

Cabinet



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29th June 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 09 July 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 13)

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 11 June 2018.

3. PUBLIC QUESTIONS & STATEMENTS

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

4. ITEMS OF URGENT BUSINESS

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

5. DECLARATIONS OF INTEREST

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

To consider reports and recommendations from the Overview & Scrutiny Committee

8. ONE YEAR EXTENSION OF CURRENT WASTE AND RELATED SERVICES CONTRACT

(page 21)

Summary: The current Waste and Related Services contract with Kier is due to end on the 31st March 2019. The procurement of a new Waste and Related Services Contract has previously been agreed by Cabinet. A joint procurement approach has been adopted with Breckland District Council and the Borough Council of Kings Lynn and West Norfolk. In response to the feedback from potential bidders for the new contract and to ensure the partnership approach to procurement was maintained officers have negotiated a one-year extension to the current contract with Kier.

Options considered:

1. Proceeding with contract procurement on the original timeline with an April 2019 start date.
2. Not extending the existing contract, but delivering the services in-house.

3. Direct placement of the service with the Joint Venture Company (NEWS).

Conclusions: Kier have provided a cost of extension of £5,515,341 for the 2019/20 financial year. This may be subject to some variation to reflect ongoing negotiations with Kier and where assumed figure need to be rebased to reflect the current situation. It is not anticipated that these will give rise to significant increases in contract cost.

Inflationary indexation of the current contract suggests that the 2019/20 financial year would have cost the Council £4,805,503 based on the current contract figures.

The difference between the Kier extension cost and the extrapolated costs based on current price is £709,838. We know based on the depreciating contract value Kier tendered that the last year of the contract was significantly below the midpoint, i.e. had they tendered a flat rate each year. The extension price provided is therefore seen to be value for money.

The difference in price is within the £1,000,000 budget provision allowed agreed within the last budget round.

- Recommendations:
1. **That Cabinet authorises the extension of the current Waste and Related Services Contract with Kier Environmental Services Ltd for a period of one year for the 2019/20 financial year.**
 2. **That, in order, to secure the best outcome in terms of value, the shared risk approach outlined in the report in respect of fuel and vehicle maintenance is adopted.**

Reasons for Recommendations: Extension of the existing contract will allow the procurement process for the future joint contract to be undertaken in a more effective manner and avoid a time of significant congestion in the market for the procurement of local authority waste collection contracts, maximising the chance of participation from a wider range of bidders.

It will also allow additional time for the preparation and development of the necessary documentation (specification and current service information) which is more complex in a joint procurement process. Ensuring that the contract documentation is of high quality will maximise the interest from potential bidders and offer the greatest chance of maximising the long term benefits for North Norfolk District Council from the contract procurement process.

By more closely aligning the start dates of the contract for the three councils involved, this may make the contract more attractive to potential bidders.

Cabinet member(s): Cllr H Cox MBE
Ward member(s) All
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9. FINANCIAL PENALTY POLICY (HOUSING AND PLANNING ACT 2016) (page 28)
(Appendix 1 – p.32) (Appendix 2 – p.39)

Summary: The purpose of this report is to seek approval for a new policy on the use of Financial Penalties as an alternative to prosecution.

The Housing and Planning Act 2016 allows local housing authorities to impose financial penalties of up to £30,000 as an alternative to prosecution for a range of offences within the Housing Act 2004

Options considered: The Council could choose not to adopt the policy. As such, the Council would not be utilising the new powers available to implement financial penalties. The Council would then be limited to the existing powers of prosecution for non-compliance with Notices under the Housing Act 2004 (which can be a lengthy process and the fines imposed are paid to the Court not the local authority) and powers to serve Management Orders for non-compliance with the Management of Houses in Multiple Occupation (England) Regulations 2006.

Alternatively, the Council could choose to adopt the policy. As such, the Council would be utilising the new powers available to implement financial penalties. These new powers will enable the Council to further enforce against sub-standard accommodation and unsatisfactory property management. Furthermore, adoption of the policy will have a deterrent effect and ensure consistency with other local authorities in the region.

Conclusions: Adoption of the Financial Penalties Policy will enable the Council to be more effective when taking action against landlords who let sub-standard homes. It will also ensure consistency and increase the resource available to carry out this work.

Recommendations: That Full Council adopts the Financial Penalties Policy.

Reasons for Recommendations: These new powers have the potential to bring about a significant improvement in the condition of homes in the private rented sector. Civil penalties provide local authorities with a quicker and more efficient tool than prosecution.

Cabinet member(s): Cllr H Cox MBE and Cllr S Arnold
Ward member(s) All
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10. SPORTING CENTRE OF EXCELLENCE

(page 59)

Summary: The Sporting Centre of Excellence project fulfils part of one of the Council's main objectives targeting Health and Wellbeing. This project has been noted as a model of good practice, the only one of its kind in the UK.

The first two years of this project have gone extremely well, with all of the participants improving. Many of the young people have been selected to represent the county in their chosen sport, and some competing at a national standard.

Conclusions: This pilot project has demonstrated a great need to deliver high quality sports coaching to the young people of North Norfolk. It has bridged a gap between participation and performance, and allows access to those young people to take the next step and become a sporting star of the future.

Recommendations:

- 1. That Cabinet note the success of the project to date.**
- 2. That Cabinet approve continuation of the project into year three, with a General Reserve budget of £20,000 to be allocated to the scheme**

Reasons for Recommendations: The compulsory period for the next review is 1 October 2018 - 31 January 2020. Recommending that review is carried out earlier in order to include new polling districts in 1 December 2018 publication of the electoral register. This is necessary to facilitate planning for May 2019 elections.

Cabinet member(s): Cllr Becky Palmer
Ward member(s) All
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11. DIGITAL TRANSFORMATION UPDATE

(page 65)

Summary: This report is brought to provide an update on progress within the Digital Transformation Programme (DTP), in accordance with the original Cabinet Resolution for the Programme.

Full Council has approved funding for the second phase of the Digital Transformation Programme. This will build on the significant business benefits of the initial DTP and extend the technology improvements it delivers into all areas of both the Council's customer facing and back office services.

As we complete the projects which formed Phase 1, the Phase 2 Programme Plan is being developed to layout the major projects and associated timelines, based upon business benefits and operational priorities.

Funding was approved for additional IT staff to address risks and capacity issues arising from the Council's increased use of and dependency on IT systems. This will assist in improving the level of support IT are able to provide to both Members and officers across the Council.

The infrastructure technology refresh and improvement programme continues to progress well. Significant deliveries in this period include:

- 40 laptops to significantly improve the capability for agile working and business continuity.
- Council mobile phones have been refreshed and upgraded.
- The Customer Contact System has been enabled for "Webchat", allowing customers the opportunity to communicate in real time with the Council's Customer Services Team via their computer, laptop or other portable device.

The refresh of the Planning system software will allow the principles of the Business Process Review (BPR) developed in Planning Development Management to be extended across the whole service. After some initial delays, the project to deliver the system upgrade is moving forward, with a go-live scheduled for early 2019. The new system, "Uniform", will offer many opportunities to improve efficiency and customer service. Amongst these are "apps" to provide the Development Management, Building Control and Enforcement teams on-site access to and the recording of application related information on mobile tablet devices.

Conclusion: The Digital Transformation Programme business model remains viable and is broadly on track to deliver as planned.

The projects to deliver phase 2 are being defined and planned in accordance with the expected business benefits they will deliver and although not yet detailed, it can be reasonably expected they will deliver further significant savings and efficiencies as previously identified.

Recommendations: **1) That Cabinet notes the progress made on the Digital Transformation Programme.**

Reasons for Recommendations: 1) To provide appropriate governance and oversight of the Digital Transformation Programme.
2) To publicly detail the Council's plans in this area.

Cabinet member(s): Cllr John Lee
Ward member(s) All
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12. ENFORCEMENT BOARD UPDATE

(page 74)

Summary: This report provides an update for Members on the work of the Enforcement Board over the past six months and also gives an assessment of progress made since the Board's inception over 4 years ago. The Enforcement Board has dealt with a number of difficult and long standing properties and, since the last report, significant progress is being made on many other properties that are subject to major renovation projects.

The Board has also overseen a major review of all long-term empty properties in May this year that has seen a significant reduction in the headline numbers of long term empty properties.

In addition, the report highlights the work of the Combined Enforcement Team which plays a key role in targeting, monitoring and overseeing renovation works to bring back properties to use

Conclusions: The Enforcement Board continues to make significant progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties back into use, across all areas of the District, with both social and economic benefits to the community, and financial benefits to the Council.

Recommendations:

- 1. That Cabinet notes the continued progress of the Enforcement Board.**
- 2. That Cabinet note the recent inspection and assessment activity of officers to reduce the long term empty property numbers across the whole of the District.**

Reasons for Recommendations:

1. To ensure appropriate governance of the Board's activities.
2. To understand the scope of recent inspection and analysis of long term empty homes

Cabinet member(s): Cllr H Cox MBE (Enforcement) Cllr S Arnold (Planning)
Ward member(s) All
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13. ANNUAL ACTION PLAN 2018/19 AND ANNUAL REPORT 2017/18 (page 81)

Summary: This report presents the Annual Action Plan for 2018/19 and the Annual Report for 2017/18 for final approval by Cabinet. Since the draft report of the Annual Action Plan was first presented in April, a number of changes have been made to reflect the views of members, including the Overview and Scrutiny Committee.

Conclusions: A rigorous development process has resulted in a balanced and effective Annual Action Plan for 2018/19 and Annual Report for 2017/18, with associated performance indicators, in order to report on and deliver the Council's priorities and objectives as laid out in the Corporate Plan 2015-2019.

Recommendations: **1) That the Annual Action Plan 2018-19 is approved, along with the management performance indicators as set out in Appendix 1 of the Plan.**
2) That the Annual Report is received.
3) That the Heads of Paid Service are authorised to amend any minor inaccuracies or matters of detail in either of the documents if they arise.

Reasons for recommendations: 1) To allow effective governance and member sign off of the work action priorities for the 2018/19 year.
2) To report on the outturn for 2017/18 year in terms of key areas of work for the Council.
3) To ensure that the documents, which will be publicly available, are as accurate as possible.

Cabinet member(s): Cllr J Lee
Ward member(s): All
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14. PURCHASE AND OPERATION OF CAR PARK, NORTH WALSHAM RAILWAY STATION (page 162)
(Exempt Appendix A – p.179) (Appendix B –p.168) (Appendix C – p.169)
(Appendix D. – p.170)

**** NOT FOR PUBLICATION – BY VIRTUE OF PARAGRAPHS 3 & 5 OF PART 1 OF SCHEDULE 12A (AS AMENDED) OF THE LOCAL GOVERNMENT ACT 1972****

Summary: This report outlines the opportunity for the District Council to acquire a brand new car park within North Walsham as part of the Mulberry Grove development, off Norwich Road, adjacent to the train station and railway line.

Options considered: An alternative option would be for the authority not to proceed with an acquisition. However, if this option was taken, it would not give the Council the opportunity of managing an important piece of community / local transport infrastructure associated with a growing town which, at the same time, would have the potential to generate future income for the authority.

Conclusions: The Council is an experienced and successful operator of public car parks across North Norfolk, currently managing more than 25 coastal, resort and standard car parks across the district.

Recommendations: It is recommended that Cabinet agrees:

- A. To the District Council purchasing the car park at the cost identified within exempt Appendix A plus legal fees and costs;**
- B. To establish a further capital budget as identified within exempt Appendix A for additional works to the car park. A and B to be funded from the Local Property Investment Fund;**
- C. To establish an annual revenue budget as identified within exempt Appendix A from 2018/19);**
- D. To add the car park within the schedule of sites covered by the North Norfolk Off-Street Car Parking Order or agree a separate order as appropriate with the car park being open for use by purchasers of the Council's current season tickets or levying an initial flat-rate daily charge of £2.50 for non-season ticket holders and casual / occasional users.**

Reasons for Recommendations: The potential purchase of this new car park by the Council provides the opportunity for the authority to expand its car park portfolio, provide car parking to meet the anticipated demand for increased train travel locally with the forthcoming improvements to the rail service from North Walsham and generate a future source of income for the authority.

To meet the Council's Corporate Plan objective of investing in property as a means by which the Council will improve income streams while providing enhanced car parking facilities for those travelling by train.

Cabinet member(s): Cllr R Price
Ward member(s) North Walsham
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15. COMPULSORY PURCHASE OF LISTED BUILDING (page 171)
(Exempt Appendix B – p.178)

**** NOT FOR PUBLICATION – BY VIRTUE OF PARAGRAPHS 3 & 5 OF PART 1 OF SCHEDULE 12A (AS AMENDED) OF THE LOCAL GOVERNMENT ACT 1972****

Summary: This report makes the case for compulsory purchase of a Grade II listed building in a serious state of disrepair. The Property has been referred for a Compulsory Purchase Order (CPO) by the Enforcement Board.

The Property was brought to the Enforcement Board in May 2015 over concerns that the owners of this property were either unwilling or unable to preserve the fabric of the building which is of Listed status and the fact the overall premises detracted from the general amenity of its local area.

After protracted negotiations with the owners and the service of an Urgent Works Notice, the Council has undertaken works in default, for which the owners currently have no means to reimburse the Council, and which have been secured by way of a property charge.

The Council also served a Listed Building Repairs Notice, which has also lapsed, and the premises continue to deteriorate.

There is no other option but to progress a CPO, although a voluntary agreement may arise from the commencement of the CPO process. Costs of both the works in default and those still required would be recovered via acquisition of the property.

Options considered:

The Council could simply not undertake any further works and leave the building to decline to the point of becoming dangerous, or even collapse.

This is not considered appropriate as it would allow the loss of a significant listed building and would undermine the Council in terms of ensuring compliance with relevant legislation.

The current owners have confirmed that they are willing to consider a voluntary offer to purchase from the Council. Officers believe that the Property should be acquired by the Council to ensure its preservation, pursuant to its power under section 47 of the Planning (Listed Building and Conservation Areas) Act 1990, so that the Council can proceed to acquire the property compulsorily in the event that the voluntary negotiations are not successful. Acquiring the Property will also enable the Council to recover the costs already incurred in carrying out urgent works in default.

Recommendations

It is recommended that:

The Corporate Director and Head of Paid Service (NB) is authorised:

- 1. to negotiate and complete the voluntary purchase of the property as described in the report up to the value described in Exempt Appendix A.**
- 2. if a voluntary purchase cannot be agreed, to make a Compulsory Purchase Order (CPO) in respect of the Property.**
- 3. if there are no objections to the CPO and the Secretary of State gives notice that NNDC may confirm the CPO itself, to confirm the CPO.**
- 4. if there are objections to the CPO, to pursue the confirmation of the CPO by the Secretary of State, to include participating in any public inquiry held.**
- 5. once any CPO is confirmed, to execute a General Vesting Declaration to vest the ownership of the Property to NNDC.**

6. **once acquired, either voluntarily or compulsorily, to procure and engage contractors to carry out works necessary to repair and/or renovate/develop the property**
7. **that the purchase and, if necessary renovation costs, will be funded from Capital Reserves and any necessary legal and CPO costs from the Enforcement Board Reserve.**

Reasons for
Recommendations

1. If the Property can be acquired voluntarily, this will negate the need to make a compulsory purchase order.
2. It has been identified that the Property is not being properly preserved by the current owners. Section 47 of the Planning (Listed Buildings and Conservation Areas) Act 1990 enables the Council to acquire Listed Buildings where it appears that reasonable steps are not being taken for its preservation. There is no indication that the current owners will be able to take the steps necessary to preserve the property themselves, and they have withdrawn from previous attempts to sell the property on the open market. If no action is taken, the Property is likely to fall into an even further state of deterioration.
3. Section 14A of the Acquisition of Land Act 1981 empowers acquiring authorities to confirm CPOs themselves where there are no relevant objections. By confirming the CPO itself, this will enable the compulsory purchase to be completed far more quickly.
4. If objected to, the Council must persuade the Secretary of State that the grounds for making the CPO are sufficient for the CPO to be confirmed. This will involve contested proceedings which the Council will be a party to.
5. Once the CPO is confirmed, it remains necessary to legally transfer the property from the current owners to the Council. It is recommended that the General Vesting Declaration procedure be used as this usually enables ownership to be transferred the soonest.
6. The compulsory power being utilised is to ensure the preservation of the property. A Repairs Notice under the Act has been served identifying those works necessary for the preservation of the property. In addition, the property should be renovated to a standard that will enable the maximum return on the Council's investment for the benefit of the public purse.
7. To make the necessary financial provision for the purchases.

Cabinet member(s):
Ward member(s)
Contact Officer
telephone
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Cllr H Cox MBE (Enforcement) Cllr S Arnold (Planning)
All
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16. 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.”

17. PRIVATE BUSINESS

CABINET

Minutes of the meeting of the Cabinet held on Monday 11 June 2018 at the Council Offices, Holt Road, Cromer at 10.00 am

Members Present:

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

Also attending:

Mrs A Fitch-Tillett	Mr J Rest
Mrs A Claussen-Reynolds	Mr R Reynolds
Mr N Lloyd	Mr B Smith
Mrs S Bütikofer	Ms K Ward
Mrs P Grove-Jones	Mr B Hannah

Officers in Attendance:

The Corporate Directors, the Monitoring Officer, the Head of Finance and Asset Management, the Chief Technical Accountant, the Coastal Manager, the Revenues Manager, the Democratic Services Manager and the Democratic Services Officer.

Also in attendance: David Hannant, EDP

1. CHAIRMAN'S ANNOUNCEMENTS

The Chairman paid tribute to the late Cllr Cliff Jordan, former Leader of Norfolk County Council, who had died on 09 June. He asked that the Council should send a letter of condolence to Cllr Jordan's family.

Mrs H Cox was congratulated for being awarded the MBE in the Queen's Birthday Honours. She, in turn, thanked Members and officers for the role they had played in her award and said that it was only because of working alongside others that she had achieved the honour.

2. APOLOGIES FOR ABSENCE

None.

3. MINUTES

The minutes of the meeting held on 16 April 2018 were approved as a correct record and signed by the Chairman.

4. PUBLIC QUESTIONS

None.

5. ITEMS OF URGENT BUSINESS

None.

6. DECLARATIONS OF INTEREST

None.

7. MEMBERS QUESTIONS

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

8. OVERVIEW & SCRUTINY COMMITTEE MATTERS

The Overview & Scrutiny Committee had made recommendations regarding the Annual Action Plan 2018/2019 at their meeting on 25th April. They had been held over because Cabinet had not met in May. Cabinet agreed the recommendations from the Committee.

RESOLVED

That the Annual Action Plan 2018 – 2019 should include the following:

- 1. Clear outcome-based targets, where appropriate.**
- 2. Outcome-related results for areas that are “ambitions” rather than numerical targets.**
- 3. Clarity about previous performance.**
- 4. A narrative report attached to explain significant variances.**
- 5. Benchmark figures (when an authority of similar size and location is providing the same service)**

9. 2017/18 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT)

This item was introduced by Mr W Northam, Portfolio Holder for Finance, Revenue and Benefits. He told Cabinet that, in his time as Portfolio Holder, he had never had to make a negative report. Thanks to good financial control by staff, the Council was living within its means and had produced a healthy surplus without having to cut services.

The period 10 budget monitoring report was presented to Cabinet in February and covered the first 10 months of the year up to the end of January 2018. This report was forecasting a General Fund underspend of £273,000 with a further transfer from the Collection Fund in relation to Business Rates of £564,000, giving an overall surplus of just over £837,000.

The report presented the outturn position for the 2017/18 financial year and included a General Fund underspend of just over £249,000 and a transfer from the Collection Fund in relation to Business Rates of £745,000 giving an overall General Fund surplus of just over £994,000. Details were included within the report of the more significant year-end variances compared to the current budget for 2017/18. The report also made recommendations for contributions to reserves as applicable for future spending commitments. An update to the current capital programme was also included.

Whilst there were options available for earmarking the underspend in the year, the report made recommendations that provided funding for ongoing commitments and future projects.

The final position allowed for £501,386 of budget and grant underspends to be rolled forward within Earmarked Reserves to fund ongoing and identified commitments for which no budget had been allocated in 2018/19. The position as reported would be used to inform the production of the statutory accounts which will then be subject to audit by the Council's external auditors Ernst and Young.

In proposing the recommendations, Mr Northam congratulated the Head of Finance and Asset Management and his team.

Mr N Dixon seconded the recommendations. He said that the report demonstrated a record of responsible budget management and collective working by officers and Members to ensure financial stability in challenging times. It was important that this should be maintained in the future. The surplus would be used to good effect.

Mr N Lloyd expressed concern that, in the last 5 years, the fund for community transport had not been spent. He reminded Cabinet of the need for such transport for the lonely and vulnerable. Mr N Dixon assured him that Cabinet was reviewing how best to spend the money and that it was work in progress. Cabinet was mindful that the work needed to be done.

It was proposed by Mr W Northam, seconded by Mr N Dixon and

RESOLVED

To recommend the following to Full Council:

- a) The provisional outturn position for the general fund revenue account for 2017/18;**
- b) The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2018/19 budget;**
- c) Transfer part of the surplus of £994,259 to the Capital Projects Reserve to support the capital programme;**
- d) The financing of the 2017/18 capital programme as detailed within the report and at Appendix D;**
- e) The balance on the General Reserve of £2.196 million;**
- f) The updated capital programme for 2018/19 to 2021/22 and the associated financing of the schemes as outlined within the report and detailed at Appendix E.**

Reason for the decision:

To approve the outturn position on the revenue and capital accounts for 2017/18 that will be used to produce the statutory accounts for 2017/18.

10. TREASURY MANAGEMENT ANNUAL REPORT 2017/18

The report was introduced by the Portfolio Holder, Mr W Northam. It set out the Treasury Management activities actually undertaken during 2017/18 compared with

the Treasury Management Strategy for the year. Treasury activities for the year had been carried out in accordance with the CIPFA Code and the Council's Treasury Strategy.

Investment activity: the Ministry of Housing, Communities and Local Government's (MHCLG) guidance on Local Government Investments required the Council to focus on security and liquidity, rather than yield when undertaking its treasury activities.

The Chief Technical Accountant and her team were congratulated for their work.

It was proposed by Mr W Northam, seconded by Mr R Price and

RESOLVED

That the Council be asked to RESOLVE that The Treasury Management Annual Report and Prudential Indicators for 2017/18 are approved.

Reason for the decision:

Approval by Council demonstrates compliance with the Codes.

11. DEBT RECOVERY 2017/18

The report was introduced by the Portfolio Holder, Mr W Northam.

This, an annual report, detailed the Council's collection performance and debt management arrangements for 2017/18. The report included:

- A summary of debts written off in each debt area showing the reasons for write-off and values.
- Collection performance for Council Tax and Non- Domestic Rates.
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

Writing off bad debts was a necessary function of any organisation collecting money. The Council was committed to ensuring that debt write offs were kept to a minimum by taking all reasonable steps to collect monies due. There would be situations where the debt recovery process failed to recover some or all of the debt and would need to be considered for write off. The Council viewed such cases very much as exceptions and the report identified those debts.

The report summarized the Council's three main income streams and the level of debt associated with each, for the last four financial years. Write-offs for Council Tax, Business Rates and Sundry Income were lower than in the previous year.

Experience of using Enforcement Agents (EAs) for council tax and Non-Domestic (Business) Rates has proven that the threat of this action is often enough to generate the payments outstanding to NNDC.

When acting on behalf of the Council for recovery of housing benefit overpayments, currently a debt collection agency is instructed. It should be noted that in such cases, the agency has no legal powers to enforce collection. When a housing benefit overpayment is prosecuted, this must be through the County Court and use of the Courts enforcement agents only is permitted. These are civil servants employed by Her Majesty Court & Tribunals Service (HMCTS) and are renowned for being

ineffective. However, cases prosecuted via the County Court, can (if over £600 in value) be 'transferred up' to the High Court. This process then enables the authority to pass cases to High Court enforcement agents with powers to seize goods and secure the rights and interests of the authority. High Court Enforcement Officers (HCEOs) tend to have significantly higher collection rates for debt recovery than those of the County Court Bailiffs, who are salaried without any financial incentive to collect.

The Portfolio Holder congratulated the Revenues Manager and his team on their work.

Mrs S Arnold, seconding the recommendations, spoke of the good result for the Council and said she was pleased to hear of the respectful treatment of clients by the debt recovery officers.

The Leader endorsed the praise for the officers expressed in the last three items. He also congratulated the Portfolio Holder for his constancy over the last 7 years in the role and the strong financial stewardship he had demonstrated.

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

RESOLVED

- 1) To approve the annual report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.**
- 2) To approve the updated Debt Write Off Policy (shown in Appendix 2)**
- 3) To approve the updated Benefit Overpayment Policy and the use of High Court Enforcement Agents if considered necessary (shown in Appendix 4)**

12. REVIEW OF POLLING DISTRICTS, POLLING PLACES AND POLLING STATIONS

The Representation of the People Act 1983 placed a duty on the Council to divide the District into polling districts and to designate polling places for each polling district. The Council also had a duty to keep those arrangements under review.

The report, which was introduced by the Leader, outlined the process for undertaking statutory review of polling districts, places and stations and proposed a timetable.

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

RESOLVED

To recommend that Full Council agrees to the proposed timetable for the statutory review of polling districts, places and stations.

Reason for the decision:

The compulsory period for the next review is 1 October 2018 - 31 January 2020. Recommending that review is carried out earlier in order to include new polling districts in 1 December 2018 publication of the electoral register. This is necessary to facilitate planning for May 2019 elections.

**13. JOINT BACTON AND WALCOTT COASTAL MANAGEMENT SCHEME –
PROGRESS AND CDM/DESIGN/MONITORING SPECIALIST APPOINTMENT**

The report was introduced by Mrs H Cox, Portfolio Holder for Environment, Coast and Licensing.

North Norfolk District Council is leading the Bacton to Walcott Coastal Management (Sandscaping) Scheme in collaboration with the Bacton Terminal Operators to protect nationally important infrastructure and benefit local communities.

The scheme is progressing well with the designs near completion. Outstanding work is ongoing for the design of the gas terminal surface water outfalls as well as further consideration of the upper limits of the sediment size. It was anticipated that the necessary planning and marine licence applications would be submitted at the end of June. The report sought approval to submit applications for the necessary consents and publication of Coast Protection Notification

The tender for the procurement of the main works contractor would be issued in early July. The target for delivering the scheme was spring 2019.

There was a need to appoint to the role of Construction Design Management for the delivery of the scheme, to ensure that there was design support in place during construction should there be any design or delivery issues and also completion of some other small scale project requirements. Royal Haskoning DHV (RHDHV) had been the lead consultant in the scheme development and therefore had specific bespoke knowledge of the scheme. The report sought approval for the appointment of RHDHV for the delivery of these roles through suspension of Standing Orders.

The Portfolio Holder reminded Members of the importance of Bacton Gas Terminal and the vulnerability of our coastline. The proposed work was very specialised and it was important to get it done expertly. Agreement of the proposal would enable the work to move forward without delay.

Mr R Price said that the scheme was innovative and much-needed. It was essential to have the right people to carry out the work which would protect our coastline for years to come.

Mr N Lloyd, who had previously worked at one of the gas terminals at Bacton and had knowledge of Royal Haskoning's work, voiced support for the scheme. He advised Members that, as a result of the scheme, the appearance of the coast road would change and that residents needed to be aware of this.

Mrs A Fitch-Tillett welcomed the scheme, especially because of the protection it would afford to Walcott and Bacton. The scheme's life expectancy of 20 years would give communities time to plan ahead.

It was proposed by Mrs H Cox, seconded by Mr R Price and

RESOLVED to

- a) Suspend Standing Orders to appoint Royal Haskoning DHV to provide Construction Design Management, Design advice and related activities (including development of scheme Monitoring and Integrity Management Plan) in the delivery of the Bacton / Walcott Sandscaping Project up to a maximum sum of £125,000.**

- b) Commence the process of Planning Consent, Marine Management Organisation Licence and other applications for consent as required.
- c) Commence the process for Coast Protection Notification.

Reason for the decision:

To enable the scheme to progress.

14. EXCLUSION OF PRESS AND PUBLIC

RESOLVED

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. LEASE OF LAND AT CROMER AND FAKENHAM FOR GYPSY AND TRAVELLER SHORT STAY STOPPING PLACE

The report was introduced by Mr R Price, Portfolio Holder for Property and Asset Commercialisation.

The Council operated two Gypsy and Traveller Short Stay Stopping Places at Cromer and Fakenham. These sites were leased for a 10-year term, which were both to expire in 2018.

This paper considered three options; renewing the leases, terminating the lease and freehold acquisition of the land. Details regarding these options could be found in paragraph 7.

Both sites were a valued resource in reducing the costs of managing unauthorised Gypsy and Traveller encampments across the district. It was therefore proposed to seek to retain both sites for future use.

Having had initial discussions with both landowners regarding the future use of these sites, it was proposed to take forward Option 1 as described in item 7.2 of the report.

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

RESOLVED

To recommend to Full Council:

- a) That Delegated Authority is given to the Corporate Director and Joint Head of Paid Service (Steve Blatch) in consultation with the Portfolio Holder for Assets (Cllr Richard Price) to finalise lease renewals for both the Cromer and Fakenham sites to be negotiated on the same terms as the existing leases.
- b) An annual revenue budget provision to be established to cover the lease costs over the life of the new lease agreements as outlined in paragraph 12.3, to be reviewed annually, including an annual R&M budget of £1,000 per site.
- c) A sum of £10,000 for works to be funded from the Asset Management Reserve.

- d) To instruct officers to explore options for the continued delivery of the sites at the end of the future term of the leases.**

The meeting ended at 11.00 am.

Chairman

One Year Extension of current Waste and Related Services Contract

Summary: The current Waste and Related Services contract with Kier is due to end on the 31st March 2019. The procurement of a new Waste and Related Services Contract has previously been agreed by Cabinet. A joint procurement approach has been adopted with Breckland District Council and the Borough Council of Kings Lynn and West Norfolk. In response to the feedback from potential bidders for the new contract and to ensure the partnership approach to procurement was maintained officers have negotiated a one-year extension to the current contract with Kier.

Options considered: Proceeding with contract procurement on the original timeline with an April 2019 start date.

Not extending the existing contract, but delivering the services in-house.

Direct placement of the service with the Joint Venture Company (NEWS).

Conclusions: Kier have provided a cost of extension of £5,515,341 for the 2019/20 financial year. This may be subject to some variation to reflect ongoing negotiations with Kier and where assumed figure need to be rebased to reflect the current situation. It is not anticipated that these will give rise to significant increases in contract cost.

Inflationary indexation of the current contract suggests that the 2019/20 financial year would have cost the Council £4,805,503 based on the current contract figures.

The difference between the Kier extension cost and the extrapolated costs based on current price is £709,838. We know based on the depreciating contract value Kier tendered that the last year of the contract was significantly below the midpoint, i.e. had they tendered a flat rate each year. The extension price provided is therefore seen to be value for money.

The difference in price is within the £1,000,000 budget provision allowed agreed within the last budget round.

- Recommendations:
1. That Cabinet authorises the extension of the current Waste and Related Services Contract with Kier Environmental Services Ltd for a period of one year for the 2019/20 financial year.
 2. That, in order, to secure the best outcome in terms of value, the shared risk approach outlined in the report in respect of fuel and vehicle maintenance is adopted.

Reasons for Recommendations: Extension of the existing contract will allow the procurement process for the future joint contract to be undertaken in a more effective manner and avoid a time of significant congestion in the market for the procurement of local authority waste collection contracts, maximising the chance of participation from a wider range of bidders.

It will also allow additional time for the preparation and development of the necessary documentation (specification and current service information) which is more complex in a joint procurement process. Ensuring that the contract documentation is of high quality will maximise the interest from potential bidders and offer the greatest chance of maximising the long term benefits for North Norfolk District Council from the contract procurement process.

By more closely aligning the start dates of the contract for the three councils involved, this may make the contract more attractive to potential bidders.

Cabinet Member(s) Cllr Hilary Cox	Ward(s) affected All
Contact Officer, telephone number and email: Steve Hems, 01263 516182, steve.hems@north-norfolk.gov.uk	

1. Introduction

The current Waste and Related Services Contract is an eight-year contract which is due to end on the 31st March 2019. There is an ability to extend the contract by annual periods up to a further eight years.

Cabinet authorised the procurement of a new Waste and Related Services contract, in partnership with Broadland District Council, with the potential to include other Councils in the process at the meeting of the 5th June 2017.

Since this time Breckland District Council and the Borough Council of Kings Lynn and West Norfolk have joined the procurement process. Both councils' current contracts end in March 2021, two years after the end of the NNDC contract. Broadland District Council decided in November that they did not want to be tied to a long contract which did not enable other councils, not involved in the initial procurement to join the contract, and withdrew from the procurement.

As part of the procurement process the Councils hosted a Market Engagement day where potential contractors could come and ask questions and be provided with information from the Councils over what the intended procurement would look like. These days are intended to generate interest from the market, thereby increasing the competition when the tender is released.

Feedback from the companies who attended the Market Engagement Day was:

- That within the local authority waste collection market, there were a significant number of contracts ending in 2019. This meant the procurement timetable was severely congested at this time and that potential bidders would not likely bid for tenders that were not attractive.
- The procurement timetable set out was tight, particularly around the mobilisation phase. This was predominantly due to the lead in time from vehicle suppliers based on the demand for vehicles for new contracts.
- The gap of two years between the North Norfolk Contract commencing and those of Breckland and Kings Lynn may put bidders off as effectively the first two years was a single council contract.

Potential bidders also stated that unless the documentation provided as part of the invitation to tender was very high quality, then bidders were likely to be put off. It was also apparent that having a single specification, which covered all three councils, would improve the attractiveness of the tender to bidders as it increased the value of the tender.

The process of developing a Specification and Conditions of Contract covering three councils is more complicated and therefore took more time than anticipated in the original cabinet report.

In response to the feedback from bidders and to ensure that the partnership remained intact it was decided that officers would discuss potential extension of the current Waste and Related Services Contract with Kier.

2. Current Contract Cost

The current contract was let on the basis of a depreciating contract sum. In year 1 of the contract the costs were front loaded in order to assist with the set up costs and mobilisation. Each subsequent year the base cost of the contract decreased. Kier indicated that they would meet these costs through efficiency savings but have not been able to realise these.

If the contract had been let on a fixed flat annual rate the same base cost would have applied in each year. In this contract, for the first four years the actual cost was above this average rate and in the last four years the actual cost was below.

This means in the last year of the contract, the base cost is considerably lower than had the contract been let on a fixed annual rate. Kier have stated that the North Norfolk Contract is now loss making.

In addition to the base contract cost the contract price is subject to indexation which reflects the inflation in costs such as staffing, fuel and CPI across each year.

In the final year of the contract the value of the contract is expected to be a total, including indexation, of £4,754,801.

If this final year contract cost is extrapolated into the 19/20 financial year, based on the predicted inflationary indexation for the year, we can estimate the cost would be £4,805,503.

3. Contract Extension

The current Waste and Related Services contract includes clauses which set out the provisions relating an extension of the contract beyond the initial eight-year contract period.

A summary of the contract provisions relating to extension are:

- At the absolute discretion and option of the Council the contract can be extended for a further period (or a succession of annual periods) of up to a possible eight additional years.
- During the period of such extension the provisions of the Contract Conditions prevailing on the contract end date shall continue unless and until varied under the contract variation provisions. It further states that the conditions relating to the Contract Rates, i.e. price, during any such extension shall be subject to indexation.
- The Council can give the Contractor written notice of the Council's intention to extend the Contract at any time within two years of the contract expiry date.

In effect these contract clauses mean the Council can extend the contract and on the conditions, including price, which were in force at the end of the original contract period and the Contractor must accept this.

Kier had previously indicated that they were not interested in extending the contract as they were withdrawing from the waste market generally and this contract was loss making.

In reality, forcing Kier to extend on the current terms would likely lead to significant issues around the quality of the service delivered as Kier would have understandably sought to limit their further losses.

Officers entered into negotiations with Kier on potential one-year extension to the contract. Kier were requested to provide a cost for the single year extension which they undertook to do in a transparent way.

4. Proposed Extension Costs

Kier have provided a price for the one-year extension of the contract of £5,515,341.

This figure has been calculated by Kier based on the actual costs of providing the services within the contract and allows a percentage for profit and overheads.

Officers have studied the spreadsheet used by Kier to calculate these costs and are satisfied that they accurately represent the resources needed to deliver the contract and the costings are appropriate.

Variations to the extension cost

The figure provided may vary slightly before the extension is signed, which is based on the following areas that are still being negotiated.

Reductions for the Council taking direct control of some payments which would result in reduced costs in the contract. This would save the Council the percentage profit and overhead margin charged by Kier associated with that element of the contract.

Kier have offered to bring forward the provision of two newer refuse collection vehicles to the fleet. Kier had planned this in order to mitigate reliability issues in the aging collection fleet. This would not have an overall effect on price of the contract as it would bring the cost forward into this financial year.

When Kier provided the extension price they made assumptions based on current market conditions on fuel. These costs have increased significantly since this exercise was completed and current fuel prices are around 5 pence per litre higher. Kier suggest that each 1p increase in fuel price would be an increase of £5,000 in costs across the year. Using the increased figures for fuel would give an additional cost of £25,000 to the provided price for the year.

Variable pricing elements

In order to reduce the risks for Kier associated with price fluctuations, which may affect their costs in the extension year, the Council has agreed a number of capped variation costs. For these Kier have provided a range of values within which they will absorb the costs into the contract sum. If the cost

increases above the agreed cap, then the Council will meet the additional cost. If the cost falls below the agreed threshold, then Kier will reduce the cost to the Council.

Fuel: the costs of fuel has fluctuated significantly over the life of the contract and in particular over recent months. Kier have suggested a unit price for fuel in the model. If fuel price increases beyond this price by up to 2p per litre, then Kier will absorb the additional cost. Any increase above 2p per litre would be an additional cost to the Council. If fuel prices drop from the initial unit price then Kier benefit for the first 2p per litre below the initial unit price, but the Council would get a reduction in contract cost for every penny per litre it fell below that threshold. In effect this gives some smoothing for price fluctuations but ensures that the risk is shared equitably between the Council and Kier.

Vehicle Maintenance: Kier have already made arrangements through replacing some of the ageing fleet with newer hire vehicles to minimise the issues with vehicle reliability. It is not cost effective to hire in the whole fleet of collection vehicles. They therefore plan to keep around half of the current collection fleet and, reflecting the model above for fuel, Kier have assumed a cost per vehicle of maintaining the fleet in operational order and a tolerance threshold above and below. Costs above the upper threshold would be met by the Council and any savings below the lower threshold would be refunded to the Council. Again this was felt to be the most equitable way of sharing the risks associated with this variable cost and therefore achieving the most economically advantageous extension cost.

Whilst this may appear to give an additional cost risk to the Council, it is likely that had a shared risk approach not been proposed for these elements, Kier would have sought to mitigate the entire risk by providing a higher base price which included these potential costs, in order to avoid any possible losses. This mechanism also gives the opportunity of money being returned to the Council if Kier's actual costs are lower than budgeted.

4. Conclusion

Kier have provided a cost of extension of £5,515,341 for the 2019/20 financial year. This may be subject to some variation to reflect ongoing negotiations with Kier and where assumed figure need to be rebased to reflect the current situation. It is not anticipated that these will give rise to significant increases in contract cost.

Inflationary indexation of the current contract suggests that the 2019/20 financial year would have cost the Council £4,805,503 based on the current contract figures.

The difference between the Kier extension cost and the extrapolated costs based on current price is £709,838. We know based on the depreciating contract value Kier tendered that the last year of the contract was significantly below the midpoint, i.e. had they tendered a flat rate each year. The extension price provided is therefore seen to be value for money.

The difference in price is within the £1,000,000 budget provision allowed agreed within the last budget round.

5. Implications and Risks

The council are procuring a replacement Waste and Related Services contract with Breckland District Council and the Borough Council of Kings Lynn and West Norfolk. This joint procurement approach represents the most effective way of securing competition and economies of scale and therefore the most economically advantageous cost and quality for the new contract. This extension ensures that, this partnership approach is successful, the procurement timetable avoids as far as possible the congestion in the market for waste contracts and the period between mobilisation of the different councils is minimised.

6. Financial Implications and Risks

Officers have through the negotiations with Kier sought to mitigate the financial risks associated with this contract extension.

If costs associated with fuel or vehicle maintenance increase significantly then this will have a financial implication for the Council. Placing all the risk for such increases with the contractor would lead to a higher 'base' contract price as they would look to cover any costs within the contract price. The capped variation model adopted seeks to share the risk equitably and provides the best balance between contract price and variable price risk available.

7. Sustainability

The Council's waste management and street cleaning services contribute to the protection of the environment and protecting human health through the effective management of waste arising in the district.

8. Equality and Diversity

There are no equality and diversity implications arising from this report.

9. Section 17 Crime and Disorder considerations

The Council's activities for the removal of litter, fly tipping and graffiti are incorporated into the Waste and Related Services contract and contribute to the Council's efforts in managing anti-social behaviour within the area.

FINANCIAL PENALTY POLICY (HOUSING AND PLANNING ACT 2016)

Summary: The purpose of this report is to seek approval for a new policy on the use of Financial Penalties as an alternative to prosecution.

The Housing and Planning Act 2016 allows local housing authorities to impose financial penalties of up to £30,000 as an alternative to prosecution for a range of offences within the Housing Act 2004

Options considered: The Council could choose not to adopt the policy. As such, the Council would not be utilising the new powers available to implement financial penalties. The Council would then be limited to the existing powers of prosecution for non-compliance with Notices under the Housing Act 2004 (which can be a lengthy process and the fines imposed are paid to the Court not the local authority) and powers to serve Management Orders for non-compliance with the Management of Houses in Multiple Occupation (England) Regulations 2006.

Alternatively, the Council could choose to adopt the policy. As such, the Council would be utilising the new powers available to implement financial penalties. These new powers will enable the Council to further enforce against sub-standard accommodation and unsatisfactory property management. Furthermore, adoption of the policy will have a deterrent effect and ensure consistency with other local authorities in the region.

Conclusions: Adoption of the Financial Penalties Policy will enable the Council to be more effective when taking action against landlords who let sub-standard homes. It will also ensure consistency and increase the resource available to carry out this work.

Recommendations: **This is a resolution for Cabinet to make a recommendation to Full Council to adopt the Financial Penalties Policy.**

Reasons for Recommendations: These new powers have the potential to bring about a significant improvement in the condition of homes in the private rented sector. Civil penalties provide local authorities with a quicker and more efficient tool than prosecution.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Housing and Planning Act 2016 Civil Penalties under the Housing and Planning Act 2016: Guidance for Local Authorities
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Cabinet Member(s) Cllr Hilary Cox MBE	Ward(s) affected: All Wards
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Contact Officer, telephone number and email: Simon Hawes 01263 516286 simon.hawes@north-norfolk.gov.uk

1. Introduction

1.1 The Housing and Planning Act 2016 gives local authorities the power to impose a civil penalty on landlords or agents who fail to comply with an improvement notice, breach of licensing requirements or who fail to comply with management regulations applying to Houses in Multiple Occupation (HMO). A civil penalty is a financial penalty.

2. Main body of report

2.1 Penalties of up to £30,000 per offence can be imposed directly by the Council as an alternative to prosecution and those penalties can be retained provided that they are used to support housing enforcement activities.

2.2 These new powers have the potential to bring about a significant improvement in the condition of homes in the private rented sector within North Norfolk and nationally. Prior to their introduction there has been little to deter landlords from letting sub-standard homes and it is primarily this situation that the new legislation is intended to address.

2.3 The imposition of a civil penalty as an alternative to prosecution means that landlords who let sub-standard and poorly managed properties are much more likely to face substantial financial loss. This is the clear intention of the new legislation and guidance (i.e. Civil Penalties under the Housing and Planning Act 2016: Guidance for Local Authorities at Appendix 2) which states that Councils are expected to take a robust approach to the use of the new powers with the intention of 'disrupting the business model' of offending landlords.

2.4 There is also potential to deal with low-level offending (e.g. failure to maintain common areas or failure to display an information notice where required to do so) which previously could not justify the expense of a prosecution. However, this would only be cost effective where there are multiple minor contraventions which, when combined together, would increase the likelihood of harm occurring and/or culpability of the landlord (see point 5.2). It should be noted that, in every case, we will consider whether imposing a civil penalty is in the public interest so these should not be considered as 'on the spot fines'.

- 2.5 There will also be some serious cases where a prosecution is a more appropriate approach, for example where a banning order is required to prevent a person from operating as a landlord.
- 2.6 The proposed methodology for calculating the level of penalty in each case is contained in the Financial Penalty Policy which is attached at Appendix 1.

3. Conclusion

- 3.1 Adoption of the Financial Penalties Policy will enable the Council to be more effective when taking action against landlords who let sub-standard homes. It will also increase the resource available for 'housing/enforcement related works' such as offsetting costs associated with works in default, promoting changes in legislation and possibly providing funds/grants for minor works or setting up a landlord accreditation scheme.

4. Implications and Risks

- 4.1 It is a corporate objective to address issues leading to ill health and improve the quality of life for all our residents by providing support and advice to people who are vulnerable and/or struggling with issues which are negatively impacting on their lives.
- 4.2 The Environmental Health Enforcement Policy states that the Council will consider taking formal action for serious breaches of legislation including where there is a risk to public health and safety (e.g. where a landlord or agent fails to comply with an Improvement Notice).
- 4.3 Where a civil penalty is imposed, a person has the right to make representations to the Council and appeal to the First-tier Tribunal. Such an appeal would require additional officer time and the involvement of the Council's Legal team.

5. Financial Implications and Risks

- 5.1 The Financial Penalties Policy at Appendix 1 sets out the Council's approach to the imposition of civil penalties. There is a potential income from civil penalties and increased recovery of enforcement costs. However, it is difficult to estimate the potential annual income from these activities; this is dependent on the level of compliance with our requirements and the seriousness of any offence. Civil penalties are intended to have a deterrent effect, which, if successful, would reduce any ongoing income.
- 5.2 Where there is a low level of harm and a low level of culpability (i.e. Band 1a, 1b and 1c within the Matrix; point 7 in the policy) it would not be cost effective for the Council to impose a single financial penalty as the cost of raising an invoice, chasing an invoice, paying legal/court fees may exceed a penalty of up to £200. As such, the Council should not impose financial penalties of up to £200.
- 5.3 Subsequently, there is a risk that landlords will believe that minor breaches of housing legislation will be overlooked by the Council. However, where there are a number of minor contraventions within a House in Multiple Occupation

(HMO) which, when combined together, would increase the likelihood of harm occurring and/or the culpability of the landlord, it would be cost effective for the Council to impose a financial penalty. Furthermore, where a landlord has accrued a number of 'minor' financial penalties for a property (over a period not exceeding six years), it may be cost effective for the Council to take legal action to reclaim these outstanding penalties.

6. Sustainability

- 6.1 The Financial Penalty Policy is intended to improve living conditions and reduce hazards to health within the private rented sector. Improving living conditions in this way is a sustainable approach to maintaining the housing stock within the district.

7. Equality and Diversity

- 7.1 This report does not raise any direct issues relating to Equality and Diversity.

8. Section 17 Crime and Disorder considerations

- 8.1 This report does not raise any issues relating to Crime and Disorder and there are no implications directly resulting from the recommendations or options considered in this report.

Appendix 1

North Norfolk District Council Financial Penalty Policy Environmental Protection (Housing) March 2018

Introduction

1. The Housing and Planning Act 2016 allows local housing authorities to impose financial penalties of up to £30,000 as an alternative to prosecution for a range of offences contained within the Housing Act 2004:
 - a. Failure to comply with an improvement notice
 - b. Offences relating to the licensing of houses
 - c. Failure to comply with an overcrowding notice
 - d. Failure to comply with management regulations in respect of HMOs

2. The Council will use these new powers in accordance with the following principles:
 - The failure to comply with the requirements listed above are criminal offences and, as such, a financial penalty will be considered in every case where an offence has been identified

 - A prosecution may be an appropriate option where an offence is particularly serious or where the offender has committed similar offences in the past

 - A financial penalty will only be imposed where the Council is satisfied beyond reasonable doubt that an offence has been committed

 - In addition, the Council will consider whether the imposition of a financial penalty is in the public interest

 - The amount of the financial penalty will reflect the seriousness of the offence and will be determined in a consistent and transparent way

3. Regulations made under the Housing and Planning Act 2016 and the Housing Act 2004 enable the Council to use any financial penalty recovered to meet the costs and expenses incurred in, or associated with, carrying out any of its enforcement functions in relation to the private rented sector.

4. Schedule 13A to the Housing Act 2004 deals with the procedure for imposing financial penalties, appeals and enforcement.

Determining the Penalty

5. Statutory guidance states that the following factors should be considered when determining the appropriate level of penalty:
 - Severity of the offence
 - Culpability and track record of the offender
 - Harm caused to the tenant
 - Punishment of the offender
 - Deterring the offender from repeating the offence
 - Deterring others from committing similar offences
 - Removing any financial benefit the offender may have obtained as a result of committing the offence

6. The Council will use a consistent approach which is based on the Magistrates' Court Sentencing Guidelines issued by the Sentencing Council. This is shown in more detail in the Appendix.

7. A penalty band will be indicated based on a judgement of culpability and harm as shown in the following matrix:

Harm	Culpability			
	Very high	High	Medium	Low
High	Band 6	Band 5	Band 4	Band 3
Medium	Band 5	Band 4	Band 3	Band 2
Low	Band 2	Band 1c	Band 1b	Band 1a

8. With the exception of band 1, each band has an assumed starting point which indicates the penalty before any possible adjustments have been considered.

Band	Financial penalty range/£	Assumed starting point/£	Adjustment increment/£
1a	100	-	-
1b	150	-	-
1c	200	-	-
2	200-800	400	200
3	1,000-4,000	2,000	1,000
4	6,000 – 12,000	8,000	2,000
5	14,000 – 20,000	16,000	2,000
6	22,500 – 30,000	25,000	2,500

9. The penalty bands are weighted as follows:
 - Band 1 relates to offences where there is a low risk of harm. Financial penalties at this level are designed to encourage compliance with lower level requirements for example failing to maintain yards and gardens or failure to display an information notice in a House in Multiple Occupation (HMO). They

will also act as an initial deterrent where management standards are beginning to slip to prevent more significant contraventions.

- Bands 2 and 3 relate to more serious, but still relatively minor offences. This is reflected in lower indicative penalties. Penalties at this level will be considered as a deterrent to prevent more serious offending.
- Band 4 and 5 fines relate to the type of offences that are normally dealt with by the Council where there is a higher risk of harm and greater culpability. These offences carry significantly higher financial penalties.
- Band 6 is reserved for cases where the contravention exposed people to a high risk of harm due to an intentional breach or flagrant disregard of the law.

10. In each band, the penalty may be adjusted by the incremental value to reflect the level of co-operation experienced following identification of the offence:

Full co-operation following identification of offence	Reduce from starting point by one increment
Minimal further input required by the Council to achieve compliance	No adjustment
Significant involvement by the Council required to achieve compliance	Plus one increment
A significant lack of co-operation and/or obstruction leading to significant further enforcement activity (e.g. works in default)	Plus two increments

11. Finally, the Council will apply the “Totality Principle” in cases where more than one penalty has been imposed, with a view to ensuring that the total penalty or penalties properly reflect all of the offending behaviour and are just and proportionate in all the circumstances.

Ability to Pay

12. Statutory guidance states that local housing authorities should use their existing powers to, as far as reasonably possible, make an assessment of a landlord’s assets and any income (not just rental income) they receive when determining an appropriate financial penalty.

13. The existing powers available to the Council include:

- Section 235 Housing Act 2004 (power to require documents to be produced)
- Housing Benefit and Council Tax information (permitted by Section 237 of the Housing Act 2004)

- Service of a requisition for information under section 16 of the Local Government (miscellaneous provisions) Act 1976 (power to obtain particulars of persons interested in land)

14. When a person receives a notice of intent to impose a financial penalty they have the right to make written representations about the proposal. The Council will specifically ask for those representations to include any evidence of the person's ability to pay the proposed penalty.
15. If no representations are received, then the presumption will be that the person is able to pay the full amount of the proposed penalty. This presumption will be tested against information held by the Council, or publicly available information such as company records or Land Registry entries.
16. Evidence put forward in representations will be assessed for accuracy against Council-held and public information.
17. Where appropriate, further information may be required through service of notices using the powers listed above.
18. Any evidence about ability to pay will be considered before a final decision is made about the level of the penalty.

Representations and Appeals

19. A person who is given a notice of the Council's intention to impose a financial penalty may make written representations to the Council within 28 days beginning with the day after that on which the notice was given. These should be addressed to the Environmental Protection team at the Council or emailed to ep@north-norfolk.gov.uk
20. Written representations will be considered by the Environmental Protection Manager.
21. A person who is given a final notice requiring a penalty to be paid may appeal to the First-tier Tribunal against
 - a. The decision to impose the penalty, or
 - b. The amount of the penalty
22. An appeal must be made within 28 days of the date the final notice was issued. Details about how to make an appeal will be included with any final notice.

Recovery

23. A penalty must be paid within 28 days beginning with the day after that on which the notice was given

24. In the absence of an appeal and where a penalty is not paid within 28 days, the Council will seek to recover it through a County Court Order.

APPENDIX: Determination of culpability and Harm

Culpability

Band	Description	Examples
Very high	The offender has intentionally breached or flagrantly disregarded the law	The offender has a track record of failure to comply
		There is evidence that the offender has deliberately delayed compliance for example to prevent a complainant from benefitting from improvements
		An opportunity to comply was deliberately avoided, for example, by moving a new tenant in to the property before a known hazard or breach has been remedied
		Deliberate avoidance of significant cost through non-compliance
High	Actual foresight of, or wilful blindness to, risk of offending but risk nevertheless taken	The offender had knowledge of the breach, for example through a complaint, but has not responded
		A clear requirement by the Council has been ignored. This would include an improvement notice that has not been complied with, or the failure to respond to a letter requesting action to address a management failure
		The offender is a member of a professional body which makes clear requirements that have not been followed, leading to the breach
		Offender had not started the works by the notice expiry date and had not made a reasonable case for an extension of time
Medium	Offence committed through act or omission which a person exercising reasonable care would not commit	A failure to carry out regular inspections, for example, of the common parts of a House in Multiple Occupation (HMO)
		Failure to have adequate systems in place to avoid the offence, for example, an emergency contact or regular maintenance contract for gas appliances or fire alarm systems
		The offender did not provide sufficient contact information to the tenant to enable the problem to be addressed
		Offender has failed to comply with notice start by date but, nevertheless, completed the works satisfactorily within time

Low	<p>Offence committed with little fault, for example because: Significant efforts were made to address the risk although they were inadequate on this occasion There was no warning/circumstance indicating a breach Failings were minor and occurred as an isolated incident</p>	<p>Failure to comply with licence conditions aimed at lessening the impact of the use of the property on the amenity of the local area (e.g. keeping yards and gardens in reasonable condition) where there is no ongoing history of similar breaches</p>
		<p>Failure to display an information notice where required to do so</p>

Harm

Category	Description	Examples
High	<p>Serious adverse effect(s) on individual(s) and/or having a widespread impact High risk of an adverse effect on individual(s)</p>	<p>Failure to comply with an improvement notice served under section 11 of the Housing Act 2004 (category 1 hazard)</p>
		<p>Failure to maintain fire precautions</p>
Medium	<p>Adverse effect on individuals(s) Medium risk of an adverse effect on individual(s) or low risk of serious adverse effect Legitimate industry substantially undermined by offender's activities</p>	<p>Failure to comply with an improvement notice served under section 12 of the Housing Act 2004 (category 2 hazard)</p>
		<p>Failure to maintain facilities or to clean common parts in Houses in Multiple Occupation (HMO)</p>
		<p>Unfair competition with landlords who do not commit offences e.g. by overcrowding</p>
Low	<p>Low risk of an adverse effect on individual(s)</p>	<p>Failure to display an information notice in a House in Multiple Occupation (HMO) where the tenants possess that information through other means</p>
		<p>Minor inconvenience either to tenants or local residents through a failure to comply with licence conditions</p>



Ministry of Housing,
Communities &
Local Government

Civil penalties under the Housing and Planning Act 2016

Guidance for Local Housing Authorities



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April 2018

ISBN: 978-1-4098-5229-2

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Foreword

The private rented sector is an important part of our housing market, housing 4.5 million households in England¹. The quality of privately rented housing has improved rapidly over the past decade with 82% of private renters satisfied with their accommodation, and staying in their homes for an average of 4 years.

The Government wants to support good landlords who provide decent well maintained homes and is keen to strike the right balance on regulation in order to avoid stifling investment in the sector.

But a small number of rogue or criminal landlords knowingly rent out unsafe and substandard accommodation. We are determined to crack down on these landlords and disrupt their business model.

Significant progress has already been made in doing this:

- Between 2011-2016, we provided £12 million to a number of local housing authorities to help tackle acute and complex problems with rogue landlords, including “Beds in Sheds”. More than 70,000 properties have been inspected and over 5,000 landlords are facing further enforcement action or prosecution;
- In October 2015, we introduced requirements for landlords to install smoke alarms on every floor of their property, and test them at the start of every tenancy, and to install carbon monoxide alarms in high risk rooms;
- In November 2015, we introduced protection for tenants against retaliatory eviction where they have a legitimate complaint and stopped landlords from serving an open-ended eviction notice at the start of a tenancy.

The Government is clear that the small minority of rogue landlords and property agents who knowingly flout their legal obligations, rent out accommodation which is substandard and harass their tenants should be prevented from managing or letting housing. The Housing and Planning Act 2016 introduced a range of measures to crack down on rogue landlords.

We have already implemented:

- Civil penalties of up to £30,000 as an alternative to prosecution for certain specified offences;
- Extension of rent repayment orders to cover illegal eviction, breach of a banning order and certain other specified offences.

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/595785/2015-16_EHS_Headline_Report.pdf

On 6 April 2018, new measures come into force:

- Banning orders for the most serious offenders;
- A database of rogue landlords and property agents against whom a banning order has been made, which may also include persons convicted of a banning order offence or who have received two or more financial penalties.

More widely, the Government is committed to rebalancing the relationship between landlords and tenants by:

- requiring landlords to join a redress scheme to ensure that all tenants have access to effective dispute resolution when things go wrong;
- regulating letting agents and requiring them to join a client money protection scheme in order to give landlords and tenants assurance that their agent is meeting minimum standards and providing the financial protection they want and deserve; and
- banning letting fees to tenants and capping tenancy deposits, which will help millions of renters by bringing an end to costly upfront payments and renewal fees.

This guidance supports local housing authorities to understand how to use their powers to impose a civil penalty as an alternative to prosecution for certain housing offences.

1. Purpose and scope

1.1 Introduction

This document has been prepared as a guide for local housing authorities to help them understand how to use their powers to impose a civil penalty as an alternative to prosecution for certain housing offences.

In this guidance, the term “landlords” also includes “property agents” (letting agents and property managers as defined under Chapter 6 of Part 2 of the Housing and Planning Act 2016) unless specified in the guidance.

1.2 What is the status of this guidance?

This is statutory guidance issued under section 23 (10) and Schedules 1 and 9 of the Housing and Planning Act 2016. Local housing authorities must have regard to this guidance in the exercise of their functions in respect of civil penalties.

Where the words “may” or “should” are used, it means that a particular course of action is recommended or advised, but is not mandatory. Where the words “must” or “shall” are used, it means the guidance reflects a statutory requirement.

1.3 What is a civil penalty?

For the purposes of this guidance, a civil penalty is a financial penalty imposed by a local housing authority on an individual or organisation as an alternative to prosecution for certain housing offences under the Housing Act 2004 and a breach of a banning order under the Housing and Planning Act 2016.

1.4 Which housing offences are covered?

Local housing authorities will be able to impose a civil penalty as an alternative to prosecution for the following offences under the Housing Act 2004 and Housing and Planning Act 2016:

- Failure to comply with an Improvement Notice (section 30 of the Housing Act 2004)²;
- Offences in relation to licensing of Houses in Multiple Occupation (section 72 of the Housing Act 2004)³;
- Offences in relation to licensing of houses under Part 3 of the Act (section 95 of the Housing Act 2004)⁴;
- Offences of contravention of an overcrowding notice (section 139 of the Housing Act 2004)⁵;
- Failure to comply with management regulations in respect of Houses in Multiple Occupation (section 234 of the Housing Act 2004)⁶.

² <https://www.legislation.gov.uk/ukpga/2004/34/section/30>

³ <https://www.legislation.gov.uk/ukpga/2004/34/section/72>

⁴ <https://www.legislation.gov.uk/ukpga/2004/34/section/95>

⁵ <https://www.legislation.gov.uk/ukpga/2004/34/section/139>

- Breach of a banning order (section 21 of the Housing and Planning Act 2016)⁷.

1.5 Can a civil penalty be issued for failure to comply with a Prohibition Order?

A civil penalty is available as an alternative for certain specified housing offences under the Housing Act 2004. Breach of a Prohibition Order is not one of the specified offences. Where a landlord breaches a Prohibition Order, local housing authorities can now seek a rent repayment order in addition to prosecuting the landlord (see separate [guidance on rent repayment orders](#)).

1.6 What is the legal basis for these powers?

The power to impose a civil penalty as an alternative to prosecution for these offences was introduced by sections 23⁸ and 126⁹ and Schedule 9¹⁰ of the Housing and Planning Act 2016.

1.7 Who will be able to use these powers?

Local housing authorities.

1.8 Will there be provision to cover the initial costs to local housing authorities associated with the introduction of civil penalties?

There is no provision for this in the legislation.

1.9 Who are civil penalties aimed at?

They are intended to be used against landlords who are in breach of one or more of the sections of the Housing Act 2004 and Housing and Planning Act 2016 listed at paragraph 1.4.

1.10 When will these powers come into force?

The powers relating to housing offences under the Housing Act 2004 came into force on 6 April 2017. The offence of a breach of a banning order under the Housing and Planning Act 2016 will come into force on 6 April 2018. They are not retrospective and will not apply to offences committed before that date.

1.11 What is the maximum penalty that can be imposed?

The maximum penalty is £30,000. The amount of penalty is to be determined by the local housing authority in each case. In determining an appropriate level of penalty, local housing authorities should have regard to the guidance at paragraph 3.5 which sets out the factors to take into account when deciding on the appropriate level of penalty. Only one penalty can be imposed in respect of the same offence.

⁶ <https://www.legislation.gov.uk/ukpga/2004/34/section/234>

⁷ <http://www.legislation.gov.uk/ukpga/2016/22/section/21/enacted>

⁸ <https://www.legislation.gov.uk/ukpga/2016/22/section/23>

⁹ <https://www.legislation.gov.uk/ukpga/2016/22/section/126>

¹⁰ <http://www.legislation.gov.uk/ukpga/2016/22/schedule/9/enacted>

1.12 Is there a minimum level of penalty?

A minimum penalty level has not been set. See paragraph 3.5 for guidance on the factors to take into account when deciding on the level of civil penalty.

2. Civil penalties and other sanctions

2.1 Can a local housing authority impose a civil penalty and prosecute for the same offence?

No. A civil penalty can only be imposed as an alternative to prosecution. The legislation does not permit local housing authorities to impose a civil penalty and prosecute for the same offence. If a person has been convicted or is currently being prosecuted, the local housing authority cannot impose a civil penalty in respect of the same offence.

Similarly, if a civil penalty has been imposed, a person cannot then be convicted of an offence for the same conduct. See paragraph 3.3 for guidance on the factors to take into account when deciding whether to prosecute or impose a civil penalty.

2.2 Can multiple civil penalties be issued if there have been a number of breaches of Houses in Multiple Occupation management regulations?

A civil penalty can be issued as an alternative to prosecution for each separate breach of the Houses in Multiple Occupation management regulations.

Section 234(3) of the Housing Act 2004 provides that a person commits an offence if he fails to comply with a regulation. Hence, each failure to comply with the regulations constitutes a separate offence for which a civil penalty can be imposed.

2.3 Can a separate civil penalty be issued for each hazard specified on an Improvement Notice?

No. Only one civil penalty can be issued for failing to comply with an Improvement Notice.

2.4 Can more than one civil penalty be issued where a landlord consistently fails to carry out work specified in an Improvement Notice over a period of time?

No. Only one civil penalty can be imposed for a single offence. However, where a landlord fails to comply with an Improvement Notice and subsequently receives a civil penalty as a result, a further Improvement Notice could then be issued if the work still hadn't been carried out.

2.5 Can a civil penalty be imposed on both a landlord and letting agent for failing to obtain a licence for a licensable property?

Where both the letting agent and landlord can be prosecuted for failing to obtain a licence for a licensable property, then a civil penalty can also be imposed on both the landlord and agent as an alternative to prosecution. The amount of the civil penalty may differ depending on the individual circumstances of the case.

2.6 Can a civil penalty be imposed on both a landlord and letting agent in respect of the same offence?

Where both a landlord and a letting/managing agent have committed the same offence, a civil penalty can be imposed on both as an alternative to prosecution. The amount of the penalty may differ depending on the circumstances of the case.

3. Determining an appropriate sanction

3.1 What burden of proof is required?

The same criminal standard of proof is required for a civil penalty as for prosecution. This means that before taking formal action, a local housing authority should satisfy itself that if the case were to be prosecuted in the magistrates' court, there would be a realistic prospect of conviction.

In order to actually achieve a conviction in the magistrates' court, the local housing authority would need to be able to demonstrate beyond reasonable doubt that the offence has been committed. Similarly, where a civil penalty is imposed and an appeal is subsequently made to the First-tier Tribunal, the local housing authority would need to be able to demonstrate beyond reasonable doubt that the offence had been committed.

3.2 How can a local housing authority establish whether there would be a realistic prospect of conviction?

Local housing authorities should consult the Crown Prosecution Service *Code for Crown Prosecutors*¹¹ for this purpose as it provides advice on the extent to which there is likely to be sufficient evidence to secure a conviction.

The Code has two stages: (i) the evidential stage and (ii) the public interest stage.

3.3 What factors should a local housing authority take into account when deciding whether to prosecute or impose a civil penalty?

Local housing authorities are expected to develop and document their own policy on when to prosecute and when to issue a civil penalty and should decide which option it wishes to pursue on a case-by-case basis in line with that policy.

Prosecution may be the most appropriate option where an offence is particularly serious or where the offender has committed similar offences in the past. However, that does not mean civil penalties should not be used in cases where serious offences have been committed. A civil penalty of up to £30,000 can be imposed where a serious offence has been committed and a local housing authority may decide that a significant financial penalty (or penalties if there have been several breaches), rather than prosecution, is the most appropriate and effective sanction in a particular case.

Where a local housing authority decides to prosecute when a landlord has committed breaches in more than one local housing authority area, it should consider the scope for working together with other local housing authorities.

¹¹ https://www.cps.gov.uk/publications/code_for_crown_prosecutors/

3.4 How does the local housing authority make an assessment of a landlord's or letting agent's assets and any income?

Local housing authorities should use their existing powers to, as far as possible, make an assessment of a landlord's assets and any income they receive (not just rental income) when determining an appropriate penalty.

3.5 What factors should a local housing authority take into account when deciding on the level of civil penalty?

Local housing authorities have the power to impose a civil penalty of up to £30,000. They should develop and document their own policy on determining the appropriate level of civil penalty in a particular case. Generally, we would expect the maximum amount to be reserved for the very worst offenders. The actual amount levied in any particular case should reflect the severity of the offence as well as taking account of the landlord's previous record of offending.

Local housing authorities should consider the following factors to help ensure that the civil penalty is set at an appropriate level:

- a) **Severity of the offence.** The more serious the offence, the higher the penalty should be.
- b) **Culpability and track record of the offender.** A higher penalty will be appropriate where the offender has a history of failing to comply with their obligations and/or their actions were deliberate and/or they knew, or ought to have known, that they were in breach of their legal responsibilities. Landlords are running a business and should be expected to be aware of their legal obligations.
- c) **The harm caused to the tenant.** This is a very important factor when determining the level of penalty. The greater the harm or the potential for harm (this may be as perceived by the tenant), the higher the amount should be when imposing a civil penalty.
- d) **Punishment of the offender.** A civil penalty should not be regarded as an easy or lesser option compared to prosecution. While the penalty should be proportionate and reflect both the severity of the offence and whether there is a pattern of previous offending, it is important that it is set at a high enough level to help ensure that it has a real economic impact on the offender and demonstrate the consequences of not complying with their responsibilities.
- e) **Deter the offender from repeating the offence.** The ultimate goal is to prevent any further offending and help ensure that the landlord fully complies with all of their legal responsibilities in future. The level of the penalty should therefore be set at a high enough level such that it is likely to deter the offender from repeating the offence.
- f) **Deter others from committing similar offences.** While the fact that someone has received a civil penalty will not be in the public domain, it is possible that other landlords in the local area will become aware through informal channels when someone has received a civil penalty. An important part of deterrence is the realisation that (a) the local housing authority is proactive in levying civil penalties

where the need to do so exists and (b) that the civil penalty will be set at a high enough level to both punish the offender and deter repeat offending.

- g) **Remove any financial benefit the offender may have obtained as a result of committing the offence.** The guiding principle here should be to ensure that the offender does not benefit as a result of committing an offence, i.e. it should not be cheaper to offend than to ensure a property is well maintained and properly managed.

4. Procedure

4.1 What procedure must be followed by a local housing authority if they want to impose a civil penalty?

The procedure for imposing a civil penalty is set out in Schedule 13A¹² of the Housing Act 2004 and Schedule 1¹³ of the Housing and Planning Act 2016 and summarised below.

4.2 What is the first stage of the process?

The local housing authority must give the person a notice of its proposal ('notice of intent') to impose a financial penalty.

The notice of intent must set out:

- the amount of the proposed financial penalty;
- the reasons for proposing to impose the penalty; and
- information about the right of the landlord to make representations.

4.3 Does the notice of intent have to be translated into other languages?

No, there is no requirement to translate any of the documents into another language.

4.4 Is there a deadline for serving a notice of intent?

The notice of intent must be given no later than 6 months after the authority has sufficient evidence of the conduct to which the penalty relates, or at any time when the conduct is continuing.

4.5 What happens after a person receives a notice of intent?

A person who is given a notice of intent may make written representations to the local housing authority about the intention to impose a financial penalty.

Any representations must be made within 28 days from the date the notice was given.

4.6 What happens after representations (if any) have been made?

After the end of the period for representations, the local housing authority must decide whether to impose a penalty and, if so, the amount of the penalty.

If the authority decides to impose a financial penalty, it must give the person a notice ('final notice') requiring that the penalty is paid within 28 days.

¹² <https://www.legislation.gov.uk/ukpga/2004/34/schedule/13A>

¹³ <http://www.legislation.gov.uk/ukpga/2016/22/schedule/1/enacted>

4.7 What information must be contained in the final notice?

The final notice must set out:

- the amount of the financial penalty;
- the reasons for imposing the penalty;
- information about how to pay the penalty;
- the period for payment of the penalty (28 days);
- information about rights of appeal; and
- the consequences of failure to comply with the notice.

4.8 Can the local housing authority withdraw or amend the notice?

The local housing authority may at any time:

- withdraw a notice of intent or final notice; or
- reduce the amount specified in a notice of intent or final notice.

5. Appeals

5.1 Does a person have a right of appeal against a civil penalty?

Yes. This is set out in Schedule 13A, paragraph 10 of the Housing Act 2004 and Schedule 1, paragraph 10 of the Housing and Planning Act 2016.

A local housing authority is required to issue a 'notice of intent' to issue a financial penalty. Under this notice a landlord has 28 days with which to make representations to the local housing authority.

At the end of this period, should the local housing authority still propose to issue the financial penalty, they must serve a 'final notice' imposing the penalty.

On receipt of a final notice imposing a financial penalty a landlord can appeal to the First-tier Tribunal against the decision to impose a penalty and/or the amount of the penalty. The appeal must be made within 28 days of the date the final notice was issued. The final notice is suspended until the appeal is determined or withdrawn.

5.2 Does the civil penalty have to be paid even if an appeal is outstanding?

If a person appeals, the final notice is suspended until the appeal is determined or withdrawn.

6. Role of the First-tier Tribunal

6.1 What approach will the First-tier Tribunal take when considering an appeal?

An appeal will involve a re-hearing of the local housing authority's decision to impose a civil penalty. It may also have regard to matters of which the local housing authority was unaware when the decision to impose a civil penalty was made.

6.2 What powers does the First-tier Tribunal have to cancel or amend the amount of a civil penalty imposed by the local housing authority?

The First-tier Tribunal has the power to confirm, vary (increase or reduce) the size of the civil penalty imposed by the local housing authority, or to cancel the civil penalty. If the First-tier Tribunal decides to increase the penalty, it may only do so up to a maximum of £30,000.

6.3 Will the First-tier Tribunal follow this guidance?

While the First-tier Tribunal is not bound by it, it will have regard to this guidance.

6.4 Are there any grounds for restricting appeal rights to guard against frivolous appeals where the appeal has no merit?

Appeal rights are contained within Schedule 13A¹⁴ to the Housing Act 2004. The First-tier Tribunal can dismiss an appeal if it is satisfied that the appeal is frivolous, vexatious or an abuse of process, or has no reasonable prospect of success.

¹⁴ <https://www.legislation.gov.uk/ukpga/2004/34/schedule/13A>

7. Enforcement

7.1 The landlord has refused to pay the civil penalty. How can it be enforced?

Where the landlord or property agent fails to pay a civil penalty, the local housing authority should refer the case to the county court for an order of that court. If necessary, the local housing authority should use county court bailiffs to enforce the order and recover the debt.

For further information on debt recovery, please refer to the following leaflets produced by HM Courts and Tribunal Service:

Third party debt orders and charging orders. How do I apply for an order? How do I respond to an order? (leaflet number EX325¹⁵)

I have a Tribunal decision but the respondent has not paid. How do I enforce it? (leaflet number EX328¹⁶)

7.2 How do I prove that the landlord has refused to pay a civil penalty?

A certificate signed by the chief finance officer of the local housing authority which states that the amount due had not been received by a specified date will be treated by the courts as conclusive evidence of that fact.

7.3 Can a local housing authority still carry out works in default?

Yes. Section 31¹⁷ and Schedule 3¹⁸ of the Housing Act 2004 relating to works in default continue to operate. These powers are not affected by the Housing and Planning Act 2016.

7.4 Can a civil penalty be recorded on the database of rogue landlords and property agents?

Where a landlord receives two or more civil penalties over a 12 month period, local housing authorities may include that person's details in the database of rogue landlords and property agents. While it is not compulsory, local housing authorities are strongly encouraged to do so. This will help ensure that other local housing authorities are made aware that formal action has been taken against the landlord.

7.5 Are there any other consequences?

If a landlord receives a civil penalty, that fact can be taken into account if considering whether the landlord is a fit and proper person to be the licence holder for a House in Multiple Occupation or any other property subject to licensing.

¹⁵ <https://formfinder.hmctsformfinder.justice.gov.uk/ex325-eng.pdf>

¹⁶ <https://formfinder.hmctsformfinder.justice.gov.uk/ex328-eng.pdf>

¹⁷ <https://www.legislation.gov.uk/ukpga/2004/34/section/31>

¹⁸ <https://www.legislation.gov.uk/ukpga/2004/34/schedule/3>

8. Income from civil penalties

8.1 What can the local housing authority do with any income received from a civil penalty?

Income received from a civil penalty can be retained by the local housing authority provided that it is used to further the local housing authority's statutory functions in relation to their enforcement activities covering the private rented sector, as specified in Regulations¹⁹.

¹⁹ <http://www.legislation.gov.uk/uksi/2017/367/contents/made> and <http://www.legislation.gov.uk/uksi/2018/209/contents/made>

North Norfolk Sporting Centre of Excellence

Summary:

The Sporting Centre of Excellence project fulfils part of one of the Council's main objectives targeting Health and Wellbeing. This project has been noted as a model of good practice, the only one of its kind in the UK.

The first two years of this project have gone extremely well, with all of the participants improving. Many of the young people have been selected to represent the county in their chosen sport, and some competing at a national standard.

Conclusions:

This pilot project has demonstrated a great need to deliver high quality sports coaching to the young people of North Norfolk. It has bridged a gap between participation and performance, and allows access to those young people to take the next step and become a sporting star of the future.

Given the success of the project and the development of the young people who have participated, there would be great value in continuing into year three.

Recommendations:

- 1. That Cabinet note the success of the project to date.**
- 2. That Cabinet approve continuation of the project into year three, with a General Reserve budget of £20,000 to be allocated to the scheme.**

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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

1. Introduction

The North Norfolk Sporting Centre of Excellence was set up in 2016 with delivery commencing in October of that year. This paper outlines the progress and success of the project to date and sets out the costs associated to continue delivery for year two of the project.

2. Background

- 2.1 One of the Council's five main corporate objectives is Health and Wellbeing. Within this the Council agreed a target to set up and deliver a sporting centre of excellence for the district.
- 2.2 The fundamental aim of this project is to provide an environment whereby young people, who might not otherwise have the opportunity, are given such an opportunity to excel in a given sport, by the provision of top quality coaching at excellent facilities.
- 2.3 Gresham's School has such sports facilities, five court sports hall, full size outdoor artificial pitches, fitness gym and a multitude of outdoor grass pitches. For the above reasons Gresham's was selected to host the project, as it provided the best range of sports facilities in the District, and in a central location.
- 2.4 Cabinet reports were presented at the September 2016 meeting and subsequently in July 2017. Approval was granted to progress with the second year of the project following its successful pilot in 2016.

3. Current Position

- 3.1 A steering group provides governance and direction for the project including representatives from the Council, Gresham's School, Active Norfolk and the North Norfolk School Games.
- 3.2 The project includes four sports: cricket, hockey, netball and athletics (endurance running).
- 3.3 Level 3 qualified coaches are used to provide a high quality coaching experience. These experienced coaches have provided a first class provision.
- 3.4 Launch events have been held at Gresham's School in October 2016 and 2017, with Craig Heap (ex GB Commonwealth Games Medal winning gymnast) providing inspirational presentations. Both events have been a great success in motivating the participants and we have received some excellent feedback from parents and other stakeholders.
- 3.5 Coaching has now been delivered for two years covering 48 weeks of coaching.

3.6 It is our understanding that this project is the only one of its type being delivered by a local authority in the UK. Sport England has noted the project as innovative and one of best practice.

3.7 All of the District's secondary schools have had representation in the scheme.

4. Target Age Group

4.1 The age group agreed for this project is 11 – 14 year olds.

4.2 Advice from Active Norfolk and other talent identification specialists confirmed that 11 – 14 years is a good age group to use for such a project.

4.3 This age correlates with the Sport England current guidance around talent identification. In addition, it provides an opportunity to impact on a young person's life at a crucial stage of their development. It is then hoped that they will continue to adhere to a fit and healthy lifestyle, including playing sport at their best possible level of participation.

5. Criteria – Selection of Young People

5.1 The most crucial element when designing this programme is at what level (standard) the project should be pitched.

5.2 Advice from the partners suggested that the project should target young people with the potential in a given sport, rather than those already in a performance system/pathway.

5.3 Targeting young people with potential provides quality coaching to those that may never have previously been given the opportunity, and plugs a gap in current provision

6. How Young People Were Identified

6.1 It was decided that the most efficient method to identify the participants would be through the local schools network. Officers realised that school PE staff would have the best knowledge of which young people possess the potential to progress in any of the four sports.

6.2 The Council contacted all secondary schools asking them to put forward those young people that they perceived were appropriate for the programme. Primary schools were also contacted, as their year 6 pupils would be eligible to join the programme when the next school year commenced.

6.3 These young people were then invited to selection trials based at Gresham's School. Over 150 children have attended the trials and all have been invited onto the programme.

7. Delivery

- 7.1 The coaching has been delivered in blocks of eight weeks, one block of coaching each school term.
- 7.2 It is still intended (as/when appropriate) to provide additional workshops to further enhance the young people's sporting potential. These will include strength and conditioning, sports psychology and nutrition. These will be held during the summer in order to maintain enthusiasm. They will also allow the coaches to stay in touch with those talented individuals.
- 7.3 There is capacity for probably 100 young people in the scheme at any one time. At the end of the current year, some 40 will leave the scheme, as they will have moved into Clubs with a full sporting pathway through national, etc. coaching plans. This means that, assuming approval is given to continue the scheme, we would then advertise for a further 40 places to fill the scheme for year three.

8. Success of the Programme

- 8.1 It was very clear from the outset, that the quality of coaching was first class, with the correct coaches recruited to deliver the programme.
- 8.2 The programme has been very successful. All of the participants have improved. There have been over 150 young people included in the programme, and a total of 2,260 attendances at coaching sessions.
- 8.3 Many of those young people in each of the sports have been linked up with a local club; generally a top class club that can provide the standard of coaching required for them to progress.
- 8.4 Ten of the athletics participants have been selected to represent Norfolk in cross country, with all of them acquitting themselves well. One girl finished 3rd in the national cross country championships out of over 400 competitors.
- 8.5 Three boys in the cricket programme are now of a county standard, and have been invited to the County squad and training sessions.
- 8.6 One boy was spotted as a naturally gifted hockey goalkeeper. This is a sport which he had not played much before, so some hockey goalkeeper specific coaching has been arranged and he has been invited to join a top Norfolk hockey club.
- 8.7 Most of the netball players have been invited to join a high standard netball team.
- 8.8 The scheme has been a great success to provide top class sports coaching to state school children in partnership with an independent school.

9. Financial Information

9.2 The total spend, for Year 1 is £19,500, and £19,000 for Year 2. The majority of this pays for the coaching delivery.

9.3 The projected costs for 2018/19 are identified in Table 1 below:

Table 1.

ITEM	DETAILS	COST
Delivery of coaching	Cost to provide 10 sports coaches from Oct 18 – July 19.	£14,000
Sports Equipment	This cost includes the replacement of existing equipment	£500
Additional travel costs	This provides funding to anyone that does not have access by car to the venue	£1,000
Pitch Hire	Hire of facilities	£2,500
Contingency		£2,000
Total		£20,000

10. Year Three - Continuation

10.1 This project is not currently on the base budget. Given that the first two years of the project have been such a success, it is recommended that it should now continue into a third year. This would enable those young people still involved, to further improve and move onto the next step of the performance pathway and for the next cohort of students to join the scheme.

10.2 Approximately 40% of the participants will have moved on to appropriate exit routes and with the existing capacity, Officers would make contact with the schools again to recruit approximately 40 new participants.

10.3 Given the development of the new Community Sports Hub in Cromer (which includes indoor tennis courts), it is hoped to include tennis in year four of the project and based at this excellent new facility.

11. Timeline

- 11.1 A Year 3 timeline has been produced which details milestones for the forthcoming year:

DATE	ACTION/MILESTONE
May 2018	Contact Schools for new participants on a non-guaranteed basis
July 2018	Assuming Cabinet approval: List compiled and young people invited onto programme
September 2018	Steering Group Meeting
September 2018	Yr 3 Selection trials commence
October 2018	Yr 3 Launch Event
w/c 8 October 2018	Yr 3 Delivery commences – block 1
w/c 4 February 2018	Yr 3 Block 2 commences
w/c 1 May 2018	Yr 3 Block 3 commences

- 11.2 Steering group meetings will take place each quarter with each head coach reporting progress to the group.

- 11.3 A full annual review will take place once block 3 finishes in June 2019.

12. Risk

Failing to fund this for year three will result in the existing participants not being able to continue to progress through the talent pathway. There would be a reputational risk should the Council not continue the scheme, given the success of the programme to date.

13. Equality and Diversity

There are no issues regarding equality and diversity of this programme.

14. Summary

The Sporting Centre of Excellence project fulfils part of one of the Council's main objectives targeting Health and Wellbeing. This project has been noted as a model of good practice, the only one of its kind in the UK.

The first two years of this project have gone extremely well, with all of the participants improving. Many of the young people have been selected to represent the county in their chosen sport, and some competing at a national standard.

Digital Transformation Programme (DTP) Update

Summary: This report is brought to provide an update on progress within the Digital Transformation Programme (DTP), in accordance with the original Cabinet Resolution for the Programme.

Full Council has approved funding for the second phase of the Digital Transformation Programme. This will build on the significant business benefits of the initial DTP and extend the technology improvements it delivers into all areas of both the Council's customer facing and back office services.

As we complete the projects which formed Phase 1, the Phase 2 Programme Plan is being developed to layout the major projects and associated timelines, based upon business benefits and operational priorities.

Funding was approved for additional IT staff to address risks and capacity issues arising from the Council's increased use of and dependency on IT systems. This will assist in improving the level of support IT are able to provide to both Members and officers across the Council.

The infrastructure technology refresh and improvement programme continues to progress well. Significant deliveries in this period include:

- 40 laptops to significantly improve the capability for agile working and business continuity.
- Council mobile phones have been refreshed and upgraded.
- The Customer Contact System has been enabled for "Webchat", allowing customers the opportunity to communicate in real time with the Council's Customer Services Team via their computer, laptop or other portable device.

The refresh of the Planning system software will allow the principles of the Business Process Review (BPR) developed in Planning Development Management to be extended across the whole service. After some initial delays, the project to deliver the system upgrade is moving forward, with a go-live scheduled for early 2019. The new system, "Uniform", will offer many opportunities to improve efficiency and customer service. Amongst these are "apps" to provide the Development Management, Building Control and Enforcement teams on-site access to and the recording of application related information on mobile tablet devices.

Conclusion: The Digital Transformation Programme business model remains viable and is broadly on track to deliver as planned.

The projects to deliver phase 2 are being defined and planned in accordance with the expected business benefits they will deliver and although not yet detailed, it can be reasonably expected they will deliver further significant savings and efficiencies as previously identified.

Recommendations: **1) That Cabinet notes the progress made on the Digital Transformation Programme.**

Reasons for Recommendations: 1) To provide appropriate governance and oversight of the Digital Transformation Programme.

2) To publicly detail the Council’s plans in this area.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

DTP project plans

Cabinet Member(s) Cllr J Lee (IT and Digital Transformation) Cllr B Palmer (Customer Services)	Ward(s) affected All
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Digital Transformation Programme (DTP) Update

1. Introduction

1.1 The Digital Transformation Programme (DTP) was approved by Cabinet in October 2013. Fundamentally, the Programme set out to achieve two key objectives. Firstly, improving customer service, for both internal and external customers; and secondly, being more efficient in the way we work in order to drive financial savings and increased capacity.

It was agreed that six monthly progress reports would be submitted, along with updates on the workstreams within the Programme as these were developed. This is the latest of those updates. Covering the period January 2018 – June 2018

- 1.2 The Programme originally set out to deliver a range of IT infrastructure projects, on which later transformational changes to the Council's business could be built. These changes continue to be identified through a series of service level and process reviews across the Council. The outcomes of these reviews are designed to take advantage of the enhanced capabilities of the infrastructure and will be continued through Phase 2 of the DTP.
- 1.3 The guiding principles of the Programme are as follows:
- Making our processes digital by default, but with alternative access channels where appropriate
 - Building in automated features, to enable customers to self-serve as far as possible
 - Developing an integrated IT platform, thus enabling better sharing of information and data across the Council, and ensuring that our digitised systems are seamless to the user
 - An assumption that the "front office", or Customer Services, function will become wider, thus ensuring that as many contacts are dealt with as efficiently as possible, at the first point of contact.
- 1.4 Phase 1 of the DTP had an approved budget of £1.6m to support the delivery of a number of projects with resultant, year on year savings of £375k. Each project required Cabinet approval for the drawdown of funds from within the overall budget. All projects in Phase 1 are either completed, or in the commissioning and rollout phase. This drawdown arrangement will continue for Phase 2 of the DTP Programme.
- 1.5 Importantly, the recent approval of additional staffing resources in IT will help to mitigate risks arising from the increased dependency on, and use of IT across the Council. Notably, this will allow a greater level of user support to Members and Officers, especially as new systems are rolled out.
- 1.6 Many of the technology and infrastructure improvements, initially identified as enablers to business process improvement, have now been delivered and are being utilised in the BPR's of Planning and Environmental Health. These improvements and associated learning will also form the basis of further BPR work across both other services and individual processes. The availability of further enabling technologies will be monitored and any that offer business benefits to the Council will be identified and incorporated into the Council's infrastructure.
- 1.7 The technology landscape is one of continual change and therefore requires ongoing review to ensure we are making best use of enhancements to existing technology and identifying opportunities in new technology to deliver continual improvements in service quality and efficiency.

2. General Progress to Date

In the period covered by this report Officers have primarily focused on the following activities and projects:

- 2.1 Using the Council's web forms development tool, a system to allow **on-line payments** to be made for all types of transaction has been developed and deployed. Since go-live in February 2018 this facility has been used to make approximately 6000 payments with a total value of over £1,000,000.
- 2.2 At the time of writing this report, the facility for **On-line Direct Debits** to pay for Council services has been developed and is about to be rolled out. Initially this is specifically for the Garden Waste Service, but will then be utilised for other areas.
- 2.3 A 24/7, self-serve, **Activities Booking On-Line** system has been developed and is now deployed, allowing customers to book and pay for leisure activities organised by the Council. Again, it is likely that this facility will be replicated for other services.
- 2.4 The **Geographical Information Systems (GIS) Project** continues, with new data layers being added to the system and existing data cleansed. We are currently recruiting for staff in this area to ensure that the GIS can continue to support wider business functions across the Council.

Additional resources have been made available to speed progress and interactive web mapping will shortly be available across a number of Service areas.

Significant effort has been undertaken to cleanse, standardise and update all of the data used in the Council. Once complete processes will be in place to ensure the data used across the Council is maintained accurately and effectively for the future.

- 2.5 The **Back Scanning** project is progressing well with the scanning of paper archives being outsourced using a service provided under an approved procurement framework. The returned document images are being uploaded in the Council's "SharePoint" Document Management System, to make them easily retrievable, subject to security and privacy controls. This is being planned to ensure that the storage facility at Stonehill Way can be released at the end of the lease which will deliver a significant annual revenue saving.
- 2.6 The roll out of technology to enable the **Agile Working** policy has continued, with a significant change in the balance between fixed location, desktop PC's, and laptops, which can be used wherever the business need arises. Over 40 laptops have replaced the same number of desktops in recent months.

Importantly, whilst not in itself a cashable financial saving, this change is already increasing capacity and improving the Council's resilience. Notably it significantly reduced the impact on service delivery of the extreme weather conditions experienced earlier this year, where we had over 100 employees working from home, the highest level ever experienced. Whilst this has also given us some challenges in meeting demands for technical support, it enabled the Council to maintain largely, "business as usual", when many others closed completely for the period in question.

- 2.7 The enhancement of the **Website** continues, with additional facilities now in place to support self-serve access to the Council's services. As well as those already identified above, we have now enabled Revenues and Benefits change of address and tenancy to be advised digitally, covering currently, over 20,000 business transactions a year.

There are a number of services, currently "in test" which will go-live in the coming weeks:

- Beach Huts weekly bookings
- Multiple Environmental Health reporting forms
- "Offer to Pay" form for Council Tax and Business Rates debts.

The work to review, update and migrate the remaining information from the old website (which is currently running in parallel to the new website) is approaching completion. Following this, the site will be decommissioned.

- 2.8 The **Management Information System, "In Phase"**, has been procured and installed. Work is now in progress to configure the system and connect the data inputs, to launch the system ready later this year. This will allow relevant progress against objectives and performance data to be easily provided at all levels of the organisation, thus driving improved working and efficiency.

- 2.9 Following procurement of the replacement hybrid **Print Solution** and subsequent equipment installation, the off-site mail solution continues to be implemented. This is already complete for "bulk" print and post runs with significant cost and time savings arising. Work is continuing to deliver the final element, which will allow all users to send individual documents to be printed and posted off site at significantly lower costs than can be achieved internally. This element is currently being tested and will be rolled out to all users once testing is complete.

3 Business Process Review

3.1 Implementation in Planning

Implementing the outcomes of the BPR in Planning continues to progress, although this project has been much slower than originally planned, due to the increased demand in Planning and the difficulties in staff recruitment in both Planning and IT.

Lessons from this project, which have been previously reported have been around early resourcing of projects and of balancing change projects' progress with maintaining business as usual services, both within the Council and in those which are externally facing. These are being rolled into future projects.

- 3.1.1 The trial of paperless working in the Householder Applications Team is complete and laptops to support the new way of working are currently being rolled out. This will improve the timeliness of the information officers receive and deliver significant production cost and staff time reductions.

- 3.1.2 The on-line Pre-Application service has been enhanced to include requesting advice on applications that affect protected trees and listed buildings. Future facilities will include registering for Pre-App advice on Major Developments.

- 3.1.3 The mapping system to allow the public to identify the planning constraints on any parcel of land within North Norfolk will shortly be added to the existing web based tool identifying what documents are required for each type of application. Work will then commence on integrating the two, to assist with the submission of applications, which are complete and able to be validated. This will improve the turn-around times of applications and improve the efficiency of their processing.
- 3.1.4 Building on the changes in process delivered by the Planning BPR to date and the additional IT capability delivered by the new Planning system, further improvements to business processes in all Planning teams will be implemented as part of the “Uniform” system replacement project over the coming year.

3.2 BPR in Environmental Health (EH) Service Area

- 3.2.1 The BPR of the Environmental Health Service area continues to progress to plan. The outcomes of the BPR work are now being implemented in line with the rollout of the new EH system software.
- 3.2.2 Trials are ongoing of a Food Hygiene inspection “App” which has been deployed on tablet computers for field officers in the Public Protection Team. This will be followed by “Apps” covering a number of other EH team activities. These applications will contribute significantly to the accuracy and efficiency of work that is carried out at customer premises and in other locations.
- 3.2.3 The first significant business change is an online facility to manage Garden Waste bins, as noted earlier in this report. This will allow customers to renew an existing subscription and to order a new Garden Waste service. Both facilities include on-line payments for the service, including the setup of a digital Direct Debit mandate, which will significantly reduce the cost of managing the service in the future.

There have been some delays in delivering this service enhancement, but it was considered critical to ensure that a service which handles nearly £1m of income from c20,000 customers, was delivered correctly, first time. Council staff have been helping in piloting this service before it was released to external customers and the first “live” batch of invoices, saw 60% of customers switching to the new system.

- 3.2.4 Enhancements to the general IT infrastructure arising from the BPR in Planning and from general IT updates and improvements will also be utilised to deliver improvements in EH. These include Agile working, Hybrid Printing, on-line payments and web forms amongst others.

4 Proposed Future Work Activity

- 4.1 The projects detailed above, and those to come in DTP phase 2, will continue to provide the focus the digital work in the coming months. This will enable the continued parallel development of a secure, flexible IT infrastructure and improvement of business processes. This will deliver a sustainable capability to improve current services and meet the needs of future changes more quickly and effectively by the application of appropriate technologies.

- 4.2 In addition, we will continue to work to encourage channel shift so that more customers will choose to interact digitally with the Council for as many of their contacts as is practical for them. This will be delivered in a manner that fully recognises the Council's responsibilities to not digitally exclude any individuals or groups that access the services provided by the Council.

We will continue to identify methods and approaches that encourage take up of digital services so that we maximise the return on investment, both in terms of improvement in access to services and in delivering efficiencies, arising from the investment in the underlying technology platform and systems.

- 4.3 Work continues on tracking, and making visible, the benefits that are being realised through the Programme. This is more problematic as the benefits become the more numerous incremental benefits arising from the maturing programme rather than the smaller in number but more significant in value benefits of the initial projects.
- 4.4 Phase 1 of the DTP will be concluded in March 2019 and will have delivered more than the anticipated savings and service improvements. Following the Council's approval of the budget for Phase 2 of the DTP, a more detailed and prioritised plan of the projects and their business cases is already being developed to ensure similar outcomes of Phase 2 of the DTP.
- 4.5 The projects currently planned for delivery in Phase 2 of the DTP are:

- Member IT re-provision for the new member cohort in 2019
- Revenues and Benefits Service Processes BPR
- Corporate Document and Records Management System based on Sharepoint.
- E-Learning Management System
- Wider roll out of mobile and agile working
- Locality and Leisure Services Processes BPR
- Further Channel Shift in Customer Services front office
- Other BPR projects eg Tree works, Building Control, Democratic Services, Corporate Administration
- Database matching and integration – Elections, Council Tax and Street Naming and Numbering
- Enhanced hybrid/cloud storage
- Upgrade to desktop software suite for the Council

These projects are still in the planning phase and the detail will be developed in the months before the end of DTP phase 1, along with financial drawdown requests to Cabinet as required.

5 Financial Implications

- 5.1 As previously reported, Phase 1 of the DTP saw the £1.6m DTP budget spent and digitally enabled savings delivered totalling £428,000 per year. In addition, the projects within this phase, which are still to be completed, will deliver some further cashable savings.
- 5.2 It is believed that a broadly similar return on investment will be achieved in Phase 2 of the Programme, for which full Council approved a budget of £940K to be spent over the next three years with anticipated revenue savings of £345k per annum.

As has been described earlier in the report, the Phase 2 projects are still being developed, so the exact mix of expenditure and savings for each project are not yet available. As this detail is developed it will be used to inform the Medium Term Financial Strategy which will be reported to Members in autumn of 2018.

- 5.3 As well as the cashable savings, it is anticipated that there will be a large number of non-cashable efficiency and capacity building gains arising from the DTP Phase 2 projects. Wherever possible, these too will be identified and reported.

6 Risks

- 6.1 There is always the risk that the Council will be unable to deliver the savings contained within the business case for Phase 2 of the DTP.

We will mitigate this risk by examining the business case before Cabinet approval for the drawdown of project funds. In addition, we will regularly review the expectations of savings as each project progresses.

We will also prioritise for delivery those projects which deliver the most significant opportunities for savings.

Additionally, during the period covered by Phase 2 we will actively identify new opportunities to improve business process efficiency based on advances in new technology or enhancements to those technologies already in use within the Council.

- 6.2 Difficulty in recruiting experienced specialist technical staff in IT in a timely manner, remains a cause for concern.

This presents the risks to project timelines and consequently, the business benefits which they are planned to deliver or enable.

This will be partially mitigated by adopting a flexible approach to securing appropriately skilled resources from a variety of internal and third party sources.

Additionally, significant effort will be made to develop staff by use of Apprenticeships, Technical training in additional technology areas and maximising the use of existing staff development programmes.

- 6.3 The Digital Transformation programme is a complex wide ranging project based upon a rapidly and continually evolving technology and business landscape. Consequently, there is a risk that the programme fails to deliver the planned outcomes.

In order to mitigate this risk, the programme and the projects within it will be managed using standard governance and programme management tools and techniques. This will include the tracking of the potential benefits and indeed, risks, through the life of each project, right through to delivery.

- 6.4 There is also a risk that stakeholders will be resistant to change, thus reducing the potential benefits of the programme. However, on the basis of more and more business being done via digital means, this risk is believed to be a relatively low.

However, the residual risk will be mitigated by a programme of communication, training and development for all stakeholders, in order to maximise uptake and use of the new methods of working.

- 6.5 Digital exclusion remains a risk, which the council has committed to avoid wherever possible. We recognise some areas within the District have limited broadband coverage and some customers cannot access digital services for other reasons. We will therefore ensure people who do not have access to online services continue to be supported.

7 Equality and Diversity

- 7.1 Requirements will be included in all specifications for systems to ensure as far as possible they can be used by customers and staff with disabilities or those without the ability or connectivity to access services via a digital route.
- 7.2 In addition, it is accepted that some customers may not wish to use some of the services, which may become automated as part of the Business Transformation Programme. The Council will continue to provide mediated services where this is required by customers.

8 Section 17 Crime and Disorder considerations

- 8.1 There are no section 17 implications arising from the report.

9 Conclusion

- 9.1 The Digital Transformation Programme business model remains viable and the savings and efficiency outcomes of the Phase 1 investment have exceeded expectations.
- 9.2 Phase 2 of the DTP will build on technology improvements already delivered and implement additional capabilities to extend the Councils ability to deliver improved business processes. These process improvements can be expected to deliver the savings identified in the business case for DTP 2.

ENFORCEMENT BOARD UPDATE

Summary: This report provides an update for Members on the work of the Enforcement Board over the past six months and also gives an assessment of progress made since the Board’s inception over 4 years ago. The Enforcement Board has dealt with a number of difficult and long standing properties and, since the last report, significant progress is being made on many other properties that are subject to major renovation projects.

The Board has also overseen a major review of all long-term empty properties in May this year that has seen a significant reduction in the headline numbers of long term empty properties.

In addition, the report highlights the work of the Combined Enforcement Team which plays a key role in targeting, monitoring and overseeing renovation works to bring back properties to use.

Conclusions: The Enforcement Board continues to make significant progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties back into use, across all areas of the District, with both social and economic benefits to the community, and financial benefits to the Council.

Recommendations: **1. That Cabinet notes the continued progress of the Enforcement Board.**
2. That Cabinet note the recent inspection and assessment activity of officers to reduce the long term empty property numbers across the whole of the District.

Reasons for Recommendations: **1. To ensure appropriate governance of the Board’s activities.**
2. To understand the scope of recent inspection and analysis of long term empty homes.

Cabinet Member(s) Cllr Sue Arnold (Planning) Cllr Hilary Cox MBE (Enforcement)	Ward(s) affected All Wards
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ENFORCEMENT BOARD UPDATE

1. Introduction

- 1.1. Members will be aware that the Enforcement Board was set up to tackle difficult, often longstanding enforcement issues, with an additional focus on Long Term Empty (LTE) homes.
- 1.2. The Board works best where the properties and sites are likely to benefit from cross service intelligence and the senior management level attendees ensure action plans are implemented quickly and effectively.
- 1.3. Dealing with difficult cases in this way has also encouraged more innovative approaches to the use of the Council's legislative powers. Whilst this may give rise to additional risk, much work has been done to ensure enhanced governance, with significant support from officers in both legal and finance teams.
- 1.4. Whilst Members do not routinely sit at meetings of the Enforcement Board, because of legal sensitivities around enforcement decisions; where decisions have a wider implication and or risk, CLT and or relevant members are involved in the decision making process. Other decisions are taken under officer delegated powers.
- 1.5. In addition to the six monthly update to Cabinet, relevant local members and Group Leaders are kept informed of progress on the individual cases being dealt with by the Board.
- 1.6. The Combined Enforcement Team plays a key role in the work of the board both at the intelligence gathering stage and also by applying pressure on owners to press forward with development plans and to also ensure that neglected properties are subject to enforcement powers to improve the appearance and condition of long-term problem properties. The team was set up in 2016 and despite inheriting a large backlog of long-standing Planning Enforcement cases, a significant reduction in historic cases has been achieved which supports the enforcement work of the Enforcement Board.
- 1.7. In terms of empty homes, there remains a number of good reasons to act. As well as the obvious social advantage, of utilising as much of the District's housing stock as possible, thereby maximising housing provision, many LTEs attract New Homes Bonus to the Council when brought back into use.
- 1.8. The current challenge from empty homes is to ensure that information held within the Council Tax database is accurate. Owners do not always inform the Council as soon as they move into a previously LTE property. Whilst the property Council Tax remains the same whether occupied or empty (unless the property is on an over two year LTE levy charge), the Council may be missing out on New Homes Bonus income if the statistical numbers of LTE properties are not kept up to date.

2. Progress update

- 2.1. Since its inception in December 2012, the Board has continued to meet fortnightly to ensure that good progress can be achieved across the full range of cases under consideration.
- 2.2. The current caseload of the Board is 40 on going cases across all areas of the district.

- 2.3. In the last 6 months, a LTE property in George Street Sheringham has been returned to use by a young couple who bought the property after pressure by the Board to bring about a change in ownership. A derelict railway carriage accommodation at Walcott has been completely transformed by a new owner into stylish, modern accommodation that is also occupied.
- 2.4. In February this year, the Council successfully completed the Compulsory Purchase of two properties in Sculthorpe that have been empty since they were built in the late 1990s. Although Compulsory Purchase is not a quick process, (Cabinet originally approved the course of action in March 2016), the Council's Property Services team are currently preparing these properties to be marketed with conditions, to ensure new owners bring about occupation soon after purchase.
- 2.5. At the time of writing, reports are currently being prepared for Cabinet to recommend further properties across the District, as suitable for compulsory purchase should the owners continue to fail to take the actions demanded of them by the Enforcement Board.
- 2.6. Enforcement action on properties within the Melton Constable Hall curtilage is being appealed by the owner but the Council's Conservation Officer continues to work closely with Historic England and listed building specialists to ensure renovation works needed to the buildings are sympathetic to the age and style of the iconic Hall. Repair works required on the main hall are currently being costed.
- 2.7. Action required by Enforcement Notices served on the owner of the tyre dump on Tattersett Business Park is being monitored, as the owner has had to apply to the County Council to change the method of transport and disposal of the c600,000 of tyres. Assurances have been given by the owner, that clearance of the site can still be achieved within the time frame set by the Enforcement Notices; otherwise prosecution will follow.
- 2.8. The historic Sutton Mill at Sutton has recently been sold to new owners and although the purchaser was not the Trust that had been hoped, officers are still optimistic of a positive working relationship with the new owner to restore the old mill to its former glory. Listed Building Enforcement Notices remain live on this property.
- 2.9. Of the remaining properties on the Board, all are progressing; many with major renovation works required to bring them back into habitable condition. More details on these properties are contained in the appendix accompanying this report

3. Long Term Empty Homes (LTEs)

- 3.1. At the time of the last report to Cabinet numbers were showing a slight upward trend. The figure continued to climb to a March high of 630 LTEs, prompting a major review of the statistics. The number was reduced to 540 at the beginning of April, and after desktop analysis by the Combined Enforcement Team, this figure was reduced to under 500. Throughout April officers visited more than 470 properties still recorded as LTEs on the Council Tax system. From those visits, a further 90 properties were identified as either occupied, second homes, sold subject to contract, changed to commercial holiday lets or demolished with no update from the owners having been received.
- 3.2. While it is not possible to remove the properties that are sold subject to contract from the empty list, the intelligence work has been an unqualified success and

provided the opportunity for the Council to secure income from New Homes Bonus when the annual CTB1 Return is submitted in early October.

- 3.3. It is likely that this is an exercise that if repeated annually, will produce significant savings for Council budgets while providing the opportunity to maximise income from New Homes Bonus for LTEs returned to use.

4. Future Working

- 4.1. The intelligence provided by officers inspecting the list of LTE properties has also identified a number of properties that seemingly have no justifiable reason for remaining empty. Over the next few months officers will attempt to engage with the owners to understand what is preventing them returning their properties to use. From this a number of solutions will need to be explored and some of the properties have already been added to the existing caseload of the Enforcement Board.
- 4.2. Compulsory Purchase options will continue to be explored as a last resort, but it is likely that the numbers of LTE properties will be tackled best with a combination of enforcement actions by the Council.

5. Performance Management

- 5.1. Members have continued to be kept informed of cases being taken forward in their wards and Group Leaders are also being kept informed of all cases. This continues to be well received.
- 5.2. Where appropriate, Town and Parish Councils are also kept informed of progress and where there is an obvious legal risk or implication, the relevant Portfolio holder is also informed, as well as the local member and CLT.

6. Financial Implications and Risks

- 6.1. The work of the Enforcement Board is partly driven by the need to maximise revenue from both Council Tax and, for Long Term Empty Properties, the New Homes Bonus scheme. Significant contributions have already been made by bringing properties back into use and or back into Council Tax banding, in the four years the Board has been working
- 6.2. As has been stated above, a number of these properties give rise to local blight and therefore an expectation from local communities on the Council to resolve the issues, with accompanying reputational risk if we do not act.
- 6.3. It is however, also important that we act sensitively in some cases, and that we adhere to our own Enforcement Policies in terms of proportionality of approach.
- 6.4. There is also a reputational risk involved, if we lose legal action. Whilst this can be mitigated by good process, evidence gathering, etc, we are seeking to be innovative in our use of legal powers and we may not always win the case at hand.

The use of the Council's powers in different ways will almost certainly cause some complaint from those who have not previously seen direct action from the Council in respect of the issues concerned.

It is therefore essential that we ensure both the technical and legal processes used are sound and that, in terms of our reputation, our rationale for action is clearly understood.

There is, in some cases, a risk of not being able to recover costs; for both officer and legal costs, and where works in default are undertaken. However, these risks are being mitigated, through good intelligence and evidence gathering and ensuring that the correct legal processes are followed during any action taken.

In addition, where necessary, valuation advice is taken to ensure that there is enough value in a site against which to provide proceeds of an enforced sale if necessary to recover costs.

It should be noted that all expenditure allocated to the Enforcement Board Reserve is approved by both the s151 Officer and a Head of Paid Service.

- 6.5. The Enforcement Board Reserve covers the costs of dealing with these cases and in general, most of the costs concerned are recovered. However, we are now starting formal action on a number of cases where some work is simply not recoverable.
- 6.6. There has been the need for significant additional legal input to the cases and although much of the cost is recovered, this has been underwritten by the Reserve.

7. Sustainability

The only sustainability implications directly resulting from this report are around better use of existing housing stock, as opposed to new build and therefore the potential use of green field sites.

8. Equality and Diversity

There are no equality and diversity implications directly resulting from the recommendations or options considered in this report.

9. Section 17 Crime and Disorder considerations

Some of the work being undertaken by the Board has a direct link to criminal activity, around deliberate Council Tax avoidance. In addition, a number of empty properties have been associated with anti-social behaviour, which of course will be removed when properties are brought back into use.

10. Conclusions

The Enforcement Board continues to make significant progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties back into use across all areas of the District, with both social and economic benefits to the community, and financial benefits to the Council.

Appendix

Key Activity on Long Term Empty Properties (as at 12 June 2018)

Note: this is not an exhaustive list of cases, as some issues are legally or otherwise sensitive and are therefore not for publication.

Property	Issues	Action
56 and 56 Beeston Common, Sheringham	Dilapidated, overgrown garden Empty for over 10 years	Properties continue to undergo major works and are hoped to be back in use later this year
33 Oak Street, Fakenham	Empty since approximately April 2008 Property very dilapidated.	Listed building works recently obtained and renovation is progressing
Leighton House, 11-13 St Mary's Road, Cromer	Significant residential property in extremely dilapidated condition detracting from neighbourhood amenity Unfit for habitation Previous pest infestations	Environmental concerns still being addressed. Council continues to work with owner to ensure ongoing improvements
10 George Street, Sheringham	Property been empty since 2013	Ownership change forced, property renovated and young couple now in occupation
2 and 2a Stirling Road, Sculthorpe	Unfinished 'new build' properties, middle and end terrace.	Compulsory Purchase completed in Feb 2018. Property Services in process of marketing to resell properties with conditions to require early occupancy.
28 Church Street, Northrepps	Long Term Empty property	Ownership change forced and major renovation and improvement ongoing.
40 Larners Hill, Northrepps	Long Term Empty property for approximately 3 years	Ownership change forced and major renovation and improvement ongoing.
East View, Helena Road, Walcott	Property empty since 2013	Change of ownership forced. New owner has carried out major modernisation and is now in occupation.
25 Holt Road, Langham	Long Term Empty Property	Renovation works underway. Enforcement notice served but on

		hold to allow internal works' completion to ensure external works are successful.
Lynden, The Street Thursford	Non-standard build bungalow. Long term Empty	Owner not engaging realistically with Council. Report being compiled recommending voluntary offer backed by CPO

Non- Residential Activity

Property	Issue	Action
Tyre Storage Tattersett Business Park	Long-term storage of around 6000 tonnes of tyres	Owners currently seeking permission to vary compaction and disposal method from County Council. Works likely to start when approved or prosecution action to be taken
Star Yard Fakenham	Dilapidated garage in dangerous condition	Works still progressing
Sutton Mill	Potentially dangerous structure of listed building	Despite offer of loan from the Council, efforts to purchase by Trust not successful but Council will pressurise new buyer to carry out required renovation
Former Shannoeks Hotel Sheringham	Long-term empty property in poor condition in prime location	After pressure from Council the owners successfully obtained planning approval for renovation scheme. Awaiting compliance with owner's build programme otherwise CPO will be commenced.
Pineheath Nursing Home	Bungalows in curtilage of former Care home closed by Care Quality Commission. Owner letting bungalows privately in contravention of planning conditions	After pressure from Council owner has ceased all tenancies and is no longer in contravention of planning laws. Enforcement Board will continue to monitor developments to encourage owner to develop or sell complex responsibly.

Agenda Item No__13_____

ANNUAL ACTION PLAN 2018-19 AND ANNUAL REPORT 2017-18

Summary: This report presents the Annual Action Plan for 2018/19 and the Annual Report for 2017/18 for final approval by Cabinet. Since the draft report of the Annual Action Plan was first presented in April, a number of changes have been made to reflect the views of members, including the Overview and Scrutiny Committee.

Conclusions: A rigorous development process has resulted in a balanced and effective Annual Action Plan for 2018/19 and Annual Report for 2017/18, with associated performance indicators, in order to report on and deliver the Council’s priorities and objectives as laid out in the Corporate Plan 2015-2019.

- Recommendations:**
- 1) That the Annual Action Plan 2018-19 is approved, along with the management performance indicators as set out in Appendix 1 of the Plan.**
 - 2) That the Annual Report is received.**
 - 3) That the Heads of Paid Service are authorised to amend any minor inaccuracies or matters of detail in either of the documents if they arise.**

- Reasons for recommendations:**
- 1) To allow effective governance and member sign off of the work action priorities for the 2018/19 year.
 - 2) To report on the outturn for 2017/18 year in terms of key areas of work for the Council.
 - 3) To ensure that the documents, which will be publicly available, are as accurate as possible.

Cabinet Member(s)	Ward(s) affected
Cllr John Lee, Leader of the Council	All
Contact Officer, telephone number and email: Louise Cowell, 01263 516202, Louise.cowell@north-norfolk.gov.uk	

ANNUAL ACTION PLAN 2018-19 AND ANNUAL REPORT 2017-18

1. Annual Action Plan 2018/19

1.1 This report presents the Annual Action Plan and 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 for the period 1 April 2018 to 31 March 2019.

1.2 Some actions in the Annual Action Plan for this year have been slightly amended to take account of changing circumstances, new opportunities that have arisen or new milestones that are intended to be achieved, and take account of comments received from members of Cabinet, and Overview and Scrutiny Committee, since the draft Plan was first presented in April.

Overview and Scrutiny also requested benchmarking data when other similar sized councils are providing the same services. However, given that almost all of the services we provide are also provided by some or all other councils, it is recommended that such data is only provided in specific cases of additional examination or comparison; for example, if a service was perceived to be significantly underperforming.

1.3 The Annual Action Plan 2018/19 attached as Appendix 1 is the result of these updates.

1.4 As previously advised, 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 2018/19. These indicators, where a target or improvement can be evaluated, allow an assessment of the delivery of the actions and or objectives, which are seen as adding to the delivery of the strategic Corporate Plan priorities.

The second group of indicators; management indicators, allow the Council to assess whether it is on track to deliver the objectives at a more operational level and are regularly reviewed by senior managers within the Council. These are presented as an Appendix to the Annual Action Plan.

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

2.1 The Annual Action Plan will be monitored by applying the Performance Management Framework. Implementation of the framework is under continuous review and improvement as required by Cabinet and Management Team. A new performance management software system is being introduced during this year, which will allow a much better style of reporting. Regular progress reports will be provided to members through the quarterly reports to Cabinet.

3. Annual Report 2017/18

- 3.1 The Annual Report details the Council's performance against the previous year's Action Plan. There is significant detail contained in the report as it follows the historic format for the Plan, which has now been changed for the coming year.

Individual officers contribute to the TEN Performance Management system. Therefore, style varies throughout and this will be made more consistent with the new performance management system this year.

It should be noted that many of the general indicators are not fully under the Council's control. These have subsequently been addressed in the Annual Action Plan for the year ahead

- 3.2 The report shows significant progress against all areas of the council's service delivery.
- 3.3 The Annual Report is set out at Appendix 2 of the report.

4. Conclusion

- 4.1 A rigorous development process has resulted in a more balanced and effective Annual Action Plan for 2018-19 and associated performance targets to deliver the objectives laid out in the Corporate Plan 2015-2019.

5. 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.

6. 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.

7. Sustainability

There are no direct implications for sustainability in this report.

8. 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.

9. Section 17 Crime and Disorder considerations

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

Annual Action Plan 2018/19

Introduction

This document is the third Annual Action and details how North Norfolk District Council will deliver actions in support of its priorities during the forthcoming 12 months as set out in the Corporate Plan 2015-2019.

The Annual Action Plan includes key performance indicators, these are set out 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 measured, 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 an appendix.

North Norfolk District Council's Corporate Plan guides business decisions to ensure that the Council is well-run and makes effective use of its financial resources; it sets out our shared vision and values that contribute to making North Norfolk a better place to work, live and visit. The priorities are as follows:

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

The [Corporate Plan 2015-19](#) is available online at the Council's website.

June 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, support start-ups and help businesses expand (01 A)

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
Number of new jobs created (annual) J 027	-	99 (2017/18)	Monitor and report jobs created
Number of employed and self-employed people (annual) J 010	42,000 (March 2016)	40,300 (2017/18)	The trend year on year since 2012 is for this number to reduce. Aim to slow this reduction
Non-Domestic (Business) Rates Base - total number of properties (annual) J 013	6,674 (April 2016)	6,910 (2017/18)	Aim to support the continuing rise in the rates base
Number of VAT registered businesses (annual) J 006	4,990 (March 2017)	5,040 (2017/18)	Improve compared 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

Action

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
- A 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
- A review of planning obligation standards
- Land use policies relating to countryside, conservation areas, listed buildings, landscape and wildlife.

01 A 05

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

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
Number of Job Seeker Allowance claimants, 18 - 24 year olds (annual) J 009	45 (March 2017)	65 (2017/18)	Assess the reasons for a change in numbers in the last three years.

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 uptake of allocated employment land across the district (01 D)

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
Business Expansion / land developed / premises filled (sqm) (annual) J 026	-	8,906 (2017/18)	Monitor and report developments

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

Action

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	Previous year's outcome	Latest data	Performance management note
Number of visitors to North Norfolk (annual) J 028	7,950,700 (2015/16)	8,308,500 (2016)	Predicted value based on three-year average of percentage increases (+4.48%) is 8,680,721. Actual results due to be released in September 2019. N.B. 2018 values based on full year not financial year
Value of visitors in North Norfolk (£) (annual) J 029	484,756,033 (2015/16)	£490,357,250 (2016)	Total Tourism Value. Predicted value based on three-year average of percentage increases (+4.12%) is £510,559,969. Actual results due to be released in September 2019. n.b. 2018 values based on full year not financial year

Action

Work in collaboration with the local tourist sector to market North Norfolk as a distinct tourism destination with the promotion of the Deep History Coast project.

01 E 01

Provide support to food businesses, beyond that offered through the Food Standards Agency Brand Standard, to ensure the food offering for visitors is of a high quality and safe. We will monitor success by the number businesses achieving a Food Hygiene Rating of 5.

01 E 02

Action

Ensure the current and future Waste and Related Services Contract sets and maintains standards of cleanliness for the District, specifically high tourism areas.

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

DRAFT

Housing and Infrastructure

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

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
Number of new homes built of all tenures (annual) H 001	442 (2016/17)	547 (2017/18)	Review, report and recommend action against Local Plan average target over 2001-2021 420 p.a.
Number of homes granted planning permission of all tenure types (monthly cumulative) HS 008	1,280 (2016/17)	544 (as at Feb 2018)	Review, report and recommend action against 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	Previous year's outcome	Latest data	Performance management note
Number of people on the housing waiting list - total (annual) H 004	2,479 (2016/17)	2,644 (2017/18)	Review, report and recommend action where appropriate
Number of households from the housing register rehoused (monthly cumulative) H 005	391 (2016/17)	376 (2017/18)	Review, report and recommend action where appropriate
Number of affordable homes built (monthly cumulative) H 007	83 (2016/17)	90 (2017/18)	Review, report and recommend action where appropriate
Number of affordable homes granted planning permission (monthly cumulative) HS 009	196 (2016/17)	73 (Feb 2018)	Review, report and recommend action where appropriate

Action

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

02 B 01

Monitor the need for temporary accommodation and ensure suitable provision.

02 B 02

Reduce the number of empty properties (02 D)

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
Number of very Long Term Empty (LTE) homes (homes empty for two years or more as at first working day of each month) (monthly) H 009	127 (March 2017)	137 (March 2018)	Review, report and recommend action where appropriate
Number of Long Term Empty homes (homes empty for six months or more as at first working day of each month) (monthly) H 002	566 (March 2017)	725 (March 2018)	Review, report and recommend action where appropriate
Number of Long Term Empty homes (6 months or more as at October each year) (annual) H 002	504 (Oct 2016)	603 (Oct 2017)	Review, report and recommend action where appropriate

Action

Review 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 (six monthly).

02 D 01

Bring forward proposal to implement higher Council Tax levy on LTEs of two years or more.

02 D 02

Improve the infrastructure needs of the district (02 E)

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
Number of settlements that have had Broadband upgraded (annual) J 008	32 (2016/17)	23 (2017/18)	Review, report and recommend action where appropriate

DRAFT

Coast and Countryside

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

Action
<p>Continue to work with private sector partners to provide a Sandscaping Coastal Protection Scheme for the Bacton Gas Terminal and neighbouring communities.</p> <p>03 A 01</p>
<p>Refurbish coastal defences at Mundesley.</p> <p>03 A 02</p>

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

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
<p>Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative)</p> <p>LE 010</p>	2,248 (2016/17)	1,093 (Q3 17/18)	<p>705 (annual)</p> <p>2017/18 1,500 (annual)</p>
<p>Number of Child Visitors to Parks and Countryside Events (quarterly cumulative)</p> <p>LE 011</p>	2,883 (2016/17)	1,560 (Q3 17/18)	<p>1,380 (annual)</p> <p>2017/18 1,900 (annual)</p>
<p>Number of Visitors to Parks and Countryside Events (quarterly cumulative)</p> <p>LE 013</p>	5,131 (2016/17)	2,653 (Q3 17/18)	<p>2,085 (annual)</p> <p>2017/18 3,400 (annual)</p>
<p>Following a review of the events which were being run by the countryside service it was agreed by the team and senior colleagues that we would focus more on providing a fewer number of quality events, rather than 'events for events sake'. It was agreed to drop the 'number of events' target and replace with an income target. Going forward we will be looking to increase these targets annually as we establish our events programme.</p>			

Action
<p>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.</p> <p>03 B 01</p>
<p>Assess and implement requirements for new Green Flag Awards and work to retain the three existing awards.</p> <p>03 B 02</p>

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

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
Household recycling tonnage (annual) ES 008	8,354.44 (2016/17)	9,233.30 (2017/18)	Review, report and recommend action where appropriate

Action

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

03 C 01

Maximise the number of trade and garden waste customers to maintain and improve income levels.

03 C 02

Work with Norfolk Waste Partnership 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	Previous year's outcome	Latest data	Performance management note
Percentage of responses to fly-tipping and other pollution complaints within two working days (monthly cumulative) C 007	68.00% (2016/17)	64% (2017/18)	80%

Health and Wellbeing

Support local residents and their communities (04 A)


Key Performance Indicators		Previous year's outcome	Latest data	Performance management note
Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative) L 005		37 (2016/17)	30 (2017/18)	Review, report and recommend action where appropriate

Action

Deliver community support initiatives

04 A 01

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

Key Performance Indicators		Previous year's outcome	Latest data	Performance management note
Participation at Council-owned sporting facilities (monthly cumulative) LE 004		558,395 (2016/17)	551,310 (2017/18)	550,245 (annual)

Action

Deliver new leisure management contract to commence April 2019.

04 C 01

Continue to work to project to 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	Previous year's outcome	Latest data	Performance management note
Visits to the Council's website (monthly cumulative) WG 005	563,502 (2016/17)	601,559 (2017/18)	Archive. Due to the implementation of GDPR it is no longer possible to accurately collect this data.
Transactions made via the Council's website (monthly cumulative) WG 010	-	-	Monitor and review in line with Customer Service Strategy.
Average time for processing new claims (housing benefit and council tax support) (monthly cumulative) RB 027	22.0 (2016/17)	20 (2017/18)	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	22.0 (2016/17)	14 (2017/18)	14 days (amber boundary 16 days)
Number of Disabled Facilities Grants completed (monthly cumulative) HW 003	140 (2016/17)	124 (2017/18)	Review, report and recommend action where appropriate

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

Progress HR Business Process Review.

05 A 02

Progress Environmental Health Business Process Review to redesign services to meet customer needs and use technology as a driver for efficiency.

05 A 03

Action

Rollout of Universal Credit in the District, working closely with the Department for Work and Pensions.

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	Previous year's outcome	Latest data	Performance management note
Percentage of council tax collected (monthly cumulative) RB 009	98.70% (2016/17)	98.71% (2017/18)	98.4%
Percentage of non-domestic rates collected (monthly cumulative) RB 010	99.36% (2016/17)	99.37% (2017/18)	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 a 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

Facilitate the Investors in People re-assessment – winter 2018.

05 C 01

Appendix 1 - Management Indicators

Indicator	Objective	Previous year's outcome	Latest data	Performance management note
Grants awarded (£) (quarterly cumulative) J 025	01 A	-	-	Monitor and report
Number of businesses engaged via events (quarterly cumulative) J 021	01 A, 01 B	-	542 (2017/18)	400. Held two large launch networking events in 2017/18. Events of this size are not anticipated for 2018/19.
Number of businesses supported (quarterly cumulative) J 022	01 A, 01 B	-	223 (2017/18)	200
Numbers on the housing waiting list (monthly) HO 006	02 B	2,479	2,644*1 (2017/18)	Review, report and recommend action where appropriate
Numbers on the Housing Register (monthly) HO 007	02 B	321	319 (2017/18)	Review, report and recommend action where appropriate
Numbers on the Housing Options Register (monthly) HO 008	02 B	1,714 (2016/17)	1,845 (2017/18)	Review, report and recommend action where appropriate
Numbers on the Transfer Register (monthly) HO 009	02 B	444	480	Review, report and recommend action where appropriate
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	-	95.0% (2017/18)	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	-	0.5% (2017/18)	Less than 10%

Indicator	Objective	Previous year's outcome	Latest data	Performance management note
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	-	13 (2017/18)	Not applicable
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	-	92.4% (2017/18)	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	-	0.0% (2017/18)	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	-	0.0 (2017/18)	Not applicable
Number of events organised at Country Parks (monthly cumulative) LE 005	03 B	34 (2016/17)	30 (2017/18)	Archive. Replace with indicator below.
Income from events organised at Country Parks (quarterly cumulative) LE 012	03 B, 05 B	-	New indicator	£6,340 (annual)
Number of pollution enforcement interventions (quarterly cumulative) C 008	03 B, 03 D	39 (2016/17)	22 (2017/18)	Review, report and recommend action where appropriate
Number of fixed penalty notices issued (quarterly cumulative) C 009	03 B, 03 D	13 (2016/17)	20 (2017/18)	Review, report and recommend action where appropriate

Indicator	Objective	Previous year's outcome	Latest data	Performance management note
Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative) L 006	04 A, Equality	273,818 (2016/17)	188,995 (2017/18)	Review, report and recommend action where appropriate
Number of Disabled Facilities Grants outstanding (monthly snapshot) HW 002	04 B	121 (Feb 2017)	104 (Feb 2018)	Archive
Number of Disabled Facilities Grants approved (monthly cumulative) HW 004	04 B	-	137 (2017/18)	Review, report and recommend action where appropriate
Average Disabled Facilities Grant spend (£) (monthly snapshot) HW 005	04 B	-	77,736	Review, report and recommend action where appropriate
Percentage of people active in North Norfolk (annual) W 001	04 C	32.1% (2016/17)	64.9% (2017/18)	Review, report and recommend action where appropriate
Number of events for which NNDC provided financial support (annual) W 002	04 C	2 (2015/16)	1 (2016/17)	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	92.0% (2016/17)	95.0% (2017/18)	90%
Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b	05 A	654 (2016/17)	663 (2017/18)	Not applicable
Number of Ombudsman referral decisions (monthly cumulative) PA 001	05 A	2 (2016/17)	3 (2017/18)	Not applicable

Indicator	Objective	Previous year's outcome	Latest data	Performance management note
Percentage of Ombudsman referrals successful outcomes for the Council (monthly cumulative) PA 002	05 A	100.0% (2016/17)	67.0% (2017/18)	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	2 (2016/17)	2 (2017/18)	Review, report and recommend action where appropriate
Unique visitors to NNDC website (monthly cumulative) WG 006	05 A	382,046 (2016/17)	430,356 (2017/18)	Archive. Due to the implementation of GDPR it is no longer possible to accurately collect this data.
Number of compliments (monthly cumulative) CS 050	05 A	93 (2016/17)	7 (2017/18)	Review, report and recommend action where appropriate
Number of complaints (monthly cumulative) CS 051	05 A	56 (2016/17)	154 (2017/18)	Review, report and recommend action where appropriate
Number of MPs letters (monthly cumulative) CS 052	05 A	225 (Feb 2017)	278 (Feb 2018)	Review, report and recommend action where appropriate
Average wait time (minutes) - Customer Services (monthly) CS 057	05 A	3.92 (2016/17)	5.32 (2017/18)	10.0
Average transaction time (minutes) - Customer Services (monthly) CS 058	05 A	7.42 (2016/17)	10.0 (2017/18)	10.0
Average wait time (minutes) - Housing Options (monthly) CS 059	05 A	4.86 (2016/17)	7.39 (2017/18)	10 minutes (low is good). With the introduction of the Homelessness Reduction Act 2017 this target may need to be reviewed.

Indicator	Objective	Previous year's outcome	Latest data	Performance management note
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	100.0% (Q4 16/17)	100.0% (Q4 17/18)	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	100.0% (Q4 16/17)	100.0% (Q4 17/18)	95%
Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly) CS 055	05 A	100.0% (Q4 16/17)	100.0% (Q4 17/18)	95%
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	05 A	94.0% (Q4 16/17)	100.0% (Q4 17/18)	95%
Planning income (£) (monthly cumulative) DM 023	05 B	626,483 (2016/17)	869,660 (2017/18)	Review, report and recommend action where appropriate
Building Control income (£) (monthly cumulative) BC 001	05 B	402,805 (2016/17)	371,307 (2017/18)	380,000
Legal Services fee income (£) (monthly cumulative) LS 003	05 B	323,536 (2016/17)	326,310 (2017/18)	72,000
PM 32 Average number of days revenue outstanding (Debtor Days) (monthly) RB 029	05 B	33 (Mar 16/17)	50.0 (Mar 17/18)	41
Occupancy rate of Council-owned rental properties (monthly) PS 006	05 B	82.0% (2016/17)	84.8% (2017/18)	80%
Occupancy rate of Council-owned rental properties – Industrial monthly) PS 009	05 B	-	New indicator	85%

Indicator	Objective	Previous year's outcome	Latest data	Performance management note
Occupancy rate of Council-owned rental properties – Retail (monthly) PS 010	05 B	-	New indicator	78%
Occupancy rate of Council-owned rental properties – Concessions (monthly) PS 011	05 B	-	New indicator	90%
Percentage of rent arrears on all debts 90 days and over (monthly) PS 008	05 B	5.0% (Feb 16/17)	5.0% (Feb 17/18)	5%
Rate of Return – Industrial (annual) PS 012	05 B	-	New indicator	New indicator. Interim target of 4% will be reviewed after six months
Rate of Return – Retail (annual) PS 013	05 B	-	New indicator	New indicator. Interim target of 4% will be reviewed after six months
Percentage of assets that have a Stock Condition Survey rating of A-B (annual) PS 014	05 B	-	New indicator	80%
Number of defaults issued to the waste and related services contractor (monthly cumulative) C 010	05 B, 03 D	645 (2016/17)	880 (2017/18)	Review, report and recommend action where appropriate
Number of rectifications issued to the waste and related services contractor (monthly cumulative) ES 015	05 B, 03 D	529 (2016/17)	1,002 (2017/18)	Review, report and recommend action where appropriate

Indicator	Objective	Previous year's outcome	Latest data	Performance management note
Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative) V 001	05 B	41.7%	67.0% (2017/18)	There were only nine important recommendations made last year. Only a small number of these not being implemented on time (3) had a large impact on the performance figure. This does not have a significant impact on services therefore to ensure the target is achievable it should be reduced from 80% to 70%.
Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative) V 002	05 B	No urgent recommendations were made.	No urgent recommendations were made.	100%
Percentage of audit days delivered (quarterly cumulative) V 004	05 B	100% (2016/17)	100% (2017/18)	100%
Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative) V 007	05 C	6.35 (2016/17)	5.88 (2017/18)	6

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New Logo

Annual Report

Version 0.4

Any queries please contact Policy and Performance Management Officer, Helen Thomas
Tel. 01263 516214

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Introduction

The year ended 31 March 2018, was an extremely successful one for North Norfolk District Council.

We made good progress across a number of initiatives, recorded very high levels of customer satisfaction and maintained a strong financial position, as we continue to offer local residents and businesses good value for money with services further improved, alongside sound financial management to ensure we still work within our means.

The Economic Growth Plan was drawn up last year, that helps us plan and deliver a range of projects to help local business grow and sustain jobs for local people. This was highlighted by our leadership of the response to the closure of Oyster Yachts in Hoveton, where we supported the workforce following an Administrator sale with jobs and business secured.

At a community level, we funded a Market Town Initiative to improve the outlook for our inland towns and supported events to encourage the provision of Apprenticeships for our younger people, leading by example with 8 Apprentices now employed at the Council. In the health sector, the Council also enabled new development through its use of assets, with construction of the new medical centre in Cromer commencing to accommodate the additional growth in the area.

The District's business success was reflected in our inaugural North Norfolk Business Awards, held to promote the quality and diversity of the district's business base, with seven businesses of all sizes and sectors taking home winners' trophies.

North Norfolk continued to be the only Council in the County to deliver all of its planned affordable homes, with 90 affordable homes built in the district in the year. The first loan to a Housing Association was issued in January 2018 and is supporting the delivery of a further 91 affordable and market homes on 5 sites across North Norfolk. We started to use the Government's Community Housing Funds and are working with local organisations to support housing provision in those areas most affected by second homes. The Core Strategy target to deliver an average of 400 dwellings per year has been exceeded in each of the last four years with completions over this period totalling 1,970 net additions compared to 1,600 target. This year there were 547 new dwellings built of which 90 were affordable dwellings. These are amongst the highest recorded annual figure over the last twenty years. The forward trajectory suggests high completion rates can be expected for the next two/three years as development proceeds on the larger allocated sites.

Our service delivery continued to be excellent across almost all areas, with completion of Planning Application approvals at its highest level ever, despite difficulties in recruiting qualified staff, and with the service going through a long period of significant and transformational change.

We achieved good results in dealing with fly tipping offences, even though our initial response was slower than we would like, and greatly improved litter collection in the main tourist towns with the introduction of new "big belly" bins.

Our Revenues Team achieved their highest ever rate of Council Tax collection; one of the highest in the whole country, and our Leisure and Localities Team ensured the Council had its most successful result ever, when we secured six Blue Flags – at East and West

Runton, Cromer, Mundesley, Sea Palling and Sheringham – where we provide lifeguard services, better facilities and cleaner beaches. It meant we now have nearly 10% of all the Blue Flag beaches in England, and no district has more. Inland, we also achieved three Green Flag Awards, for Holt Country Park, Sadler's Wood and Pretty Corner Woods.

Governance remained strong at the Council too, with all of our audits achieving satisfactory or substantial rating with no major recommendations arising. Our HR Team improved their recruitment processes and we achieved the lowest sickness absence level ever, dipping below 6 days a year for each member of staff. Our Democratic Services team achieved another national award with Eastlaw, our Legal Services Team, being shortlisted for another, and further increasing their income from external work.

We launched a number of major projects in the year too. A £20m landscaping project will protect the Bacton Gas Terminal and nearby villages, whilst the Council commenced a £11m project to replace the Splash Leisure Centre in Sheringham and a £3m indoor tennis centre as part of the new Community Sports Hub in Cromer, with satellite tennis sites also being improved. We procured a new contract for the Management of Cromer pier and commenced procurement of a new Leisure Management Contract and a Waste and Cleansing Contract with two other councils.

Across our wellbeing services, we achieved our highest ever spend, of almost £1m on Disabled Facility Grants, processing almost double the number of applications from three years ago and enabling more people to stay independent in their own home. 30 grants totalling almost £200,000 were made by our Big Society Fund during the year to support community projects, and our Community Sports Team delivered a programme of low impact exercise for older people in rural communities.

The North Norfolk Sporting Centre of Excellence is proving a great success, with its offer to young people from North Norfolk secondary schools, for specialist coaching at Gresham's School.

Our Digital Transformation Programme delivered its savings target of £350,000 a year early whilst significantly improving customer service. Use of the Council's website increased by 12% and the launch of the web payments form, which allows online payments, means Council customers can make payments at a time that suits them rather than being restricted to office hours. The rollout of mobile working has also helped with service delivery, with over 100 people operating from home during the bad weather in February and helping to keep the Council open.

2017-18 saw our new management team really bedding in and driving the organisation forward and the Council saw real progress made across a range of initiatives; improving our environment, providing excellent service and good value for money for our residents and businesses, and helping to make North Norfolk a better place.

Cllr. John Lee – Leader of the Council

Nick Baker and Steve Blatch – Heads of Paid Service

01 - Jobs and the Local Economy

Strategic Overview

Ten of our 16 projects are on target and four have completed successfully (88%)



Fourteen of the 16 activities are on track, four have successfully completed and only two have had a problem in delivery identified.

67% of our indicators are improving





Performance against four of the indicators are improving and two are worsening.

Objectives

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target	
Number of new jobs created (annual) J 027	-	-	99	2017/18	Review and Report	
Number of economically active - employed & self-employed people (annual) J 010	43,900 (March 2015)	42,000 (March 2016)	40,300	March 2017	-	
Non-Domestic (Business) Rates Base (total number of properties) (annual) J 013	6,426 (April 2015)	6,674 (April 2016)	6,910	April 2017	-	

2017/18 Projects	Status	Progress/ Action Note
<p>Report on business engagement programme outputs</p> <p>01 A 01</p>	<p>On track</p>	<p> Coffee Means Business (CMB) SME engagement events have continued to generate consistently strong number of attendees across the district due in part to hosting at a range of locations which includes North Walsham, Fakenham, Cromer and Holkham which has allowed business owners to access the events at a convenient local venue and avoid additional travel.</p> <p>The format of the events has been updated with additional resource provided via the NALEP Growth Hub advisory team taking a prominent place and providing free in depth information to the attendees on the range of grant schemes available.</p> <p>Marketing and communications of the events remains a joint programme of social media including both Facebook and Twitter posts as well as an E-zine / on line digital newsletters via both MENTA and the council allowing us to reach the widest potential audience. This is supplemented through regular updates with both local and regional Chambers of Commerce as well as other strategic business support organisations including FSB, EEF and NWES.</p> <p>In addition to the regular monthly CMB events, a dedicated Business Marketing Conference was held at Northrepps Cottage County Hotel with guest speakers presenting workshops on how to use Google for business, email marketing and social media for business and generated in excess of 60 attendees.</p> <p>MENTA are due to launch a series of free Business Support workshop events within the district as part of an ERDF funded programme which will see them offer new and early stage businesses the opportunity to receive advice, information and tools to focus upon business planning, marketing and basic bookkeeping and self-assessment tasks at venues including both North Walsham and Fakenham. These events will be promoted across the district via the Councils internal Communications team and also through the day to day activities of the Economic Growth team.</p>

2017/18 Projects	Status		Progress/ Action Note
Report on business support/ grants provided by third parties in North Norfolk 01 A 02	On track		This year there has seen a significant uplift in funding to local businesses in North Norfolk. Particular progress has been made with the rural grant (LEADER) which has seen £525,778.28 awarded to local businesses. This has been further supported through a programme of bid writing workshops delivered by the Council which supports businesses and community groups who require practical guidance on writing grants and funding applications.
Review our current procurement guidance and support local procurement 01 A 03	On track		The review and update of the Council's procurement strategy, guidance and associated policies is scheduled for completion during the 2018/19 financial year. The Procurement Officer is also looking to try and set up some 'meet the buyer' type events to try and engage with more local suppliers, specifically in the building trades as historically we have only managed to attract quite a small pool of local contractors and we want to better understand what the barriers or issues are in tendering for these works.
Develop a forward programme of funding opportunities and regularly promote to the business community. To produce a Council list of schemes with potential match funding 01 A 04	Completed successfully		<p>The Council website has been updated with regard to funding advice and a 'top tips' guide has been produced and uploaded to the website. Funding advice is given to businesses and coastal towns via Coastal Community Teams (CCTs) and Town Councils.</p> <p>A funding toolkit has been prepared. This helps businesses to support their business growth aspirations and to seek out the most appropriate sources of funding.</p> <p>A Project Enabler was appointed within the Economic Growth Team to support the development of projects.</p>
Monitor future roll out of faster broadband. Investment and coverage will be reviewed and reported on a six monthly basis 01 A 05	On track		<p>To the end of March 2018 the second contract has implemented 55 new fibre cabinets across North Norfolk District Council which have provided access to fast broadband for over 7,500 North Norfolk District Council properties.</p> <p>21 more cabinets have begun implementation in North Norfolk District Council and a further 24 surveys have been completed.</p>

Other achievements

The first North Norfolk Business Awards were held – with seven businesses of all sizes and sectors taking home winners’ trophies. One of the main purposes of the awards was to promote the quality and diversity of the district’s business scene which the winners truly represent.

- Agriculture: Sands Agricultural Machinery
- Business Development & Innovation: Structure-flex (heavy-duty thermoplastic coated technical textiles)
- Business Growth: PSS (steering for trucks, buses, vans and military vehicles)
- Environment: Woodfruits (organic shiitake mushrooms)
- New Business: Amber's Rose (flower preservation)
- Tourism & Hospitality: Thursford Christmas Spectacular
- Young People & Skills: Bill Cleyndert & Company (custom-made furniture)

The awards were organised by the Council and were hosted by Chris Sargisson, chief executive of Norfolk Chamber of Commerce. The awards were supported by Anglian Water, eastlaw, Fakenham & Wells Times, New Anglia Local Enterprise Partnership, Norfolk Hideaways, North Norfolk News, Spire Solicitors and Start&Grow.

The Council ensured that nearly another 700 North Norfolk businesses benefited from more than £370k in rate relief in 2018/19. The largest chunk of money will come in the form of the Local Discretionary Revaluation Relief scheme. This fund has awarded more than £720,000 in North Norfolk over the two years since its introduction in 2017/18. It is designed to help businesses that received steep rises in their bills following the rate revaluations in 2017. The bulk of this cash – more than £500,000 was awarded last year – and is tapered over a four-year period awarding another £220k this year. There are over 500 businesses that benefit from relief and will see their rate increases cut. Supporting Small Businesses Relief is also aimed at helping businesses that were hit by the recent change in rateable values. It is specifically targeted at businesses that saw the loss of small business rates relief or rural rate relief as a result of the revaluation process. More details can be seen in the table below. The figures are for the end of the 2017/18 year and the start of 2018/19.


Type of Revaluation Relief	2018/19	2017/18	Notes
Supporting small business	£93,825.56 (80 properties)	£117,472.69 (94 properties)	This relief is government funded to local authorities so that they can provide relief for businesses that had a Rateable Value (RV) increase from 1 April 2017 caused by the 2017 NDR revaluation and as a consequence lost Small Business Rates Relief or Rural Rate Relief. This relief will limit any increase to £600 per year for the next 5 years, subject to state aid rules. Amount of Relief The amount of relief will limit these rate increases to £600 per year, so there will be a maximum of £3,000 rates to pay in total over the next 5 years.
Pub Relief	£60,000.00 (60 properties)	£62,711.13 (67 properties)	The Pub Relief was a one off payment however at the Budget on 22 November 2017 the Chancellor announced the Government would extend the relief scheme for public houses for another year until 31 st March 2019. The scheme will be available to eligible occupied properties with a rateable value up to £100,000 for 2018/19. Under the scheme, eligible public houses will receive up to a £1,000 discount on their bill for the 2018/19 financial year.

Local Discount Discretionary Relief	£219,875.00 (549 properties)	£501,677.72 (628 properties)	<p>This relief is based on a local NDR Scheme which has been government funded to local authorities so that they can provide relief for businesses that had an increase from 1 April 2017 caused by the 2017 NDR revaluation and as a consequence per year for the next 5 years, subject to state aid rules.</p> <p>This relief will be based on a banded system awarding businesses that have seen an annual increase in their rates from 1 April 2017 by more than £250. This scheme has been worked out to maximise the number of businesses in North Norfolk based on the government's funding. This funding will be phased out over the next 4 years. The amount of award will be based on the amount of the increase in rates per year for the next 4 years, subject to state aid rules from 1 April 2017.</p>
Total	Value £373,700.58 (689 properties)	Value £681,186.54 (789 properties)	

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




Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target
Number of VAT registered businesses (annual) J 006	4,985 (March 2016)	4,990 (March 2017)	5,040	March 2018	-


2017/18 Projects	Status	Progress/ Action Note
Review funding and implement a new business start-up scheme from September 2016 01 B 01 (2016/17)	Completed successfully	 The business start-up scheme is now in place as a part of a package of support delivered under the New Anglia LEPS Growth Programme. The Council will continue to support, promote and host elements of this programme.

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target
Number of Job Seeker Allowance claimants (JSA) 18 - 24 year olds (annual) J 009	90 (March 2016)	45 (March 2017)	65	March 2018	-

2017/18 Projects	Status	Progress/ Action Note
Ensure that information on apprenticeships is included within all business engagement activity 01 C 01	On track	 There have been a number of significant national changes to apprenticeship support within the last year to which the Council has taken a strong role in disseminating and supporting. Much of this has been delivered directly through 1-2-1 support to local businesses. To support this further an Apprenticeships event for Employers was held on 25 April at The Atrium in North Walsham which saw over 30 attendees.





2017/18 Projects	Status	Progress/ Action Note
<p>Explore opportunities for further apprenticeships within the Council as an employer</p> <p>01 C 02</p>	<p>On track</p>	<p> We currently have 9 apprentices across the Council in IT, Recreation, Revenues and Benefits and Building Control. One of our apprentices was recently awarded a college apprenticeship of the year award. A photo event is being held on the 2nd May 2018 between the Vice Principal of the college, our apprentice and Corporate Directors to ensure that we celebrate and promote this huge success. Further success has been achieved by one of our apprentices being awarded outstanding achiever of the year, as part of the Councils achievement awards.</p> <p>At the beginning of the year CLT reviewed the apprenticeship bids that had been made for the year. These came from HR, Communications and the IHAT team. All bids were successful and recruitment to these posts will commence at the end of June to ensure the Council attracts the widest pool of candidates.</p> <p>First reporting on the apprenticeship target for the period 1st April 2017 - 31st March 2018 is due by 30th September 2018. The target requires public bodies to employ 2.3% of their headcount as new apprentices over the period from 1st April 2017 - 31st March 2021. Having 9 apprentices are current percentage of new apprentices is 2.8%. Looking forward to next year we will concentrate on ensuring we are utilising our apprenticeship levy monies to best effect. We aim to do this by reviewing the training currently approved by the Institute of Apprenticeships and providing training to our existing staff as well as to new apprentices.</p>
<p>To co-ordinate all of the interested bodies and put together an action plan for North Norfolk to ensure skills match needs and jobs</p> <p>01 C 03</p>	<p>On track</p>	<p> Supported school careers events. Visited a number of employers and raised school engagement at every meeting. Arranged NNCEIAG meeting location at Bill-Cleyndert in Hoveton on 14 March to develop relationship with local schools. Encouraging local manufacturing and engineering companies to be involved in the North Norfolk Skills & Careers Festival at Paston College on 10 July. </p>

2017/18 Projects	Status	Progress/ Action Note
<p>We will consider the conclusions of the feasibility study to test the most effective model of delivery of a North Norfolk centre for science, technology, engineering and maths (STEM) and develop an appropriate outline business case, with identified potential funding sources</p> <p>01 C 04</p>	<p>Completed successfully</p>	<p> The findings of the Business Case for a new STEM Enterprise Centre have been considered and discussed with North Walsham Ward members (the town in which it was suggested to be located). While support to STEM activity (together with local schools and other STEM providers) will continue to be provided, the case for a major capital investment in a new facility such as that proposed is not considered to be sufficiently strong. We will continue to explore options with third parties.</p>



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

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target
Business Expansion / land developed / premises filled (sqm) (annual) J 026	-	-	8,906	2017/18	Review and Report

2017/18 Projects	Status		Progress/ Action Note
Produce a quarterly report of projects to be included in the LEP Project Pipeline and other sources such as Norfolk Business Rate Pool 01 D 01	Completed successfully		A pipeline of potential projects for future delivery continues to be maintained. Close liaison is maintained with the New Anglia Growth Hub and its local Growth Advisor.
Construct service plots of land and market for development at Egmere Enterprise Zone 01 D 02	Some problems		Discussions continue with Walsingham Estates in relation to establish an agreement to develop the land. Investigations regarding other potential sites within the Zone are being undertaken.
Construct warehouse & office premises and secure tenant at Egmere Enterprise Zone 01 D 03	Some problems		The lease for the proposed tenant at Egmere Business Zone cannot proceed until the legal agreement for the land is completed. Negotiations with Walsingham Estate continues along with investigations regarding an alternative location within the Zone that is in different ownership.
Develop an Inward Investment Strategy for business growth to North Norfolk specifically to promote the designated Enterprise Zones and improve pre-application planning advice 01 D 04	On track		The 'Space to Innovate' prospectus promotes the Enterprise Zone opportunities at Scottow Enterprise Park (SEP) and at Egmere. Input has been made into the new inward investment approach to be operated for NALEP and Norfolk. SEP has its own pro-active approach to attracting inward investment and Egmere EZ has been promoted to specific businesses operating within the relevant sector.

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target	
Number of visitors to North Norfolk (annual) J 028	7,996,600 (2014/15)	7,950,700 (2015/16)	8,308,500	2016/17	Review and Report	
Value of visitors in North Norfolk (£) (annual) J 029	470,017,033 (2014/15)	484,756,033 (2015/16)	490,357,250	2016/17	Review and Report	

2017/18 Projects	Status	Progress/ Action Note
Ensure any projects such as the Cromer West Prom project will capitalise on the Deep History concept and findings 01 E 01	On track	 Support has been given to Coastal Communities Teams at Wells, Blakeney, Sheringham and the Deep History Coast in support of the tourism economy in coastal locations leading to the submission of bids to the Coastal Communities Fund and other funds.
Continue to support the Destination Management Organisation (DMO) and explore opportunities to increase its effectiveness and financial sustainability 01 E 02	On track	 The Visit North Norfolk (VNN) Board has recently agreed a way forward which will hopefully prove a financially sustainable model. It will continue to operate as an independent organisation and will fund its core costs through membership, sponsorship and exploring other commercial opportunities. The Council will continue to actively engage with VNN to support the tourism agenda and support tourism businesses as required.

Other achievements

The Council commissions a 'Volume and Value' report each year which examines the economic impact of tourism within North Norfolk. The 2016 report has recently been received. The figures suggest a positive picture across most of the metrics compared with the previous year (which was itself a strong year). The number and value of spend of day trips has increased, as have the number of overnight trips and their value. The number of tourism jobs has also increased by 1.4% against 2015 figures.

97.22% of food businesses have proved broadly compliant with the Food Hygiene Rating Scheme.

02 - Housing and Infrastructure

Strategic Overview

9 of our 10 projects are on target (90%)

9 of the 10 activities are on track, one has had a problem in delivery identified, one has not started as it has been subsumed into another activity and one has been cancelled as it is no longer required.

100% of our targets met or exceeded



against all four of the targeted performance indicators are above or on target.


Performance against two of the indicators is improving and eight are worsening.




Commentary is provided to indicate action considered to address the 'general health' actions.

Objectives

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target	
Number of new homes built of all tenures (annual) H 001	479 (2015/6)	442 (2016/17)	547	2017/18	400	
Number of homes granted planning permission (all tenure types) (monthly cumulative) HS 008	632 (2015/16)	1,280 (2016/17)	570	Mar 17/18	444	






2017/18 Projects	Status	Progress/ Action Note
Support the development of neighbourhood plans by aligning the wishes of towns and parishes with the local plan review 02 A 01	On track 	A revised Housing Incentive Scheme was Introduced in April. The scheme is programmed to stay open until the completion of Local Plan review and adoption of new policies. A number of neighbourhood plans are progressing, North Norfolk District Council specific guidance has been issued which identifies the strategic policies which neighbourhood plans (NP) are required to be in general conformity with. Dialogue is also encouraged in relation to emerging Local Plan approaches. Corpusty have submitted their plan for formal examination which will include a period of public consultation.


2017/18 Projects	Status	Progress/ Action Note
Identify new housing sites through the local plan review process 02 A 02	On track	 Site appraisal work is nearing completion and the Planning Policy Working Party is currently identifying 'provisional' options for future allocation in the new Local Plan. These options will be subject to public consultation in January 2019.
Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development 02 A 03	On track	 The first loan to a Housing Association was issued in January 2018 and is supporting the delivery of 91 affordable and market homes on 5 sites across North Norfolk. Future opportunities and mechanisms to support housing delivery are subject to ongoing discussions.
Undertake a survey and analysis of specialist housing needs and feed the outcomes of this into the 'Property Investment Strategy' and local plan review 02 A 04 (2016/17)	Cancelled	 This action has been cancelled as an updated Strategic Housing Market Assessment has now been completed providing overall housing need information. As additional information requirements are identified which cannot be met from existing sources, the appropriate methodology will be used to ensure timely provision of the housing needs information.




Other achievements

The Development Management Service in the Planning department has continued to improve; the highest level ever recorded has been achieved for the turnaround of planning applications.

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target											
Number of people on the housing waiting list - total (annual) H 004	2,346 (2015/16)	2,479 (2016/17)	2,644	2017/18	Health of North Norfolk Measure											
<p>The numbers on the waiting list are increasing, this could be due to many factors being a change in person's circumstances i.e. breakdown in relationships, loss of employment. but also the cost of private rental is making this an unaffordable option for customers. As a service we are finding the demands on the private rented market is increasing, customers are finding it harder to secure private rented due to the high rental charges, and are looking to social housing as this offers them more security. Customers also do not have to find in some cases 6 months to a year rental up front that private landlords are requesting especially if a customer has had difficulty in previous tenancies or a bad credit rating.</p> <p>Number of Housing Waiting list as at 31 March 2018</p> <table> <tr> <td>Priority Card</td> <td>2</td> </tr> <tr> <td>Housing Register Band 1</td> <td>165</td> </tr> <tr> <td>Housing Register Band 2</td> <td>152</td> </tr> <tr> <td>Transfer</td> <td>480</td> </tr> <tr> <td>Housing Options</td> <td>1845</td> </tr> </table>							Priority Card	2	Housing Register Band 1	165	Housing Register Band 2	152	Transfer	480	Housing Options	1845
Priority Card	2															
Housing Register Band 1	165															
Housing Register Band 2	152															
Transfer	480															
Housing Options	1845															
Number of households from the housing register rehoused (monthly cumulative) H 005	336 (2015/16)	391 (2016/17)	376	2017/18	Health of North Norfolk Measure	 										
<p>In comparison to last year (2016/2017 391) the number of relets are down but are up from financial year 2015/16 when they stood at 336. This will be due to a number of factors being some social landlords are continuing with their disposal programme, customers not moving as frequently out from social housing, delays with housing development in Fakenham. There is no trend and this will always fluctuate each financial year.</p>																
Number of affordable homes built (monthly cumulative) H 007	66 (2015/16)	83 (2016/17)	90	2017/18	Review and Report	 										

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target	
Number of affordable homes granted planning permission (monthly cumulative) HS 009	76 (2015/16)	196 (2016/17)	85	2017/18	Health of North Norfolk Measure	


2017/18 Projects	Status	Progress/ Action Note
Continue to negotiate sufficient affordable housing through S106 agreements from planning applications 02 B 01	On track 	The Community Housing team is engaging with parishes in the target area to support the delivery of community led housing schemes to address the impact of second and holiday homes with consultation events to seek wider community views held in two parishes in 2017/18. A review of second and holiday home data has shown only one parish now has now second or holiday homes. Work is ongoing in partnership with Housing Associations to deliver new affordable homes to buy and rent to meet both general and local housing need. The viable amount of affordable housing on market sites is secured through Section 106 Agreements to ensure timely delivery of completed affordable dwellings.
Continue the 'housing enabling' work and engagement with local communities on a pipeline of 'rural exceptions' schemes 02 B 02	On track 	The Community Housing Team have attended a number of parish council meetings to discuss the opportunity presented by the Community Housing Fund and are focused on engaging with communities where at least 10% of all dwellings are second or holiday homes. This forms part of work to support the delivery of exception housing schemes to meet the local housing need of parishes across North Norfolk, although work in parishes which are not in the target area is responsive not proactive due to staff capacity.
Purchase additional temporary accommodation for homeless households 02 B 03	On track 	The need for temporary accommodation is regularly reviewed. Discussions are ongoing to procure more properties for temporary accommodation to include two further properties suitable for a wheelchair user.

Other achievements

By the end of March, 90 additional affordable homes had been completed. This was less than the 117 expected in February due to adverse weather and issues re utility connections. The completion of 27 affordable dwellings slipped into the 2018/19 financial year. In March, five affordable homes for rent at Great Ryburgh were completed.




North Norfolk is the only council in Norfolk to complete all of its housing targets and secured more affordable housing than any other district in the county.


Ensure new housing contributes to the prosperity of the area (02 C)

2017/18 Projects	Status	Progress/ Action Note
Produce draft Local Plan and carry out public consultation 02 C 01	Some problems 	Work on the overview of development management policies has started but progress is slower than desirable. Completion of site appraisal work is expected to improve capacity to undertake this work over the next quarter.

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Reduce the number of empty properties (02 D)




Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target	
Number of very long term empty homes (2 years or more as at 1st working day of each month) (monthly) H 009	119 (March 2016)	127 (March 2017)	137	March 2018	Monitor	
Number of long term empty homes (6 months or more as at 1st working day of each month) (monthly) H 002	637 (March 2016)	566 (March 2017)	725	March 2017	Monitor	
Number of long term empty homes (6 months or more as at October each year) (annual) H 002	500 (Oct 2015)	504 (Oct 2016)	603	Oct 2017	Monitor	
<p>Following steady increase month on month of the number of empty properties across the district the Combined Enforcement Team, supported by field officers from Environmental Health have carried out a targeted inspection of analysis and review of all properties empty in excess of 6 months. The quality of the information provided by owners of recently occupied former empty homes and/or renovated 'second' homes was found to be poor leading to inaccuracy in the reported numbers of long-term empty homes. Following the action the numbers of long-term empty properties have significantly reduced and are to a level comparable or better than previous years.</p>						

2017/18 Projects	Status	Progress/ Action Note
<p>Provide a fortnightly update on Enforcement Board Matrix actions to all Members and a six monthly update on Enforcement Board actions/progress to Cabinet and Overview & Scrutiny Committee to bring empty properties back into use</p> <p>02 D 01</p>	<p>On track</p>	<p> More long term empty properties have been returned to use following the intervention of the Enforcement Board. 10 George Street Sheringham has been empty since 2013 and is now renovated and occupied by a young couple following intervention to bring about a change in ownership. Eastview at Walcott is a unique property built around a former railway carriage. The near derelict property has been transformed by new occupiers following action by the Enforcement Board to bring about a change in ownership. Many other long-term empty properties on the Enforcement Board agenda are at various stages of renovation.</p>

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Improve the infrastructure needs of the district (02 E)

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target
Number of settlements that have had Broadband upgraded (annual) J 008	33 (2015/16)	32 (2016/17)	23	2017/18	-

2017/18 Projects	Status	Progress/ Action Note
<p>Work with relevant partners to take forward recommendations within the recently completed Bittern Line Development report</p> <p>02 E 01</p>	On track	<p> The Greater Anglia franchise have confirmed they will be replacing their entire existing rolling stock fleet with brand new trains in 2019/20.</p> <p>The Council will continue to work with Greater Anglia and local stakeholders to deliver platform extension improvements at Sheringham Station to accommodate the additional carriage.</p>
<p>Officers to bring forward a paper regarding car parking at North Walsham Railway Station</p> <p>02 E 02</p>	On track	<p> Negotiations to acquire the car park site (subject to cabinet consent), are finalising and anticipated to be agreed. Further discussions with Great Anglia have been held regarding developing a ramped access to the platform and management of their existing car park. Agreement in principle by them is still being sought to these proposal, before detailed design work and costings are undertaken.</p>
<p>Consult and then obtain agreement on a process for securing contributions towards road infrastructure from development proposals in the district known as section 106 agreements</p> <p>02 E 02 (2016/17)</p>	Not started	<p> The Council's approach to Section 106 obligations will be considered as part of the Local Plan review.</p>
		<p>Coverage for North Norfolk provided via the Better Broadband for Norfolk rollout has now reached 85%.</p>

03 - Coast and Countryside

Strategic Overview



Ten of our 12 projects are on target (83%)





Activities and outcomes are being delivered against this priority. Eleven of the twelve activities are on track, one has been completed successfully and none have had a problem in delivery.

We are awaiting audited information on two targets. A further two were changed mid-year and will be measured from April 2018 and one indicator has worsened.

Objectives




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

2017/18 Projects	Status	Progress/ Action Note
Supporting fishing and agriculture in North Norfolk through accessing suitable funding streams such as LEADER programmes 03 A 01	On track	 The North Norfolk Commercial Fishing Forum continues to remain a valuable group which this Council supports as an important business sector and to which support is provided for projects and funding as required.
Continue to develop and promote the Norfolk & Suffolk Coastal Partnership 03 A 02	On track	 The Coastal Partnership East (CPE) Management Team are developing a resourcing plan in order to ensure targeted appointments to the team to enable delivery of Coastal Partnership East three-year business plan and develop longer term team resilience. Coastal Engineering Manager has been developing cross authority procurement mechanisms for coastal management consultancy, monitoring and works in order to streamline the procurement processes whilst ensuring compliance and value for money. Successful allocation of LEP funds and Anglian Water funding to coastal management schemes through joint working with Coastal Partnership East Funding Manager. ICT across the councils has been explored further, no easy solutions to ICT needs but some improvements developing.

2017/18 Projects	Status		Progress/ Action Note
<p>Continue to work with private sector partners on a scheme for Bacton and affected communities</p> <p>03 A 03</p>	On track		<p>£1,050,000 New Anglia LEP funding has been allocated to the Bacton to Walcott Sandscaping Project. Concept note submitted to EU Interreg 2 Seas programme with Dutch and Belgian partners to seek funding for the Sandscaping Scheme and develop future monitoring. Other EU funding streams are under consideration. Planning and Marine licence applications are under development for submission in late June. The Expression of Interest for Main Works Contractor has been publicised. A Local Liaison Group has been set up to assist communication with local representatives and communities.</p>
<p>Implement the Cromer West Prom plans to redevelop sea front property assets in Cromer following completion of the major Cromer Defence Scheme. This will include development of the 'Deep History Coast' concept</p> <p>03 A 04</p>	Completed successfully		<p>The west prom works are now substantially complete. The future use of the vacant space currently within the Art Deco block is still being considered and an options appraisal is underway in terms of various options for future use. The Deep History Coast has its own performance indicators and is now being treated as a separate project in its own right. The future of the Art Deco block will also be treated as a separate project.</p>
<p>Refurbish coastal defences at Mundesley</p> <p>03 A 05</p>	On track		<p>Mundesley Outline Business Case for Flood and Coastal Erosion Risk Management Grant in Aid near finalisation and to be submitted to Environment Agency in due course. £250,000 Anglian Water Funds allocated to Mundesley Coastal Management Project. Coast Protection Notification to be publicised soon.</p>
<p>Analyse criteria for funding requirement from the emerging £90m coastal community fund</p> <p>03 A 02 (2016/17)</p>	On track		<p>A list of funding opportunities and relevant projects is being maintained and advice is routinely provided to local businesses (including those involved in fishing and agriculture) on current business support and funding opportunities (particularly the current LEADER programme operating across the area). The North Norfolk Commercial fisheries Forum, representing the local fishing sector and related activities, is the means by which activities affecting the local fishing sector can be coordinated.</p>

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


Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target
Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative) LE 010	1,728 (2015/16)	2,248 (2016/17)	1,118	2017/18	1,500
Number of Child Visitors to Parks and Countryside Events (quarterly cumulative) LE 011	2,312 (2015/16)	2,883 (2016/17)	1,616	2017/18	1,900
<p>Following a review of the events which were being run by the countryside service it was agreed by the team and senior colleagues that we would focus more on providing a fewer number of higher quality events. It was agreed to drop the 'number of events' target and replace with an income target. Going forward we will be looking to increase these targets annually as we establish our events programme.</p>					

2017/18 Projects	Status	Progress/ Action Note
Undertake reviews of Holt Country Park, Pretty Corner Woods and North Lodge Park to help ensure these assets are sustainable for the future 03 B 01	On track 	Further work has now been undertaken and feedback received via external organisations as to what improvements could be made.
Work with other agencies to retain four of the district's Blue Flags for the quality of the beaches and to achieve quality coast awards elsewhere 03 B 02	On track 	Blue Flags have been awarded at all six beaches. The Council also hosted the national Keep Britain Tidy Blue Flag Awards ceremony on Cromer Pier on 17 May 2018.
Assess and implement requirements for new Green Flag Awards and work to retain existing awards 03 B 03	On track 	Green Flag applications for 2018 have now been submitted.

The Council has installed 12 'smart' solar-powered litter bins in Cromer and Wells. The new 'Big Belly' bins can take approximately eight times as much litter as a traditional street bin and are powered by a solar panel fixed to the top of the bin, using sunlight to charge the internal battery. The sealed bins cannot be accessed by vermin such as rats or birds, and Council officers can monitor content levels or check when the bins have been emptied using an online system.

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



Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target
Percentage of household waste sent for reuse, recycling and composting (monthly cumulative) ES 001	42.20% (2015/16)	42.04% (2016/17)	42.00% (Provisional data only)	2017/18	Review and Report
Waste - All Household - (tonnage) (annual) ES 020	43,424 (2014/15)	39,661 (2015/16)	41,409 (Provisional data only)	2016/17	Annual review in October when accurate information is available



2017/18 Projects	Status	Progress/Action note
<p>The Norfolk Waste Partnership (NWP) Board continues to work on the following four work streams to maximise recycling:</p> <ul style="list-style-type: none"> • Collection frequency and food waste collections • Develop reuse, repair and recycling systems • Develop a Communications Strategy to encourage the public to help in reducing waste sent for disposal • Infrastructure review for depots and Recycling Centres <p>03 C 01</p>	<p>On track </p>	<p>The NWP's communications and marketing strategy has been developed. Comms activity has focussed on anti-contamination and plastic packaging.</p> <p>The Community Fridge in Fakenham has been the most successful of all Norfolk's community fridges. There will be no impact on NNDC as a result of depot rationalisation, however, other aspects of this as a wider work stream could come into play as part of the new waste contract.</p>

Other achievements

The Council launched the "Give Your Recycling a Little Bit of Love" campaign. This campaign's primary focus is to let residents know the '3 simple rules' to recycling: Clean, Dry and Don't Bag It.

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target	
Target response time to fly tipping and all other pollution complaints (within 2 working days) (monthly cumulative) C 007	80.00% (2015/16)	68.00% (2016/17)	64.00%	2017/18	80.00%	 
<p>There has continued to be issues with response times to fly-tipping. Measures have been agreed with Kier to help deal with this and we have also increased our environmental ranger team to enable a faster response.</p>						

2017/18 Projects	Status	Progress/ Action Note
Through the work of the Council's Enforcement Board take appropriate action across all services to address properties which create eyesores 03 D 01	On Track 	<p>The current case load of the Enforcement Board is around 35 and a recent inspection and analysis of long-term empty properties has identified more properties to add to the caseload over the next 12 months.</p> <p>The first two properties proposed for Compulsory Purchase Order at Sculthorpe have been completed and are currently with Property Services to agree a marketing plan to maximise income from the resale.</p>
Review and monitor our approach to environmental enforcement and give community engagement schemes more power to act on the Council's behalf 03 D 02	On track 	<p>Community Engagement schemes have continued throughout the year. There are several active community dog wardens who undertake regular patrols and provide information into the Department. Around litter there are regular community litter picks undertaken throughout the year across the district. The two-minute beach clean has been extended to additional sites and has been successful in encouraging resident and visitors alike to collect rubbish when walking on our beaches.</p> <p>Work was undertaken to review the ability to pass more of our enforcement powers to community groups. Due to the sporadic spread of groups geographically and identified issues related to authorisations of individuals not employed by the Council this has not been progressed. The Team have instead re-profiled the officer cohort to include two Environmental Rangers who undertake enforcement activity in the communities and direct community engagement work.</p>

Other achievements

The Council held the annual Greenbuild event which attracted over 6,500 visitors and will be held at Felbrigg again next year on 8 and 9 September 2018.

Development Management's focus remains firmly on exceeding the Government targets for major and non-major applications. Our last figure for majors is 95.00% (Government target is 60%) and for non- majors 92.40% (Government target is 70%).

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04 - Health and Wellbeing

Strategic Overview

All of our 10 projects are on target (100%)

Nine activities are on track and one has been completed successfully.






We met or exceeded 67% of our targets

Performance against two of the three targeted performance indicators is on or above target and one is close to target.








Performance against three of the indicators are improving and two are worsening.


Objectives



Support local residents and their communities (04 A)

2017/18 Projects	Status	Progress/ Action Note
Promote and monitor the Big Society Fund throughout the year 04 A 01	On track	 In 2017/18, a total of 30 Big Society Fund grants were approved totalling £188,944.86 to support a range of community projects across North Norfolk. 
Consider the Business Plan for provision of solar panels on the Council offices 04 A 02	On track	 The first stage of the tender process in relation to the replacement glazing and glulam beam repairs has now been completed and a preferred supplier has now been selected. The second stage of the tender process is now to arrive at a firm price for the works. The provision of solar panels will be considered alongside this process and any implementation will be dependent upon the outcome of the business case.
Monitor the operation of the advice and information service in North Norfolk, ensure suitable engagement and report on its outcomes 04 A 03	On track	 The contract through which advice and information services are provided across North Norfolk is regularly monitored. There is good communication and engagement with the contractor and no issues or concerns with service provision. 

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target			
Average time for processing new claims (housing benefit and council tax support) (monthly cumulative) RB 027	18.0 (2015/16)	22.0 (2016/17)	20.0	2017/18	20.0			
Speed of processing: change in circumstances for housing benefit and council tax support claims (average calendar days) (monthly cumulative) RB 028	14.0 (2015/16)	22.0 (2016/17)	14.0	2017/18	14.0			
Number of Disabled Facilities Grants completed (monthly cumulative) HW 003	79 (2015/16)	140 (2016/17)	124	2017/18	- - -			

2017/18 Projects	Status	Progress/ Action Note
Implement a Community Resilience Planning programme to increase uptake amongst local communities so that communities are able to help and support each other in the face of a common crisis 04 B 01	On track 	All opportunities to engage with communities are taken to engage and discuss the benefits of local community resilience planning. This has been delivered recently and Overstrand and Cromer are in the process of creating draft plans. Overstrand are actively engaged with the Civil Contingencies Team in developing their plan. Hindringham Parish Council have been in contact as they wish to devise their own plan.




2017/18 Projects	Status	Progress/ Action Note
<p>Continue to work with a wide range of partners to develop and extend the Early Help Hub to provide early intervention and preventative support to vulnerable families and older people</p> <p>04 B 02</p>	<p>On track</p> 	<p>There is a steady increase in the number of referrals to the Hub in respect of children, families and adults of all ages. Multiagency engagement with the Hub and attendance at the weekly collaboration meetings has expanded. There has been an increase in co-ordination and partnership working which has improved outcomes for cases referred to the Hub for both the client and the organisations involved. New Help Hub publicity leaflet for professionals has been designed and distributed.</p> 







Other achievements



On the back of the successful exercise Flying Fish II in October 2017 it was recommended that this style of exercise is rolled out to other local at risk flood areas.

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target			
Participation at Council sports facilities (monthly cumulative) LE 004	558,102 (2015/16)	558,395 (2016/17)	551,310	2017/18	566,615			

2017/18 Projects	Status	Progress/ Action Note	
<p>Capitalise on the North Norfolk Sporting Centre of Excellence initiative and extend the range of opportunities within it, to encourage talented young people to aim for and reach the highest possible level in their sport</p> <p>04 C 01</p>	On track	 <p>Now delivering term three. The programme continues to be successful, with many youngsters representing Norfolk.</p>	
<p>Implement the work streams contained in the leisure facilities strategy; consider options for the new leisure contract and the future of the Splash leisure facility in Sheringham, lead the feasibility for an indoor tennis facility, work with local clubs to support a purpose built gymnastic facility in North Walsham, work with the community to realise the reopening of the Fakenham academy pool</p> <p>04 C 02</p>	On track	 <p>The new leisure facility at the Splash site is on target, as is the new Community Sports Hub at Cromer incorporating the indoor tennis centre. The North Walsham gymnastic club has now found a new facility and so that element has been completed.</p>	
<p>Complete new football pitch and changing facilities at Cabbell Park</p> <p>04 C 03</p>	On track	 <p>The Council continues to advise on the new facility. The Council is working with Cromer Town FC to revise their current licence to help their sustainability.</p>	
<p>Develop a framework for which events the Council support, recognising the sporting and economic benefits realised for the district</p> <p>04 C 04</p>	Completed successfully	 <p>Framework complete.</p>	

2017/18 Projects	Status	Progress/ Action Note
<p>Support communities to develop and sustain Sports Clubs and Hubs</p> <p>04 C 05</p>	<p>On track</p>	<p> The project continues to be successful, and make those hard to reach communities more fit and healthy.</p> <p> There is a new running club being set up at Stalham. Seated exercise has now been set up in Holt, Cromer and Sheringham. A total of 10 community sports hubs have now been set up. This is the fourth and final year of this project and so we are offering support in order to make those hubs sustainable in the longer term.</p>

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05 - Delivering Service Excellence

Strategic Overview

Eighteen of our 21 projects are on target or completed successfully (86%)

Fifteen of the 21 activities are on track, four have been completed successfully and only two have identified a problem in delivery.

We are on or above target for 77% of our performance targets


Performance against ten of the performance indicators, where a target has been set, are on or above target while a further one is close to target and two are below target.



Performance against ten of the indicators are improving and five are worsening.





Objectives




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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target
Visits to the Council website (monthly cumulative) WG 005	453,272 (2015/16)	563,502 (2016/17)	601,559	2017/18	-

2017/18 Projects	Status	Progress/ Action Note
Maintain progress on all projects within the Council's Digital Transformation Programme 05 A 01	On track 	<p>The go-live of the web payments form which allows online payments represents a significant step forward in channel shift for payment transactions. In the first two months of availability there have been over 5,000 payments made via this service. Many of them have occurred out of normal business hours which would not have been possible before this service was made available. This means that Council customers can make payments at a time that suits them rather than being restricted to office hours.</p> <p>The Business Process Review in Environmental Health (EH) continues in line with the rollout of the new EH system and as a part of this officers are trialling Food Hygiene inspection completions in the field using an "App" on a portable tablet.</p>

2017/18 Projects	Status	Progress/ Action Note
<p>Complete the implementation of the Business Process Review (BPR) in the Planning Service</p> <p>05 A 02</p>	<p>Some problems</p> 	<p>Progress is being made on the web-based mapping tool but has been slightly delayed by the need to data cleanse all of the information held on the GIS. Phase 2 of the pre-application project is planned to go live in July 2018. This will help form a comprehensive 'self-serve', web-based tool for customers. It should be noted that this project has needed to be balanced against the requirement to manage change while delivering business as usual services in Planning.</p>
<p>Ongoing HR Business Process Review</p> <p>05 A 03</p>	<p>On track</p> 	<p>Leave management (self-service for all leave and absence requests) has been in use since November 2017. All personnel files have been scanned and HR is currently piloting the use of SharePoint as part of the Digital Transformation programme of work.</p> <p>We have recently agreed a three-year extension to our contract for the HR IT system which will mean that further self-service developments can now be planned and implemented.</p> <p>The Web Recruitment module is planned for later this year which will allow for an effective applicant tracking service where prospective employees can register an interest, be notified about current positions and apply for vacancies online. Once this module has been successfully implemented, the next planned module is Talent which will enable the Council to identify talent and development needs for succession planning.</p> <p>We are increasingly using e-learning to support staff training and development, for example during staff induction but also to support wider corporate training such as in emergency planning and GDPR.</p>





2017/18 Projects	Status	Progress/ Action Note
<p>Ongoing Environmental Health Business Process Review to redesign services around the customer and use technology as a driver for efficiency</p> <p>05 A 04</p>	<p>On track</p>	<p> All of the in scope service areas within Environmental Health (EH) have completed the review cycles and identified the desired future models for the processes in their areas. This work has been completed more quickly than originally anticipated.</p> <p>Implementation of the new IT system in EH continues to progress with the Licensing Team live on the system, further system updates are expected shortly which will add to the functionality including the interaction with license applicants. The food mobile testing identified some improvements were needed to ensure we offered the same quality of correspondence as before and we are working with the software supplier to deliver these.</p> <p>The Garden Bin renewal project has not yet gone live due to difficulties in the web form which offers the ability for customers to renew via direct debit; it is anticipated that this will be resolved shortly. Despite this it is expected that, when live, customers will be able to self-serve much more effectively than before and that the processes around renewal will be easier and quicker for customers.</p> <p>The next set of build cycles are being planned and these are predominantly linked to the Environmental Health IT implementation so that we maximise the benefits around efficiency and effectiveness.</p>
<p>Implement the outcomes arising from the Communication Strategy approved by Cabinet February 2017</p> <p>05 A 05</p>	<p>On track</p>	<p> For the first time in the Council's history, a joint appointment to the role of Communications and PR Manager has been made and progress is being made to strengthen the use of communications channels, specifically to improve the use of digital comms. An exercise to revise the Council's corporate identity has been undertaken. A new logo, strapline and strengthened identity have been introduced to ensure Council's comms are consistent and professional. A similar exercise has been conducted for Cromer Pier to reflect NNDC's proud custodianship of a significant asset.</p>
<p>Promote and optimise the use of social media and our website for those communicating and doing business with the Council</p> <p>05 A 06</p>	<p>On track</p>	<p> Increased diversity of social media posts have included corporate news, external Council activity, job adverts, economic growth information, cultural and sporting events, advocate news and supportive news for partners.</p> <p>Increase in Twitter followers of 19% year on year between April 2017 and April 2018.</p>
<p>Maintain and develop the Council's website to enable better transactional activity for all customer groups</p> <p>05 A 07</p>	<p>On track</p>	<p> A new channel communications approach has been adopted by the Digital Transformation Board and individual service objectives have been assigned in appraisals. A planning process for website development is being put in place.</p>




2017/18 Projects	Status	Progress/ Action Note
Use pro-active and promotional campaigns linked to the Council's priorities 05 A 08	On track	 Campaign work has included the Antiques Roadshow visit to Cromer, the Council hosting the Blue Flag national awards, Orchestras Live series of concerts and workshops, sports provision, #2minutebeachclean boards along the coast and proposed new leisure facilities
Monitor rollout of Universal Credit in the District, working closely with the Department of Work and Pensions (DWP) 05 A 09	On track	 The preparations for the roll-out of Full Service remains on track for roll out later this year and into 2019. The Council continues to liaise with the DWP and other stakeholders to ensure the successful implementation of these changes.
Review our use of assets through the One Public Estate (OPE) programme 05 A 06 (2016/17)	On track	 The OPE Board made the submission for the OPE phase 6 bidding round, which included Kelling Hospital. £80,000 was received for the Kelling Hospital Masterplanning exercise.





Other challenges

The Government has put in place a process to transfer responsibility for land charges from local government to the Land Registry. The first phase of migration is taking place in 2018, but there is no timescale for migration of other local authorities as yet. This could result in substantially reduced fee income and increased costs. A careful watch to assess the impacts of this development is taking place.

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

Key Performance Indicators	Same year last	period before	Same last year	period	Latest Data	Time Period	Latest Data Target		
Percentage of council tax collected (monthly cumulative) RB 009	98.56%		98.70%		98.71%	2017/18	98.50%		
	(2015/16)		(2016/17)						
Percentage of non-domestic rates collected (monthly cumulative) RB 010	99.32%		99.36%		99.37%	2017/18	99.20%		
	(2015/16)		(2016/17)						

2017/18 Projects	Status		Progress/ Action Note
Procure new Pier Management Contract 05 B 01	Completed successfully		The contract has been awarded and reported through Cabinet. New contract documentation has been agreed and completed. The new contract commenced on 1 February 2018 and will see both local events and the Pier Show secured for the future and a wider programme of maintenance works on the Pier.
Continue procurement of Contract for Waste and Related Services 05 B 02	On track		Work on a joint procurement with Breckland Council and the Borough Council of Kings Lynn and West Norfolk is progressing to timetable. As part of this a one-year extension has been negotiated with Kier Environmental Services in order to reflect feedback from the market around congested procurement and length of contracts. Officers from each Council are working together and with Technical and Procurement consultants to ensure that the documentation which is sent out to tender, not only attracts the greatest competition but delivers the best opportunity for avoided costs through a single joint contract.
Develop and Implement Asset Management Strategy 05 B 03	Completed successfully		The newly updated Asset Management Plan (AMP) was finally approved by Full Council in March 2018, the suite of supporting documents includes a Commercial Property Investment Strategy. As part of the 2018/19 budget setting process and following agreement of the AMP a £2m Local Property Investment Capital Fund was also approved.

2017/18 Projects	Status	Progress/ Action Note
Take forward a range of property investment opportunities 05 B 04	On track	 Capital investment into vacant property has recently been agreed by Cabinet. This funding will be used to bring the properties back into use and generate income to the Council. Two of these vacant properties are expected to be let within the next two - six months and the remainder will be reviewed later this year.
Develop a Public Services Hub at North Walsham and Fakenham 05 B 01 (2016/17)	Completed successfully	 A service hub at North Walsham has been created. Fakenham Connect is utilised as a service hub and there is additional space available for other service providers at this hub. The Council works collaboratively with other Local Authorities and public services as part of One Public Estate and will consider opportunities as they arise.
Review the provision of public conveniences and identify any redevelopment opportunities 05 B 03 (2016/17)	On track	 Designs and the business case preparation are on-going. Architects have been appointed to develop some concept drawings for the conversion of two public conveniences. One of these facilities has become redundant following the opening of a newly constructed purpose built public convenience facility at the West Prom, Cromer. The architects are seeking to establish if the building could be converted to commercial/retail use (subject to planning consent) and be brought back into use. There is the potential to convert another other public convenience, subject to planning consent, into holiday let accommodation and provide brand new and improved replacement facilities nearby. Business cases will be prepared showing the potential income generation for both opportunities for Members to consider.
Publish quarterly and monitor any new requirements of the Government's transparency agenda 05 B 05 (2016/17)	On track	 The quarter 4 review of data published is completed. The review shows a small number of information sets are overdue - to be reported to Management Team.

Other achievements

Of the 17 assurance audits completed within the year, all resulted in a positive assurance, with no Priority One (or "urgent") recommendations, and 7 out of 17 audits received a 'substantial' audit opinion (which is the highest it is possible to achieve). This represents over 40% of the audits completed This reflects a positive position in terms of the Councils internal governance arrangements.

Levels of Freedom of Information requests continue to remain high with the Council receiving 663 requests in the year, 95% of those were dealt with within the 20 days allowed.




Other challenges


The Ministry of Housing, Communities and Local Government (MHCLG) has reiterated its commitment to allow Local Authorities more control over the revenue they raise locally through Business Rates. England will move towards a scheme of 75% Business Rates Retention from April 2020, which will coincide with the outcomes of the Fair Funding Review. The current intention is to once again bid for a Norfolk wide pilot for the 100% scheme

in 2019-20, as the pilot authorities from 2017-18 were shown to benefit from significant extra income being retained locally. The design of the system is still very much a work in progress, and could potentially have a large impact on the financial sustainability of the Council. Officers continue to work with MHCLG around this.

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

2017/18 Projects	Status		Progress/ Action Note
<p>To work with the Staff Focus Group to implement 'Wider Wallet' a staff reward and recognition portal</p> <p>05 C 01</p>	Completed successfully		<p>The successful launch of the Staff Achievement awards saw employees being rewarded and recognised across a number of categories: Employee of the Year, Team of the Year, Volunteer of the Year, Outstanding Achiever and Change and Innovation.</p>
<p>To ensure 100% completion rate of annual and mid-year appraisals in the context of wider staff development</p> <p>05 C 02</p>	Some problems		<p>A positive staff survey that was carried out in July 2017 reported that 77% of staff agreed that we are effective at building capability and 87.5% agreed that we empower and involve people. However, it was recognised that too many staff had not had an appraisal. We are aiming for a 100% return rate in 2018/2019 and the Staff Focus Group is currently looking at the appraisal process and ways in which it may be improved.</p> <p>This project has been extended from just looking at achievement of appraisal targets to the wider staff development environment. The HR service has introduced a Manager as Coach programme to further this objective. Four cohorts of Managers have now been trained. Going forward we are looking at the development of a coaching pool and how we can further embed coaching and mentoring into the Council.</p>
<p>To design and deliver against a corporate training programme for 2017/18 based on the Corporate Plan and individual learning and development needs as identified through the appraisals</p> <p>05 C 03</p>	On track		<p>The HR service has provided a range of learning and development opportunities over the last year. Some training and development has focused on developing our future managers and leaders. For example, Institute of Leadership and Management level 3 and level 5 programmes and Manager as Coach. Other courses support staff development, such as Time Management, Report Writing, Safeguarding, PREVENT, Dealing with Difficult People and other training is available to support our staffs competency development, such as courses in change and innovation and commercial acumen. We have also run a number of courses to help and support staff with their general health and wellbeing, including wellbeing workshops and Mental Health First Aid. Our learning is complemented by trained coaches and an e-learning portal.</p> <p>We will continue to invest in the ongoing development of our staff and the corporate training programme and calendar has been developed for 2018/19 in response to identified training needs, this is available for all staff and managers on the intranet.</p>

2017/18 Projects	Status	Progress/ Action Note
<p>To work with the Members' Development Group to offer an ongoing programme to develop Members' skills and knowledge</p> <p>05 C 04</p>	<p>On track</p>	<p> Member Development Group continues to support member training and development. The Group is now focussing on Members' IT needs ahead of the 2019 election and preparation has begun in earnest for the Prospective Candidates event in mid-September. Recent training on Overview and Scrutiny has been well attended.</p>

Other achievements

The Council launched a new Intranet in November 2017 providing improved access to Council information for staff, a corporate calendar of events and improved access to corporate documents.

The Council adopted a Volunteering policy which has been successfully implemented leading to a range of group volunteering efforts including beach cleaning and other environmental improvement projects as well as individual volunteering for community benefit.

The way that local authorities can access financial services changed in January 2018 as a result of the second Markets in Financial Instruments Directive (known as MiFID II Client Categorisation of Local Authorities). North Norfolk District Council is now registered as a Professional client with all relevant investment counterparties to preserve access to services and lower transaction costs.



Equalities

Strategic Overview

Eleven of our twelve projects are on target (92%)

Eleven of the twelve activities are on track and one has been cancelled.

We met or were close to achieving all of our targets

Performance against two of the four performance indicators achieved the targets, one is close to target and one is below target.

Three indicators are improving and three are worsening.

Financial summary

The Council finished the 2017/18 Financial Year in a strong financial position, with an overall budget surplus of over £990,000 achieved. The Council maintained a balance on its general reserves of over £2m, above the minimum recommended threshold of £1.85m.

Elsewhere, within the Revenues and Benefits section, collection rates for Council Tax and Business Rates continue to exceed targets, and are at record highs. The collection rates for 2017/18 were 98.74% for Council Tax and 99.40% for Business Rates.

The Council collects Council Tax and Business Rates on behalf of a number of public sector bodies in Norfolk. For every £1 of Council Tax our residents pay, North Norfolk District Council retain approximately 9p. Here is what it was spent on in 2017/18:

For every pound retained by the Council in 2017/18:

20p was spent on Environmental Health, this includes services such as household waste collection, rural sewerage schemes, environmental protection and cleansing.

17p was spent on Finance and Assets, this includes things such as audit, and the corporate finance team and looking after the Council's assets such as public conveniences.

11p was spent on Customer Services and ICT, this includes things such as collection of local taxes and benefit administration, provision of tourist information centres and business transformation.

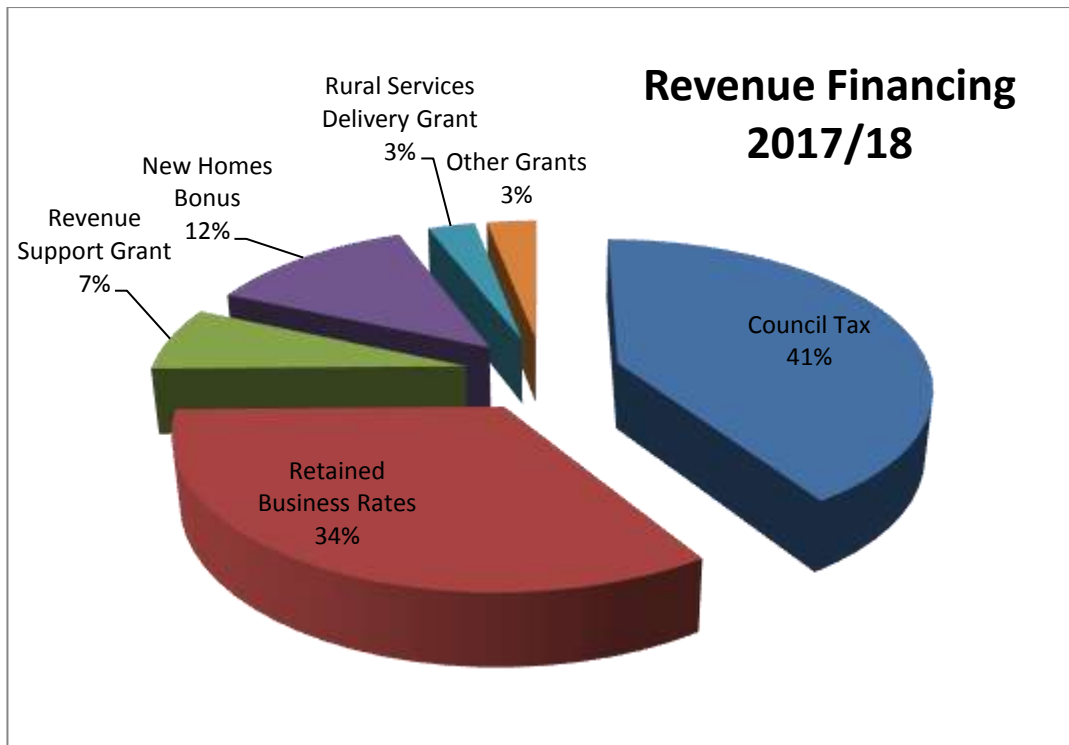
35p was spent on Community services, Economic Development and Coastal, this includes things such as car parks, markets, sport and leisure complexes, parks and open spaces, management of coastal protection, tourism and economic growth.

11p was spent on Planning, this includes things such as enforcement of building regulations, land charges and property searches, as well as planning policy and development management.

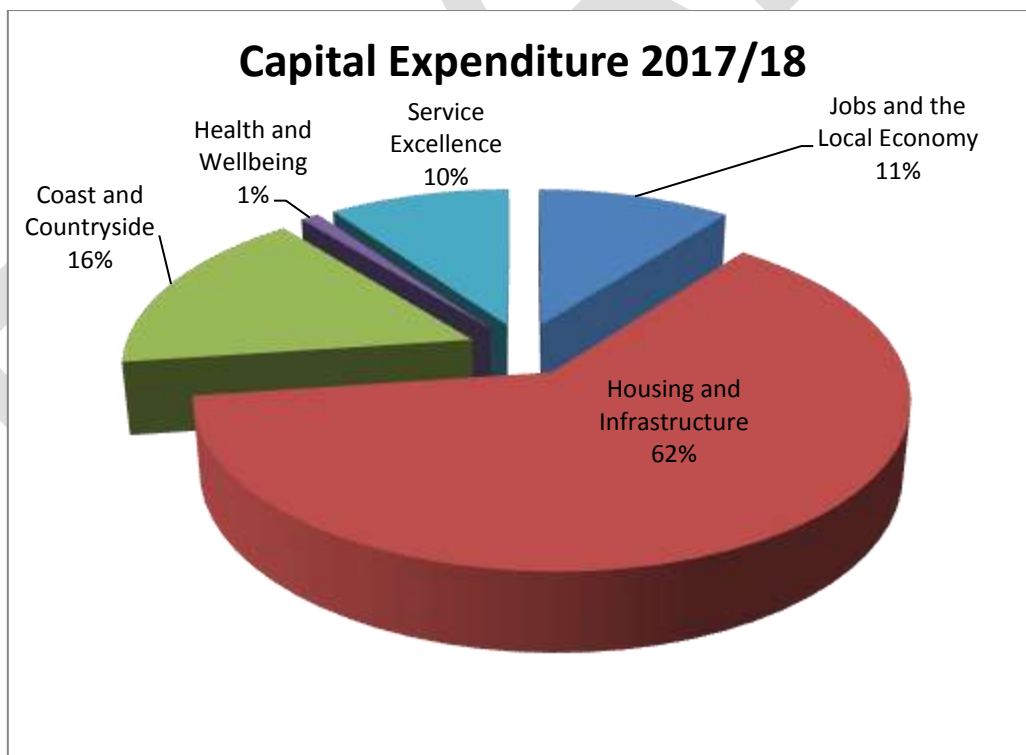
4p was spent on Democratic and Legal services, this includes things such as support for Members and Committee Administration, as well as the Council's Legal team.

2p was spent on Corporate functions and the Leadership Team, this includes things such as human resources and payroll, performance management and elections administration.

The Council improves its financial position by making use of a number of different funding sources in addition to Council Tax and Business Rates. The chart below shows the breakdown of funding for 2017/18:










Each year, the Council spends money on items which are expected to be useful for more than one year – these are called Capital items. Examples of this include equipment, buildings or grants to outside bodies. This is how the Council spent its Capital budget in 2017/18:









Targets Key

For performance indicators, where the Council has a high degree of control over the outcome and achieving a target will help to achieve an objective, a numerical target is set. This symbol shows whether the annual target has been achieved.



	Target achieved or exceeded
	Close to target
	Below target
Direction of travel measures show the change in the data from the previous year. This method of assessment is used where the Council has a low level of control over the outcome but aims to move in a positive direction.	
	Improving compared to the same period last year
	Close to the same period last year's result
	Worse compared to the same period last year
	Signifies a target achieved that has an outcome which meets our equalities objectives.





Actions Key






Activity Status	Symbol	Description
Completed Successfully On Track	 	Activity has started on schedule, and is on track to be completed by the predicted end date, to budget and will deliver the expected outputs and outcomes/ impacts or already has.
Not Started		This is for activities that are not programmed to start yet.
Cancelled		The activity is no longer required. Reasons for the cancellation are given.
Some Problems		Lead officers should have described the problems and the action being taken to deal with them.
		Signifies an action achieved that has an outcome that meets our equalities objectives for specified groups e.g. children etc.




Appendix 1 – Management Indicators


Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target			
Grants awarded (£) (quarterly cumulative) J 025	01 A	-	-	717,501.29	Q4 17/18	-	M	-	
Number of businesses engaged via events (quarterly cumulative) J 021	01 A, 01 B	-	-	542	Q4 17/18	-	M	-	
Number of businesses supported (quarterly cumulative) J 022	01 A, 01 B	-	-	223	Q4 17/18	-	M	-	
Numbers on the housing waiting list (monthly) HO 006	02 B	2,346	2,479	2,644^{*1}	Mar 17/18	-	M	-	
Numbers on the Housing Register (monthly) HO 007	02 B	311	321	319	Mar 17/18	-	M	-	
Numbers on the Housing Options Register (monthly) HO 008	02 B	1,625	1,714	1,845	Mar 17/18	-	M	-	
Numbers on the Transfer Register (monthly) HO 009	02 B	410	444	480	Mar 17/18	-	M	-	






Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
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	-	-	95.0%	Mar 17/18	70.0%		-
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	-	-	0.5%	Mar 17/18	10.0%		-
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	-	-	13	Mar 17/18	-	M	-








Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
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	-	-	92.4%	Mar 17/18	60.0%		-
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	-	-	0.0%	Mar 17/18	10.0%		-
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	-	-	0	Mar 17/18	-	M	-
Number of events organised at Country Parks (monthly cumulative) LE 005	03 B	43	34	30	Mar 17/18	30		
Number of pollution enforcement interventions (quarterly cumulative) C 008	03 B, 03 D	25	39	22	Q4 17/18	-	M	-






Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target			
Number of fixed penalty notices issued (quarterly cumulative) C 009	03 B, 03 D	1	13	20	Q4 17/18	-	M	-	
Number of garden waste customers as at 1st October (annual) ES 014	03 C	18,408	18,797	19,500	2017/18	19,400			
Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative) L 005	04 A, Equality	26	37	30	Q4 17/18	-	M	-	
Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative) L 006	04 A, Equality	154,438	273,818	188,995	Q4 17/18	-	M	-	
Number of Disabled Facilities Grants outstanding (monthly snapshot) HW 002	04 B	89 (Feb 2016)	121 (Feb 2017)	104	Feb 2018	-	M	-	
Number of Disabled Facilities Grants approved (monthly cumulative) HW 004	04 B	-	-	137	Mar 17/18	-	M	-	




Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
Average Disabled Facilities Grant spend (£) (monthly snapshot) HW 005	04 B	-	-	77,736	Mar 17/18	-	M	-
Disabled Facilities Grants approved (£) (annual) HW 006	04 B	-	-	984,594	2017/18	-	-	-
Percentage of people active in North Norfolk (annual) W 001	04 C	66.4%	62.1%	64.9%	2017/18	-	-	-
Number of events for which the Council provided financial support (annual) W 002	04 C, Equality	2	1	0	2017/18	2	-	
There is no longer a need to provide support for the two events each year. Both Wells Triathlon and Pedal Norfolk have sufficient participants to ensure they remain self-sustainable.								
Percentage of Freedom of Information (FOI) Requests responded to within the statutory deadline of 20 working days (monthly cumulative) LS 004	05 A	80.0%	92.0%	95.0%	Mar 17/18	90.0%		

Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b	05 A	588	654	663	Mar 17/18	-	M	-
Number of Ombudsman referral decisions (monthly cumulative) PA 001	05 A	3	2	3	Mar 17/18	-	M	-
Percentage of Ombudsman referrals successful outcomes for the Council (monthly cumulative) PA 002	05 A	67.0%	100.0%	67.0%	Mar 17/18	-	M	-
Unique visitors to the Council website (monthly cumulative) WG 006	05 A	299,774	382,046	430,356	Mar 17/18	-	M	
Number of compliments (monthly cumulative) CS 050	05 A	95	39	7	Mar 17/18	-	M	-
Number of complaints (monthly cumulative) CS 051	05 A	62	56	154	Mar 17/18	-	M	-
Number of MPs letters (monthly cumulative) CS 052	05 A	278	236	298	Mar 17/18	-	M	-

Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
Average wait time (minutes) - Customer Services (monthly) CS 057	05 A	3.27	3.92	5.32	Mar 17/18	10.00		
Average transaction time (minutes) - Customer Services (monthly) CS 058	05 A	5.70	7.42	10.00	Mar 17/18	-	M	
Average wait time (minutes) - Housing Options (monthly) CS 059	05 A	5.52	4.86	7.39	Mar 17/18	10.00		
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	94.00%	100.00%	100.00%	Q4 17/18	-	M	-
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	98.00%	100.00%	100.00%	Q4 17/18	-	M	-

Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly) CS 055	05 A	96.00%	100.00%	100.00%	Q4 17/18	-	M	-
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	05 A	98.00%	94.00%	100.00%	Q4 17/18	-	M	-
Planning Income (£) (monthly cumulative) DM 023	05 B	903,226	626,483	869,660	Mar 17/18	-	M	
Building Control income (£) (monthly cumulative) BC 001	05 B	370,254	402,805	371,307	Mar 17/18	372,581		
Legal Services fee income (£) (monthly cumulative) LS 003	05 B	223,140	323,536	326,310	Mar 17/18	72,000		
PM 32 Average number of days revenue outstanding (Debtor Days) (monthly) RB 029	05 B	54.0	33.0	50.0 ^{*2}	Mar 17/18	41.0		

Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
Occupancy Rate of Council Owned Rental Properties (monthly) PS 006	05 B	82.0%	82.0%	84.8%	Mar 17/18	80.0%		
Number of defaults issued to the waste and related services contractor (monthly cumulative) C 010	05 B, 03 D	287	645	880	Mar 17/18	-	M	-
Number of rectifications issued to the waste and related services contractor (monthly cumulative) ES 015	05 B, 03 D	212	529	1,002	Mar 17/18	-	M	-
Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative) V 001	05 B	62.0%	41.7%	67.0%	Q4 17/18	80.0%		
<p>The final cumulative position was 67% completion, this is based on 9 recommendations being raised during the year and 6 being completed within the timescales originally identified. It should be noted that it is a very positive position to be in to only have 9 important recommendations raised.</p>								
Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative) V 002	05 B	100.0%	100.0%	100.0%*3	Q4 17/18	100.0%		-

Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
Percentage of audit days delivered (quarterly cumulative) V 004	05 B	100.0%	100.0%	100.0%	Q4 17/18	100.0%		-
Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative) V 007	05 C	6.05	6.35	5.88	Q4 17/18	6.00	 	

*1 Snapshot as at 31 March 2018.

*2 This indicator no longer includes new benefit invoices is current year's revenue and debts plus residue HB debt.

*3 No urgent recommendations made.

*4 Predicted value based on three-year average of percentage increases (+4.48%) is 8,680,721. Actual results due to be released in September 2019. n.b. 2018 values based on full year not financial year.

*5 Total Tourism Value. Predicted value based on three-year average of percentage increases (+4.12%). Actual results due to be released in September 2018. n.b. 2017 values based on full year not financial year.
M – Management information for monitoring purposes.

Appendix 3 – Workforce Profile

This will be added to the final version of the report.

DRAFT

Purchase and operation of car park, North Walsham Railway Station

Summary: This report outlines the opportunity for the District Council to acquire a brand new car park within North Walsham as part of the Mulberry Grove development, off Norwich Road, adjacent to the train station and railway line.

Options considered: An alternative option would be for the authority not to proceed with an acquisition. However, if this option was taken, it would not give the Council the opportunity of managing an important piece of community / local transport infrastructure associated with a growing town which, at the same time, would have the potential to generate future income for the authority.

Conclusions: The Council is an experienced and successful operator of public car parks across North Norfolk, currently managing more than 25 coastal, resort and standard car parks across the district.

Recommendations: It is recommended that Cabinet agrees:

- A. To the District Council purchasing the car park at the cost identified within exempt Appendix A plus legal fees and costs;
- B. To establish a further capital budget as identified within exempt Appendix A for additional works to the car park. A and B to be funded from the Local Property Investment Fund;
- C. To establish an annual revenue budget as identified within exempt Appendix A from 2018/19);
- D. To add the car park within the schedule of sites covered by the North Norfolk Off-Street Car Parking Order or agree a separate order as appropriate with the car park being open for use by purchasers of the Council's current season tickets or levying an initial flat-rate daily charge of £2.50 for non-season ticket holders and casual / occasional users.

Reasons for Recommendations: The potential purchase of this new car park by the Council provides the opportunity for the authority to expand its car park portfolio, provide car parking to meet the anticipated demand for increased train travel locally with the forthcoming improvements to the rail service from North Walsham and generate a future source of income for the authority.

To meet the Council's Corporate Plan objective of

investing in property as a means by which the Council will improve income streams while providing enhanced car parking facilities for those travelling by train.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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Cabinet Member(s) Councillor Richard Price	Ward(s) affected North Walsham
Renata Garfoot, Asset Strategy Manager Tel: 01263 516086 email:renata.garfoot@north-norfolk.gov.uk	

1. Introduction

- 1.1 There is an opportunity for the Council to purchase a brand new 50 space car park adjacent to North Walsham railway station and operate it within the Council's current Car Parks portfolio.
- 1.2 The car park forms part of the mixed use commercial and residential Mulberry Grove development being taken forward by developers Hopkins Homes, on the former HL Foods site situated off Norwich Road, adjacent to the train station and railway line. It has easy access to the A149 and is within 1km of North Walsham town centre. This development has planning consent for 178 dwellings, 50 space carpark, amenity land and employment land. Planning Ref: PF-13-0866.
- 1.3 A plan of the commercial development, including the car park, within the wider site area can be seen at Appendix B, with a red outline indicating the total area of land with planning consent for employment use which extends to approximately to 4.2 acres. This employment land was advertised for sale in 3 distinct parcels:
 - Front element is suitable for leisure and retail, subject to planning
 - The middle element is designated as a car park, which could be used in conjunction with the train station
 - The rear segment is best suited to general employment uses
- 1.4 It is understood that the front and rear segments of the site have now been sold for the construction of a veterinary practice and 2 commercial office buildings. Planning consent for these developments has been approved.
- 1.5 A plan of the detailed car park layout can be found in Appendix C.

- 1.6 The Council owns and manages over 25 car parks across the district. These car parks are generally open 24 hours a day, 7 days per week throughout the year. Whilst most are operated as pay and display, with a scale of charges dependant on the car park designation, they are free from 6pm to 8am.

2. North Walsham Car Parking

- 2.1 The Council owns 5 car parks in North Walsham and the majority are operated as pay and display parking. These are summarised below:

Location	No. Spaces	Comments
Bank Loke	97	Predominantly serves shoppers and includes provision of the 3 free 30 minute spaces.
New Road	55 pay & display, 14 free	Predominantly serves the library, recreational park and community centre. Free car parking for library and community centre use.
Vicarage Street	95	Close proximity to 2 free supermarket car parks.
Mundesley Road	50	Formerly the site of a gas works, was unsurfaced for many years and in 2015 was surfaced and a ticket machine installed. Operational as a Pay and Display car park from July 2016.
Midland Road	50	The Midland Road car park is leased to the Town council on a peppercorn rent which allows the car park to be used as free parking, understood to be popular with students attending Paston College, town centre workers and rail passengers.

- 2.2 The car parking charges at Council car parks in North Walsham are based on the standard tariff which is £1 for the first 2 hours and then 70p per additional hour. Tickets for 24-hour car parking are available for £5.

- 2.3 The Council also operates season tickets, with charges varying from £16 for 3 hours over a 3-month period to £204 for 24 hours per day over a 12-month period.

- 2.4 There are also a number of alternative parking facilities available within the town. These include:

- Retailers and other businesses offering time-restricted free car parking for their shoppers/clients.
- Free town centre on-street car parking.
- Midland Road car park owned by NNDC, as mentioned above leased to the Town Council at a peppercorn rent. This is a free car park.
- Further space at Midland Road owned by NCC and believed to be managed by the Town Council, providing free car parking.
- The North Walsham train station that is situated in close proximity to the site, provides free car parking for approximately 20 cars.

- On-street car parking in residential areas.

3. The Proposal

- 3.1 The proposal would be for the District Council to purchase the 50-space car park within the Mulberry Grove development and operate it as a pay and display car park, primarily for rail travellers.
- 3.2 The car park has been constructed by the developer and is nearing completion. A specification and plan can be found in Appendix D.
- 3.3 Due to its location, it is anticipated that the car park would be used by train users as there is limited parking at the station. It is anticipated that a high proportion of users would require long stay parking and on a regular basis e.g. by commuters, who would see the benefit of purchasing season tickets, which would offer great value for money allowing parking for less than 60 pence per day. It would also be proposed to operate the car park as a pay and display facility for less regular users, such as people travelling to Norwich for leisure, shopping or football or for weekend breaks etc. It would be proposed that a flat rate charge of £2.50 per day be levied for such users with payment being made by phone and/or via a pay and display machine.
- 3.4 It is proposed that the Council pays the capital sum as identified within exempt Appendix A for the freehold of the car park and this figure has been agreed in principle (subject to contract) with the current site owner.
- 3.5 It is proposed that a further capital budget is approved for additional modest works required to include signage, lighting, electric charging point, and other miscellaneous items to enable the car park to become operational as detailed within exempt Appendix A. Officers are also investigating the opportunities for external funding for electric charging points.
- 3.6 To improve access into North Walsham train station, the Council is seeking to reach agreement with rail operator, Greater Anglia, regarding the construction of a direct access ramp from the car park to Platform 2. The Council has also put forward a proposal to Greater Anglia to manage the existing train station car park, which has approximately 20 car parking spaces. If such agreement can be reached with Greater Anglia, the Council would propose providing additional dedicated parking for Blue Badge holders adjacent to Platform 1 and explore the opportunity for offering a premium parking service where users pay an additional sum on top of an annual season ticket to reserve a premier parking bay for the year. Signage would be installed within the existing train car park to direct people to the new parking facility. These negotiations are ongoing and if the proposals are agreed will require further modest capital and revenue budgets.
- 3.6 It is also proposed to establish an annual budget for insurance, NNDR (business rates), electricity (lighting), repairs and maintenance and grounds maintenance which would be required to ensure the asset remains fit for purpose. This estimated is included within exempt Appendix A and is based on the costs of other car parks in the area.

4. Conclusion

- 4.1 The Council is an experienced and successful operator of public car parks across the District, managing more than 25 coastal, resort and standard car parks across the district.
- 4.2 There are very few opportunities that arise for the acquisition of brand new car parks within the district. The Council has the potential to expand its car parking offer within North Walsham and specifically for the increasing number of rail passengers travelling from the town through the acquisition of this car park. This investment of modest capital finances in the purchase of the facility would generate future revenue income to the authority through car parking charges that would be used to support Council services.
- 4.3 The Council's purchase of the car park should also be seen as an investment for the future as the town accommodates further growth and train travel increases.

5. Implications and Risks

- 5.1 There is no existing direct access from the new car park to the train station. Currently users would need to walk to the train station, which is a similar distance from the station as the Midland Road car park. This car park currently provides free car parking and therefore this car park would be direct competition. It is however full on a daily basis and provides no capacity for additional users, meaning that people are inclined to park on nearby residential streets.
- 5.2 Officers have been in discussions with Greater Anglia over the opportunity to create an access ramp from the car park to the train station platform. This would provide a more convenient access for users of the adjacent platform.
- 5.3 Whilst the train station car park is advertised with 10 car parking spaces, we believe this car park provides around 20 spaces for users, which would also possibly impact on the demand for the new car park as it is adjacent the train station and free. Officers have therefore proposed to Greater Anglia that it manages this car and implement a consistent charging regime across the two car parks to mitigate this.
- 5.4 Asbestos contamination has been identified across the former HL Foods site. This liability will fall to the developer to remediate as part of the construction process. Clarification that this has been dealt with appropriately will be sought during the legal due diligence process.
- 5.5 The proposed car park, is approximately 500 meters from the Midland Road car park that is currently leased by North Walsham Town Council, who offer free car parking. This is an unsurfaced and unmarked car park, situated to the East of the Train Station. The lease has expired and the Town Council are currently holding over on the same lease terms. Adjacent to this car park, is land owned by Norfolk County Council which is also used as free parking. There may be future opportunities with both car parks, for example to combine them to improved facilities. The future of the Councils car park should be considered if opportunity arises.
- 5.6. The Council has a further car park within 250 meters of the proposed car park, at the Council's Victory Swim and Fitness Centre. This is for use of

visitors to the leisure facility, which is well used and the car park may require future controls to ensure it is available for leisure center users, particularly if additional parking is not provided for rail travellers as passenger numbers grow from the town.

6. Financial Implications and Risks

- 6.1 Please see exempt Appendix A for the financial appraisal of this project.

7. Sustainability

- 7.1 Train travel is a sustainable form of transport. Greater Anglia are seeking to make improvements to services to and from North Walsham by providing new better performing trains in 2019 that will provide additional spaces for passengers seeking to travel between Norwich and Sheringham. These trains will also have Wi-Fi services. Due to these improvements, it is envisaged that more people will use train services from North Walsham in the future.

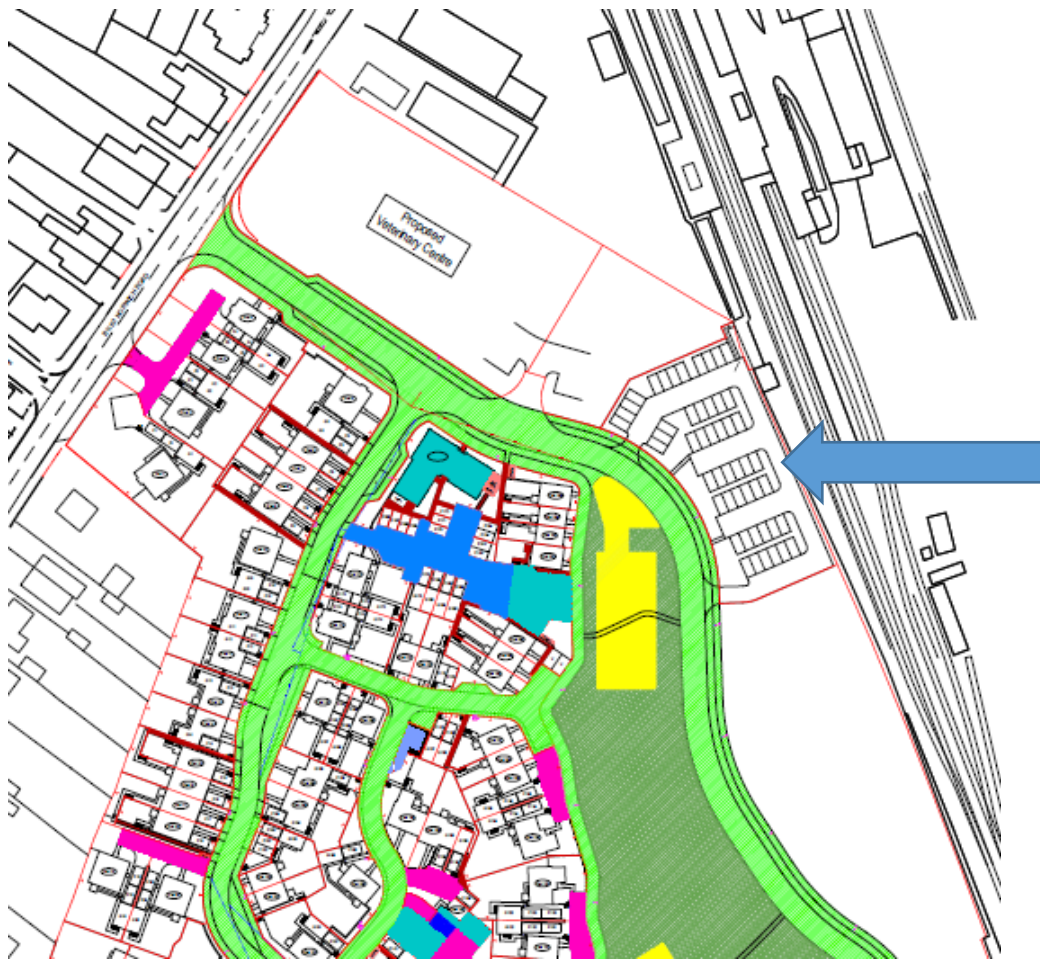
8. Equality and Diversity

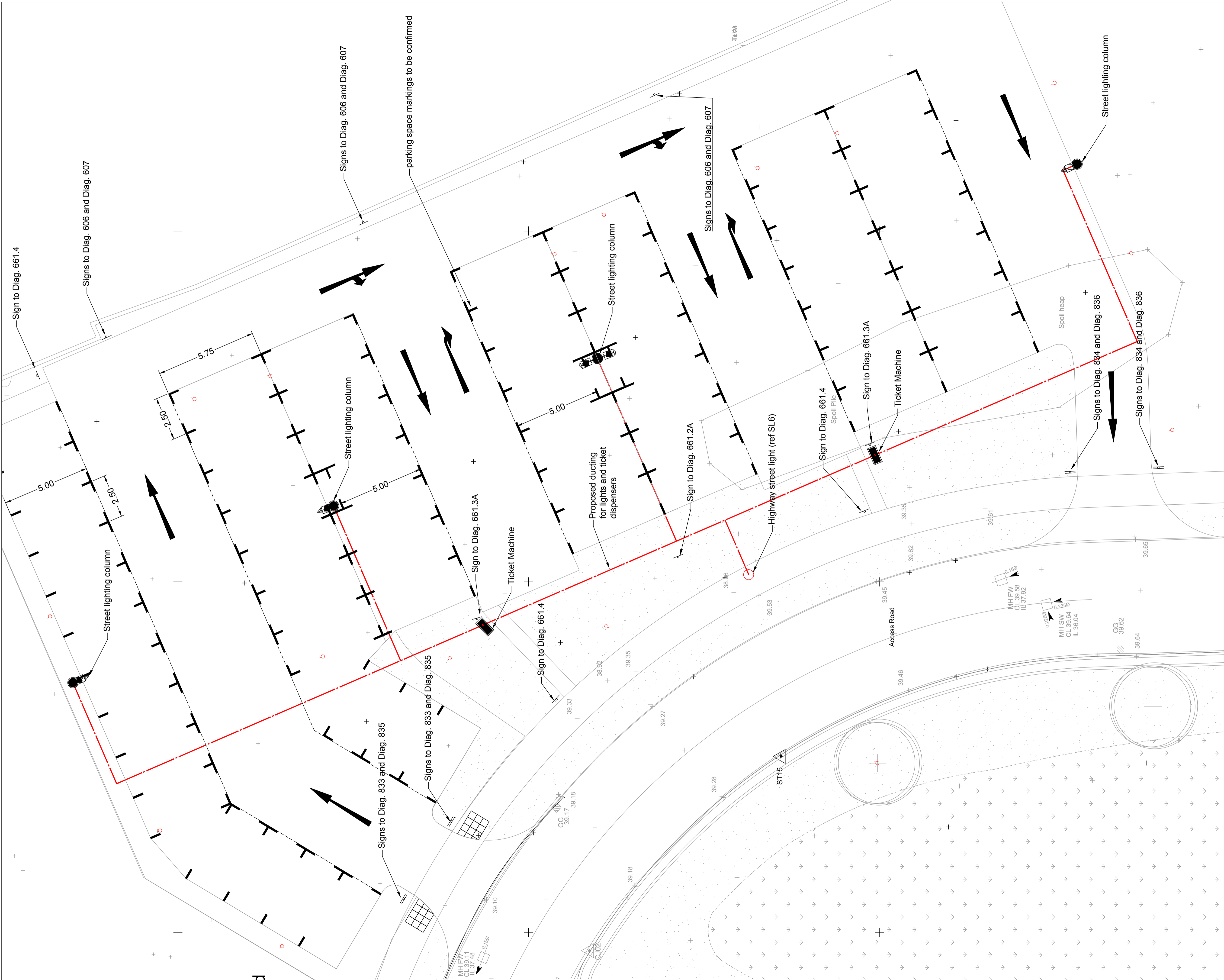
- 8.1 The car park will be constructed to meet Planning and Building Regulation requirements around accessibility.

9. Section 17 Crime and Disorder considerations

- 9.1 The Council will monitor the carpark and respond to any antisocial behaviour or nuisance that may occur.

Indicative Plan of Car Park at Mulberry Grove, North Walsham





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Notes

NOTES:
Please refer to drawing 5363/100/1 for Engineering Key and construction notes.

NOTES:
This drawing and associated .dwg and .dxf files are not to be used for dimensional information. Refer to Architects drawings for dimensions or obtain on site as appropriate UNO.



Rev.	Description	By	Chk.	Date
T3	Amended to suit clients comments	AR	PP	25.01.18
T2	Amended to suit clients comments	AR	PP	05.10.17

barter hill Barter Hill Partnership Limited
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Client
Hopkins Homes Ltd

Project
Norwich Road
North Walsham

Drawing Title
Station Car Park
Signing, Lining and Lighting Plan

Designed by vr	Drawn by vr	Checked by jr
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Scale @ A1 1:100	Date February 2015
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Drawing No. 5363/150/04	Revision T3	Job Ref
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Status
TENDER ISSUE

Cad file	Contact Office Norwich
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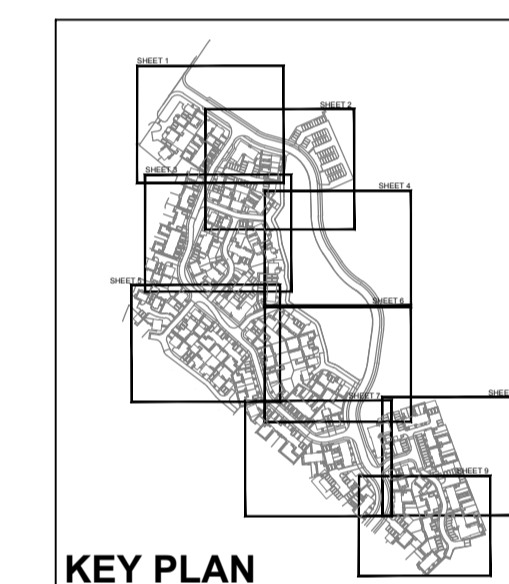
Notes

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Please refer to drawing 5363/100/1 for Engineering Key and construction notes.

NOTES:
This drawing and associated .dwg and or .dxf files are not to be used for dimensional information. Refer to Architects drawings for dimensions or obtain on site as appropriate UNO.

NOTES:
Sub-base depths of permeable asphalt based on infiltration rate of 1.1x10⁻⁶ m/s.

- █ Denotes proposed soft landscaping
- █ Denotes proposed pedestrian footpath
- █ Denotes proposed Asphalt
- █ Denotes proposed Permeable Asphalt (500mm deep sub-base)
- █ Denotes proposed Permeable Asphalt (600mm deep sub-base)
- █ Denotes proposed Tree root protection membrane



T4	Amended to suit clients comments	AR	PP	25.01.18
T3	Amended to suit clients comments	AR	PP	22.01.18
T2	Amended to suit clients comments	AR	PP	05.10.17

Rev.	Description	By	Chk.	Date
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Consulting Structural & Civil Engineers

Client
Hopkins Homes Ltd

Project
Norwich Road North Walsham

Drawing Title
Station Car Park External Works Layout & Setting Out

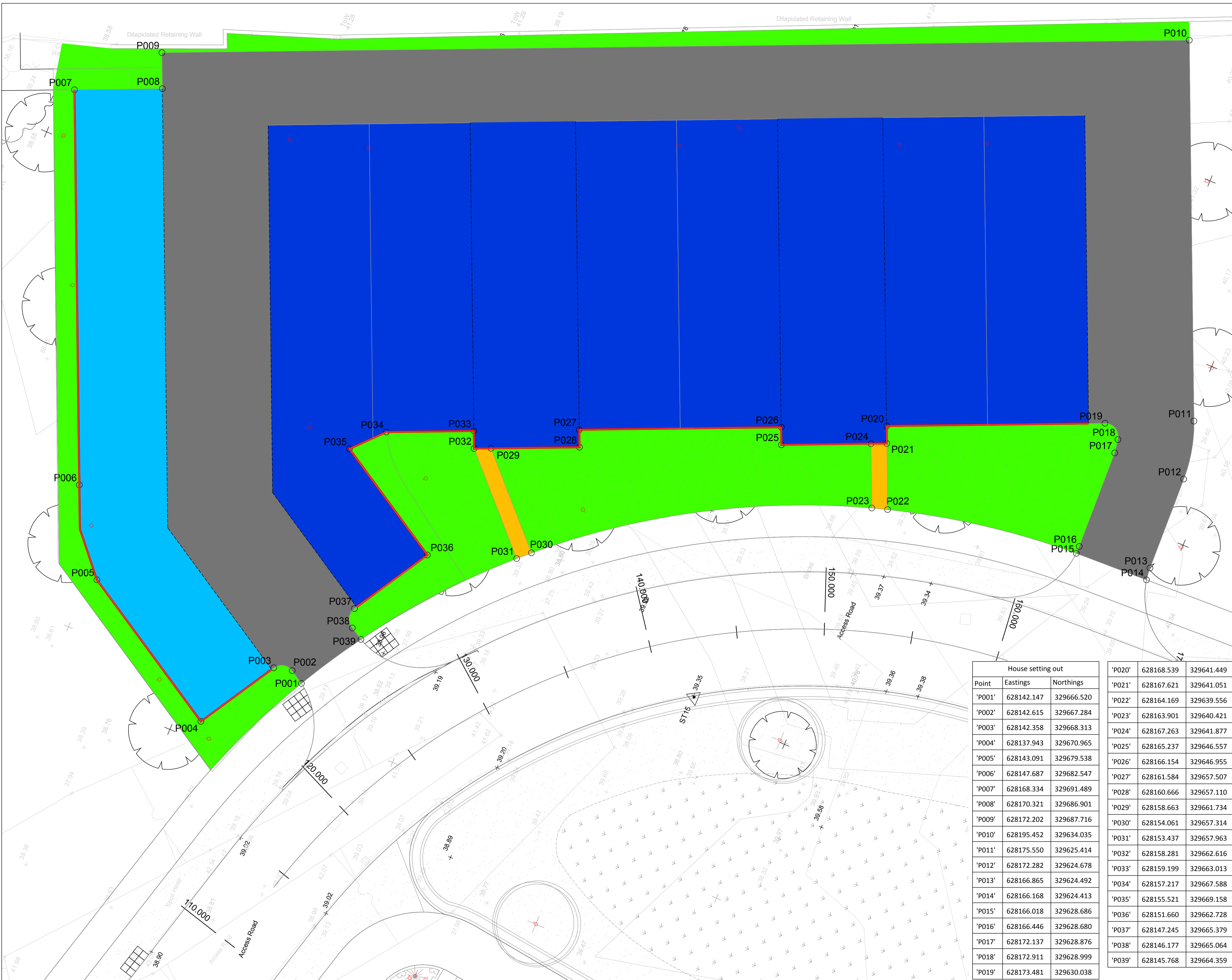
Designed by vr	Drawn by vr	Checked by jr
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Scale @ A1 1:100	Date February 2015
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Drawing No. 5363/150/01	Revision T4	Job Ref
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Status
TENDER ISSUE

Cad file	Contact Office Norwich
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House setting out		
Point	Eastings	Northings
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'P003'	628142.358	329668.313
'P004'	628137.943	329670.965
'P005'	628143.091	329679.538
'P006'	628147.687	329682.547
'P007'	628168.334	329691.489
'P008'	628170.321	329686.901
'P009'	628172.202	329687.716
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'P025'	628165.237	329646.557
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Compulsory Purchase of Listed Building

Summary: This report makes the case for compulsory purchase of a Grade II listed building in a serious state of disrepair. The Property has been referred for a Compulsory Purchase Order (CPO) by the Enforcement Board.

The Property was brought to the Enforcement Board in May 2015 over concerns that the owners of this property were either unwilling or unable to preserve the fabric of the building which is of Listed status and the fact the overall premises detracted from the general amenity of its local area.

After protracted negotiations with the owners and the service of an Urgent Works Notice, the Council has undertaken works in default, for which the owners currently have no means to reimburse the Council, and which have been secured by way of a property charge.

The Council also served a Listed Building Repairs Notice, which has also lapsed, and the premises continue to deteriorate.

There is no other option but to progress a CPO, although a voluntary agreement may arise from the commencement of the CPO process. Costs of both the works in default and those still required would be recovered via acquisition of the property.

Options considered: The Council could simply not undertake any further works and leave the building to decline to the point of becoming dangerous, or even collapse. This is not considered appropriate as it would allow the loss of a significant listed building and would undermine the Council in terms of ensuring compliance with relevant legislation.

The current owners have confirmed that they are willing to consider a voluntary offer to purchase from the Council. Officers believe that the Property should be acquired by the Council to ensure its preservation, pursuant to its power under section 47 of the Planning (Listed Building and Conservation Areas) Act 1990, so that the Council can proceed to acquire the property compulsorily in the event that the voluntary negotiations are not successful.

Acquiring the Property will also enable the Council to recover the costs already incurred in carrying out urgent works in default.

Recommendations

It is recommended that:

The Corporate Director and Head of Paid Service (NB) is authorised:

- 1. to negotiate and complete the voluntary purchase of the property as described in the report up to the value described in Exempt Appendix B.**
- 2. if a voluntary purchase cannot be agreed, to make a Compulsory Purchase Order (CPO) in respect of the Property.**
- 3. if there are no objections to the CPO and the Secretary of State gives notice that NNDC may confirm the CPO itself, to confirm the CPO.**
- 4. if there are objections to the CPO, to pursue the confirmation of the CPO by the Secretary of State, to include participating in any public inquiry held.**
- 5. once any CPO is confirmed, to execute a General Vesting Declaration to vest the ownership of the Property to NNDC.**
- 6. once acquired, either voluntarily or compulsorily, to procure and engage contractors to carry out works necessary to repair and/or renovate/develop the property**
- 7. that the purchase and, if necessary renovation costs, will be funded from Capital Reserves and any necessary legal and CPO costs from the Enforcement Board Reserve.**

Reasons for
Recommendations

1. If the Property can be acquired voluntarily, this will negate the need to make a compulsory purchase order.
2. It has been identified that the Property is not being properly preserved by the current owners. Section 47 of the Planning (Listed Buildings and Conservation Areas) Act 1990 enables the Council to acquire Listed Buildings where it appears that reasonable steps are not being taken for its preservation. There is no indication that the current owners will be able to take the steps necessary to preserve the property themselves, and they have withdrawn from previous attempts to sell the property on the open market. If no action is taken, the Property is likely to fall into an even further state of deterioration.

3. Section 14A of the Acquisition of Land Act 1981 empowers acquiring authorities to confirm CPOs themselves where there are no relevant objections. By confirming the CPO itself, this will enable the compulsory purchase to be completed far more quickly.
4. If objected to, the Council must persuade the Secretary of State that the grounds for making the CPO are sufficient for the CPO to be confirmed. This will involve contested proceedings which the Council will be a party to.
5. Once the CPO is confirmed, it remains necessary to legally transfer the property from the current owners to the Council. It is recommended that the General Vesting Declaration procedure be used as this usually enables ownership to be transferred the soonest.
6. The compulsory power being utilised is to ensure the preservation of the property. A Repairs Notice under the Act has been served identifying those works necessary for the preservation of the property. In addition, the property should be renovated to a standard that will enable the maximum return on the Council's investment for the benefit of the public purse.
7. To make the necessary financial provision for the purchases.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

None

Cabinet Member(s) Cllr Hilary Cox MBE - enforcement Cllr Sue Arnold - Planning	Wards Affected
--	----------------

Contact Officer, telephone number and email: Will Abë, 01263 516080, william.abe@north-norfolk.gov.uk
--

1 Introduction

- 1.1 Concerns were raised over the status of this Listed property in May 2015. The Council contacted the owners and despite pre-arranging an appointment for officers to inspect the listed property, the owners refused to allow them onto the premises.
- 1.2 Eventually, the Council was able to engage with the owners and appointed an officer through whom the owners were willing to liaise.

- 1.3 Following an inspection of the property and a meeting at the Council, the owners were informed in writing in June 2015 that enforcement action was likely because of serious concerns over the condition of the property.
- 1.4 The Council commissioned heritage property specialists, The Morton Partnership, to survey the Property. Their report highlighted serious concerns about the safety and fabric of an adjacent barn that is classed as Listed by its association to the main dwelling. The Morton Partnership felt that dilapidation was such that it posed a risk of wider failure. In addition, a number of wider defects were observed to the residential part of the property although these did not pose such an imminent risk.
- 1.5 On being informed of the issues, the owners initially indicated that their intention was to put the property up for sale and therefore it would be incumbent on new purchasers carry out all the required works.
- 1.6 In March, 2016, the solicitor acting on behalf of the owners, proposed that the owners would pay for the urgent works to stabilise and preserve the property, leaving new purchasers to carry out the wider renovation works; an approach to which the Council agreed.
- 1.7 In April 2016 The Council received a further request from the owners to defer the works as it was their intention to sell the property by Auction in mid-June.
- 1.8 The Council served an Urgent Works Notice under section 54 Planning (Listed Buildings and Conservation Areas) Act 1990 (“the Act”) requiring the works to be done within three months and a Repairs Notice for the remainder of the works was issued under section 48 of the Act, allowing 12 months for these works to be completed.

Urgent works under section 54 of the Act empowers works that are “urgently necessary” for the preservation of the building, which refers to the bare minimum action needed to preserve the property in the short term. A Repairs Notice under section 48 of the Act is intended to be a notice setting out all works the Council considers reasonably necessary for the proper preservation of the building.
- 1.9 Subsequently, the owners informed the Council they needed more time and wanted to put the property in a later auction in October that year. It was the removed from the auction by the owners with no further explanation, with no work having been undertaken.

2 The Case for Compulsory Purchase (CPO)

- 2.1 The delays confirmed that the owners could not comply with the terms of the Urgent Works Notice.
- 2.2 In November 2016 the Council obtained quotes for the works and sent in contractors to complete the works in February 2017.
- 2.3 Since that time, costs have continued to increase in relation to ongoing scaffolding charges, meaning that the present total of the urgent works to date is £36,595. The Council has secured the costs of the initial works

with a charge on the property through the Land Registry. There are continuing charges in relation to scaffolding erected to protect the structure of the Property, and these charges will continue to rise until either the owners take action (which to date, has not happened despite the Repairs Notice served in April 2016 setting out the works required) or action is taken to acquire the property from them.

- 2.4 The compliance date for the Repairs Notice expired in April 2017, and significant works are now required. No attempt has been made by the owners to move any of the works required by the Repairs Notice forward and Officers do not believe the current owners can arrest the ongoing dilapidation of the property.
- 2.5 The Council has now exhausted its powers and options in terms of compelling the owners to take the necessary action to preserve the Property within the requirements of the Act. Additionally, the owners have confirmed a willingness to sell the property to the Council but this has not yet been confirmed.
- 2.6 The Council can purchase the Property, pursuant to a power to do so contained in section 47 of the Act, which authorises the Council to compulsorily acquire buildings and land where reasonable steps are not being taken for properly preserving a Listed Building.
- 2.7 Seeking to acquire a property by way of a voluntary sale before progressing to making a CPO is a legal requirement within the CPO framework. Accordingly, where a voluntary purchase is not possible, for example, if the owners change their minds or market value cannot be agreed, the Council can progress to acquire the property compulsorily as a means of last resort to achieve the preservation of the property.

3 Financial Implications and Risks

- 3.1 There are essentially two options available following acquisition either by voluntary arrangement or CPO. It is not anticipated that the costs of a full CPO would be recovered, hence the preference for a voluntary agreement to be reached subject to the Voluntary Offer uplift. This recognises the benefit to the Council in avoiding the cost, time and resource of acquiring the Property by way of a full compulsory process, thereby making a voluntary sale of the Property to the Council all the more attractive.
- 3.2 Officers have obtained an independent valuation in accordance with the Royal Institution of Chartered Surveyors professional standards to purchase the property, and the maximum current value is stated in Exempt Appendix B.

These purchase costs would be recovered if the Council was able to sell the property on immediately to a willing and capable developer.

This would also mean that the developer would have to undertake the works quickly to prevent further deterioration.

- 3.3 In addition, officers have received estimates for the full renovation costs to habitable standards and again these are contained in Exempt Appendix B.

If the Council purchased and renovated the buildings, thus ensuring better control on renovation timescales, these further costs could be recovered through the sale of the renovated property, the value for which is shown in Exempt Appendix B.

- 3.4 While compulsory purchase of the property is seen as a last resort, it must be recognised that the property is being purchased to ensure the property is preserved and protected for the future and as far as possible the Council should seek in so doing to recover its reasonable costs.
- 3.5 Given the worst case scenario of firstly, not being able to secure a voluntary sale and then having a full CPO hearing, and then having worst case renovation costs, it is not expected that the costs of a CPO would be able to be fully recovered through the sale of the renovated property.
- 3.6 It has always been accepted with Enforcement Board cases, that such costs are accepted as a risk and this has been taken into consideration when formulating the recommendations contained in this report. Whilst acting now may be at a loss, it is anticipated that the cost to the Council would be even greater if required to take action when the property had further deteriorated.

4 Sustainability

- 4.1 The purchase of this Grade II Listed property and its subsequent refurbishment will retain a valuable asset that has been part of North Norfolk's heritage since the 18th Century.
- 4.2 By protecting the Property for the future, the refurbishments will make a significant contribution to a Conservation Area.

5 Equality and Diversity

- 5.1 The Courts recognise that English CPO law and procedure complies with the European Convention on Human Rights. The Council, in pursuing this course of action, has considered the balance to be struck between individual rights and the wider public interest. Interference with human

rights, if any, is justified in terms of the benefits that the action would have for the community as a whole.

6 Section 17 Crime and Disorder considerations

- 6.1 Given the state of the property, there is a real risk of this property becoming a magnet for anti-social behaviour.

7 Conclusions

- 7.1 The Council has made significant efforts to engage the owners of the property in order to safeguard its condition, given its Listed status. The current state of neglect and the rate of decay cannot be allowed to go unchecked.
- 7.2 It is accepted that voluntary agreement to acquire the property from owners who are unwilling and or unable to undertake the required works is preferable and this may well be possible.

However, given the significant time required to complete a CPO, and the past poor record of the owners in terms of not moving matters forward, it is recommended that any voluntary agreement should be undertaken within the framework of Compulsory Purchase, with full, delegated authority in place.

This will allow the Council to proceed immediately should voluntary negotiations fail to agree a prompt acquisition of the property to enable works to commence. The Recommendations elsewhere in this report seek to allow for this course of action.