£5000 pa

Retail Skills Training for market town retailers	It is recognised that local retailers need to develop a 'bricks and clicks' approach to retail if they are to sustain their business. However, many lack the skills necessary to optimise the use of social media, online marketing and sales, and crowd sourcing. This has an impact upon the success and longevity of businesses on the high street and can lead to void property, reduced footfall and less attractive use of retail units. Some authorities have offered training for retailers on key issues of interest to them and that will promote the overall success of the town centres.	£5,000 pa should provide a reasonable programme of training for retailers. This could be delivered jointly.
Digital	Towns can support local stakeholders to use digital technology from several perspectives. There is the physical public realm aspect of digital (way-finding signage, traffic controls, information displays, public Wi-Fi etc), the marketing and communications aspects that include websites and social media, and finally the customer-driven aspect of digital that is centred around the use of mobile devices in making social connections at the various points-of-interaction in the town centre journey and ultimately at the all-important point-of-sale.	The cost of the introduction of public wifi has reduced in recent years but an allocation of £10,000 would be appropriate which would also enable enhancement of existing digital infrastructure
Empty Shops	Empty shops do not assist town centres in projecting a positive image. In order to encourage new business into town centres it would be possible to take the lease of empty shops and lease the units back to local retailers at below market rates to encourage new business into town centres. This would encourage new businesses and enhance the town centre.	£10,000 pa would allow occupancy of one/two retail units for a year.
Buy local projects	The market towns have some very good local businesses and a very effective tool is known as 'Totally Locally'. Totally locally is a social enterprise and shop local movement, supporting independent retailers with free branding and marketing campaigns for their towns. Local teams are enabled to use the campaign to promote the value of shopping, celebrate their high street, create community events and ultimately lift their local economy. It supports each town to promote buying locally and how to work together to lift the town. Through Totally Locally, many towns have seen a dramatic reduction in empty shops and discovered a communal way to work together. Totally locally is essentially a community-led town centre management and regeneration kit. Although it costs nothing, it must be backed by local shops and businesses if it to be successful. Totally locally organisers ask for their expenses to be paid and for a voluntary donation to their organisation. Totally Locally started in Yorkshire and operates in Scarborough, it has also spread	It is anticipated that the cost of this scheme would require an estimated start up budget of circa £7,500.

	across the country to areas such as Leek, Buxton, Portsmouth, Tavistock and Penrith.	
Street scene enhancements	Street scene enhancements are small-scale improvements to the look/ feel of town centre shopping streets. They might include: re-paving, pedestrianisation, new/ replaced street furniture, new/ replaced street signage, enhancements aimed at disabled people and screening of different sorts for eyesore buildings and sites. Most authorities have programmes of street scene enhancements.	Suggested allocation of £10,000.

4 Scheme details; Delivery

- 4.1 The funding would be given on the basis of delivery of a number of project “options” (see examples above) – each will be ascribed a cost and each town would be able to select as many options as they wished up to a maximum cost of £100,000. This will allow each town to choose the options that they feel suit them best and are confident to be able to deliver successfully.
- 4.2 In terms of a delivery mechanism, as the projects are “off the shelf” so that the funding can be directed towards the projects themselves rather than generating significant on-costs
- 4.3 Consultation and engagement with the local community but specifically engagement with local business, local elected members, heritage and regeneration groups is vital to the successful delivery of the town centre schemes.
- 4.4 In order to avoid the cost of duplicating governance structures the onward delivery of the projects could be via an existing structure such as one of the District Council Town Working Parties (engaging local members at all levels) or another structure. Any delivery mechanism put forward will need to demonstrate substantial and meaningful engagement with the business community. This group will propose and then manage the projects, with the town council acting as accountable body.
- 4.5 The most appropriate delivery vehicle may be different for each town and this will need to be recognised in the delivery of the scheme.

5 Scheme detail: Governance

- 5.1 Currently it is proposed that the town council be the accountable body for the funding because of the public sector accounting and transparency requirements and the ability and willingness to take on this role will need to be explored with the town councils.

6 Scheme detail; Engagement and Monitoring

- 6.1 Listening and engaging with our communities in the towns is important to making sure that the MTI is robust, transparent and fit for purpose and that the

projects are delivered successfully and there are number of areas within the scheme that would benefit from that engagement.

6.2 The Overview and Scrutiny Committee is ideally placed to do that work. Consequently, it is suggested that Cabinet refer of the scheme to Overview and Scrutiny Committee to undertake the following work;

6.3 In refining the MTI Framework;

- To engage with and receive evidence from the community as to whether they are any further projects that meet the MTI objectives that would be able to be included in the scheme and to make recommendations to Cabinet.
- To engage with and receive evidence from the community on the most appropriate delivery mechanisms that demonstrate engagement of the whole community at town level for the projects and to make recommendations to Cabinet on the form of those delivery vehicles.
- To engage with and receive evidence from the community as to the most appropriate and effective form of governance and to make recommendations to Cabinet.

6.4 In delivery and monitoring the scheme;

- Once the delivery vehicles are established in each town, to receive recommendations from them as to which projects they wish to pursue in line with the scheme's aim and objectives and to provide challenge and oversight to the selected projects, making recommendations to Cabinet to allocate funding.
- To monitor the implementation and effectiveness of the scheme and to report to Cabinet on their findings.

7. Conclusion

The Market Town Initiative represents a good opportunity for the Council to support its inland market towns during a period of change.

8. Implications and Risks - NONE

9. Financial Implications and Risks

The funding for the project has already been allocated within the budget for 2018/19

10. Sustainability - NONE

11. Equality and Diversity - NONE

12. Section 17 Crime and Disorder considerations - NONE

Appendix 1

Market Town Initiative Consultation Document

Market Towns Initiative Proposal Consultation (Draft)

Introduction

North Norfolk covers a wide geographic area and market towns can be found throughout this landscape, acting as important service centres to wider populations in what is still today, a very rural part of the county. The nature of the towns varies but all North Norfolk's market towns still retain a historic core and are generally supported by seasonal tourism.

The towns of Cromer, Sheringham and Wells due to their coastal location attract more tourism than our more rurally located towns of North Walsham, Stalham, Holt and Fakenham and the District Council has recently committed significant additional expenditure recently to ensure that the town infrastructure meets the needs of residents and visitors alike, together with proposed investment in sporting and recreational facilities.

The nature of the use of the rural town centres (North Walsham, Stalham, Fakenham and Holt) is changing and the focus of the market town initiative is to help our rural town centres adjust to those changing use patterns.

We want to work with businesses, the Town Councils and forums in North Walsham, Stalham, Fakenham and Holt to provide funding, resources and expertise as part of the Market Towns Initiative. The aims of the initiative are to improve facilities, enhance the visitor experience and promote economic development to make the best of what our wonderful market towns have to offer. We want more people to visit our market towns and to come back time and time again.

By increasing footfall, we will improve the vibrancy of the towns, creating a better place to live and work, whilst improving the experience for our visitors.

We are consulting local members, business and regeneration groups and town councils in North Walsham, Stalham, Fakenham and Holt to help us design a trial programme which the District Council will fund to help reinvigorate our town centres and to develop capacity and capability within the towns to pump prime future regeneration initiatives. We want each town to take forward the initiatives rather than the District Council leading or managing them, so that they develop expertise in identifying and delivering good quality and effective schemes and so that we can ensure that funding goes directly into delivering the project rather than incurring unnecessary overheads.

What is proposed?

The Council will allocate each market town a budget of up to £100,000 for the financial year 18/19 to spend on locally owned and managed projects, intended to revitalise and enhance our town centres. We are proposing that the town Council be the accountable body for the funding because of the public sector accounting and transparency requirements.

The funding would be given on the basis of delivery of a number of project “options” (see examples below) – each will be ascribed a cost and each town would be able to select as many options as they wished up to a maximum cost of £100,000. This will allow each town to choose the options that they feel suit them best and are confident to be able to deliver successfully.

Consultation and engagement with the local community but specifically any local business, heritage and regeneration groups is vital to the successful delivery of the town centre schemes. The Council also expects genuine engagement with local District and County Councillors in relation to the choice and delivery of the projects moving forwards. We would like to avoid the cost of duplicating governance structures and are keen for the selection and onward delivery of the projects to be via an existing structure such as one of the District Council Town Working Parties or you could look to use another structure.

The accountable body for finance would then report back to the District Council in XXXX 2019 as to how successfully the outcomes have been achieved and this will inform any future funding initiatives moving forwards.

Consultation:

Qu 1:

Is the Town Council willing to be the accountable and reporting body for the funding or are there any other suitable vehicles?

Qu 2:

What is your preferred engagement and delivery mechanism?

How have you chosen the projects?

The example project options have been identified through examination of national good practice and success in other areas of the country; but you may have others equally appropriate and capable of delivering the stated aims.

The outcomes of the projects are intended to be visible to people using the town centres to demonstrate a commitment of funding to the town centre and produce a feel good factor about our local towns. The projects selected are intended to be quick and easy to deliver.

Acceptance of other projects would have to be considered in this context, as they do need to be focussed on how they will contribute to enhancing town centres and meet the project criteria. It would be possible to use the funding from the District Council to match fund in some cases.

Consultation:

Qu 3:

Looking at the example options list, are there any other costed options that you would like to add?

PROJECT OPTIONS

Project	Outline	Cost
Support for locally devised community events and arts	Community events and arts can be invaluable in raising the profile of a market town; enhancing loyalty amongst local people and thereby footfall; improving the visitor 'offer' and visitor spend in the town, contributing to wider community cohesion and promoting local produce, arts, services, etc. Local authority support for community events is also a practical way of demonstrating support for town councils and other representatives groups with an interest in the success of market towns.	£5000 pa

Retail Skills Training for market town retailers	It is recognised that local retailers need to develop a 'bricks and clicks' approach to retail if they are to sustain their business. However, many lack the skills necessary to optimise the use of social media, online marketing and sales, and crowd sourcing. This has an impact upon the success and longevity of businesses on the high street and can lead to void property, reduced footfall and less attractive use of retail units. Some authorities have offered training for retailers on key issues of interest to them and that will promote the overall success of the town centres.	£5,000 pa should provide a reasonable programme of training for retailers. This could be delivered jointly.
Digital	Towns can support local stakeholders to use digital technology from several perspectives. There is the physical public realm aspect of digital (way-finding signage, traffic controls, information displays, public Wi-Fi etc), the marketing and communications aspects that include websites and social media, and finally the customer-driven aspect of digital that is centred round the use of mobile devices in making social connections at the various points-of-interaction in the town centre journey and ultimately at the all-important point-of-sale.	The cost of the introduction of public wifi has reduced in recent years but an allocation of £10, 000 would be appropriate which would also enable enhancement of existing digital infrastructure
Empty Shops	Empty shops do not assist town centres in projecting a	£10,000 pa would allow occupancy of

	<p>positive image. In order to encourage new business into town centres it would be possible to take the lease of empty shops and lease the units back to local retailers at below market rates to encourage new business into town centres. This would encourage new businesses and enhance the town centre.</p>	<p>one/two retail units for a year.</p>
<p>Buy local projects</p>	<p>The market towns have some very good local businesses and a very effective tool is known as 'Totally Locally'. Totally locally is a social enterprise and shop local movement, supporting independent retailers with free branding and marketing campaigns for their towns. Local teams are enabled to use the campaign to promote the value of shopping, celebrate their high street, create community events and ultimately lift their local economy. It supports each town to promote buying locally and how to work together to lift the town. Through Totally Locally, many towns have seen a dramatic reduction in empty shops and discovered a communal way to work together. Totally locally is essentially a community-led town centre management and regeneration kit. Although it costs nothing, it must be backed by local shops and businesses if it to be successful. Totally locally organisers ask for their expenses to be paid and for a voluntary donation to their organisation. Totally Locally started in Yorkshire and operates in Scarborough, it has also spread across the country to areas such as Leek,</p>	<p>It is anticipated that the cost of this scheme would require an estimated start up budget of circa £7,500.</p>

	Buxton, Portsmouth, Tavistock and Penrith.	
Street scene enhancements	Street scene enhancements are small-scale improvements to the look/ feel of town centre shopping streets. They might include: re-paving, pedestrianisation, new/ replaced street furniture, new/ replaced street signage, enhancements aimed at disabled people and screening of different sorts for eyesore buildings and sites. Most authorities have programmes of street scene enhancements.	Suggested allocation of £10,000.

What do I need to do?

Please respond to the Consultation questions by 2018.

What will happen next?

The Market Town Initiative and consultation responses will be passed to the Council’s Overview and Scrutiny Committee and then Cabinet for a decision in 2018.

If the recommendations are approved then we will be in contact with you in 2018.

