

Cabinet



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24th November 2017

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 4th December 2017 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 make a statement item are requested to notify the committee clerk 24 hours in advance of the meeting and arrive at least 15 minutes before the start of the meeting. 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 A Claussen-Reynolds, Mr N Dixon, Mr T FitzPatrick, Mr J Lee, Mrs J Oliver, Mr W Northam, Miss B Palmer, Mr R Price, Ms M Prior

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 14)

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 30 October 2017.

3. PUBLIC QUESTIONS /STATEMENTS

To receive questions or 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 COMMITTEE MATTERS

To consider reports and recommendations from the Overview & Scrutiny Committee:

The Committee made recommendations regarding Agenda items 9 and 10:

Agenda Item 9: LEISURE CONTRACT PROCUREMENT AND SHERINGHAM LEISURE FACILITY

Recommended to Cabinet:

That Options are kept as flexible as possible as the Project moves forward.

Agenda item 10: NORTH NORFOLK COMMUNITY SPORTS HUB

Recommended to Cabinet:

That officers do further work regarding outreach to the whole District and ensuring that the facility was accessible to all.

8. VATTENFALL NORFOLK VANGUARD OFFSHORE WIND DEVELOPMENT (page 21)

Summary: This report details the District Council's proposed response to the Preliminary Environmental Information Report prepared by Vattenfall in support of its proposed Norfolk Vanguard offshore wind development.

Options considered: Not applicable – the District Council would be disadvantaged in not commenting on these proposals

Conclusions: That North Norfolk District Council should submit a response to the formal process of consultation being undertaken by Vattenfall in respect of its Norfolk Vanguard offshore wind proposal

Recommendation: **Cabinet is asked to:-**

**Cabinet
Decision**

- **endorse the content of this report as being the Council's formal position and response to the current round of consultation being undertaken in respect of Vattenfall's Norfolk Vanguard offshore windfarm development, and**
- **re-state the Council's ongoing commitment to discuss and negotiate with Vattenfall to achieve the best outcome for North Norfolk from this major development proposal.**

To publicly state North Norfolk District Council's position with respect to the impact this major development might have on local communities in parts of North Norfolk.

Cabinet member(s): Cllrs S Arnold & N Dixon
Ward member(s) Happisburgh, Waxham, North Walsham North, North Walsham West, Gaunt, Worstead, Erpingham
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9. LEISURE CONTRACT PROCUREMENT AND SHERINGHAM LEISURE FACILITY (page 56)

(Appendix 1 – p.70) (Appendix 2 – p.115)
(Exempt Appendix 1 – p.248) (Exempt Appendix 2 – p.267)

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

Summary: This report is brought to update members on progress towards a replacement for the Splash Leisure Centre in Sheringham and the procurement of a new Leisure Services Management Contract.

The Council is now at the point where it needs to needs to formalise procurement of a new leisure centre on the Splash site.

Following the completion of a feasibility study by external consultants, the high level financial issues around re-providing a

leisure centre on the Splash site have now been fully considered. The work completed to date indicates that, with additional development on the Splash site, a new leisure facility could be provided with a modest increase of the Council's revenue budget.

Members will recall that Cabinet agreed in June to commence work to procure a new leisure operator for the contract to operate and manage our three leisure facilities. If approval is now given to move forward with a new facility, it is proposed that we would now progress this in parallel with the leisure contract procurement.

Conclusions: The feasibility study details what the future facility mix should be to best service the health and leisure needs of local residents in the future. The resulting plan details the revenue generation opportunities and other efficiencies of a new facility and contract, which will minimise the impact of this significant capital project on the Council's revenue budget.

Initial discussions show that it should be possible to provide a new leisure facility in Sheringham with a swimming pool, with only a modest revenue budget impact, as long as the Council takes a commercial view of the property implications and opportunities which exist for the site, and that external grant funding is also provided.

In order to provide the best procurement of a future Leisure Services Contract and a future leisure facility on the Splash site, significant external professional support is required so that the project can move forward.

The policy justification for a new facility is extremely compelling. The Indoor Facilities Strategy adopted by the Council recognises the need to protect a public swimming facility at Sheringham. The demographics of North Norfolk, and the health impacts and other needs which follow point clearly to such a facility being required. Alongside this, the Council's Asset Commercialisation strategy gives rise to funding opportunities which will be required to replace the Splash Leisure Centre, now becoming critical given the age of facility.

Recommendations:

Cabinet
Decision

1. That Cabinet proceed with a replacement leisure facility at the Splash site in Sheringham, with swimming provision, as detailed as Option 1 in the report.
2. That delegated authority is given to the Corporate Director and Head of Paid Service (NB) to:
 - (a) commission FMG consultants to advise on the best procurement route for the facility build and to support the development of a funding application to Sport England, and that Financial Standing Orders are waived to allow a direct award, given FMG's expertise and involvement in the project to date.
 - (b) commence procurement work to enable the design, including the submission of the necessary Planning Application/s, for the

new leisure facility and, if necessary, associated enabling development and, if FMG are considered the best value option for this work, to waive Financial Standing Orders to allow a Direct Award to them.

- (c) Commission the necessary external support to manage the leisure facility construction project if this goes ahead; this to include tender production and management, cost consultancy and client representation as required.**
 - (d) Procure the construction contractor to build the new facility at the Sheringham site, subject to the funding being confirmed to complete the project.**
 - (e) Undertake procurement of the new Leisure Management Contract via the most appropriate route, including the use of external support as required.**
- 3. That a Project Board is set up to oversee the project, involving key officers and members, as detailed in the report.**

4. That Cabinet recommends to Full Council;

**Council
Decision**

(a) The approval of the necessary capital budget to support the delivery of a replacement leisure facility (Option 1) at an estimated cost of £10.667m as detailed in this report, subject to the necessary external funding being in place

(b) That the provisional financing be agreed as follows;

Part land disposal	£0.750m
Sport England grant	£1.00m
Capital receipts/reserves	£4.00m
Borrowing	£4.917m

(c) That delegated authority is given to the Head of Finance and Assets to adjust the financing outlined above if required to maximise the value for the tax payer.

Reasons for the Recommendations:

To provide the necessary financial, procurement, project management and governance framework to allow the project to replace the Splash leisure facility to proceed.

Cabinet member(s): Cllrs J Oliver & M Prior
Ward member(s) Sheringham
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10. NORTH NORFOLK COMMUNITY SPORTS HUB (page 120)
(Appendix 1 – p.131) (Exempt Appendix 3 – p.278) (Exempt Appendix 4 – p.374)

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

Summary: This report is brought to allow members to move forward the opportunity of developing a Community Sports Hub at the Cromer Dual Use Sport Centre via the provision of an indoor tennis facility and new gym and fitness centre, along with different management arrangements, in partnership with both Cromer Academy and Cromer Tennis Club.

The Council's Indoor Leisure Facility Strategy identified an opportunity to better manage the public sports facilities at Cromer Academy, and the adjacent tennis club, in both of which the Council is a key stakeholder.

The Strategy also identifies the need for an indoor tennis facility and the best venue for this is at the Cromer Academy site.

The key partners in this project will be Cromer Academy, Cromer Tennis Club and the Lawn Tennis Association, as well as the Council. A full feasibility and needs analysis study has now been completed, that details the viability of the project.

Conclusions:

The Council's Indoor Leisure Facility Strategy has recommended that a Community Sports Hub should be set up, that provides improved management of the sports facilities on and adjacent to the Cromer Academy site. The Strategy also identifies that a 2-3 court indoor tennis facility is needed in the district. Together, these two recommendations present a compelling case for this facility to be built at the academy site, especially now that significant grant funding is available for such a project from the Lawn Tennis Association.

There is now an opportunity for the Council to improve the sports offer at the Academy site, with the development of the Community Sports Hub and construction of the indoor tennis facility and associated gym and fitness centre. At the same time, because of the significant revenue generation capacity of the new facility, this should be able to be completed with only a small impact on the Council's revenue position in terms of its sports and leisure budget.

In addition, there is an opportunity for the Council to provide additional improvements to other tennis courts in the district. This will form part of a wider transformation project for tennis in North Norfolk partly, funded by the Lawn Tennis Association.

Detailed feasibility work has been completed that confirms the viability of the project, to the extent that the Council can now progress the project.

Recommendations:

Cabinet Decision

1. **To accept the findings of the feasibility study into the principle of developing a North Norfolk Community Sports Hub based on the Cromer Academy/Cromer Tennis Club site.**
2. **To delegate to the Corporate Director and Head of Paid Service (Nick Baker) authority to:**
 - a) **procure FMG leisure consultants to complete the designs and Planning Application/s for the proposed facility as detailed in this report, and to provide the necessary support the Council in its funding bid to the Lawn Tennis Association.**

Note: this will require the waiving of Financial Standing Orders, on the basis of FMG's expertise and earlier involvement in this project.

- b) negotiate property related matters with the interested parties and enter into such property and service contractual agreements as are necessary to allow the project to proceed.**
- c) subject to the external funding being made available, procure construction related professionals to take forward the construction project.**
- d) subject to the external funding being made available, procure the construction contract to build the new facility.**

3. For Group Leaders to appoint Members to the Joint Officer Member Board as described at 6.5 in the report.

**Council
Decision**

4. To recommend to Full Council, the approval of the necessary capital budget for the project, subject to the external funding being made available, as described in the report:

- (a) The approval of the necessary capital budget to support the delivery of a Community Sports Hub at an estimated cost of £2.681m, and additional tennis facility improvements at an estimated cost of £250k, as detailed in this report, subject to the necessary external funding being in place**
- (b) That the provisional financing be agreed as follows;**

Lawn Tennis Association Grant (25% of tennis related cost)	£733k
Capital receipts/reserves	£1.465m
Lawn Tennis Association Interest free loan (25% of tennis related cost, to be funded from capital receipts)	£733k

- (c) That delegated authority is given to the Head of Finance and Assets to adjust the financing outlined above if required to maximise the value for the tax payer.**

Reasons for the recommendations:

To provide the necessary framework around, finance, procurement and governance for the project to be able to move forward.

Cabinet member(s): Cllrs J Oliver & M Prior
Ward member(s) Suffield Park
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11. SUTTON MILL LOAN PROPOSALS

(page 133)

Summary:

The Society for the Protection of Ancient Buildings (SPAB) mills section wants to acquire and refurbish the "At Risk" Grade 2* Listed Sutton Mill and establish a

national millwrighting centre at the mill to ensure the traditional skills of millwrighting and milling are preserved for future generations. A community interest company (CIC) has been set up to take this project forward.

Total project costs, excluding site purchase, but including refurbishment, training costs and staff amount to £2.5m. SPAB have pledged £100k towards the site purchase and £400k towards the repair of the mill.

A private investor, a director of the CIC, has pledged £100k. The CIC is currently investigating funding sources including the Architectural Heritage Fund and Heritage Lottery.

The CIC have also approached the District Council to seek funding in the form of a loan for £350k to be repaid over a period of 8 years (or sooner if funds permit) and this is considered in more detail below.

This report seeks approval to provide loan finance of £350,000 to the National Millwrighting Centre CIC to acquire and refurbish Sutton Mill. Any loan would have to be provided on a commercial basis to comply with State Aid.

Options considered:

Provision of loan facilities to the CIC. Alternatively the Council could take the decision not to support this project.

Conclusions:

The proposed project has a number of benefits in terms of safeguarding a heritage building which is on the Historic England Building at Risk Register and creating a skills training facility and visitor centre in a part of the District with unrealised tourist potential.

While there is an outline business case in place to support the proposals moving forward and support in place in respect of a number of capital funding sources there remains a deficit in the overall funding of the project.

The CIC have therefore approached the Council to seek funding in the form of a loan for £350k to be repaid over a period of 8 years (or sooner if funds permit) to enable the scheme to progress.

Recommendations:

Cabinet recommend to Full Council that;

- 1) the Council provides loan funding as detailed in this report to the National Millwrighting Centre CIC to facilitate the acquisition and improvement of Sutton Mill to be finance from capital receipts**
- 2) that, following the due diligence process, delegated authority is given to the Corporate Director and Head of Paid Service (Steve**

**Council
Decision**

Blatch), in conjunction with the Portfolio Holder for Economic Development, to agree the final terms of any loan

Reasons for Recommendations:

To support the project to deliver the benefits in terms of economic regeneration and also in respect of the redevelopment and enhancement of the Grade 2* listed building which is currently on the Buildings at Risk Register, increasing tourist visitors to the east of the district.

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

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Stalham and Sutton
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12. TRANSFER OF TOURIST INFORMATION SERVICES TO HOLT TOWN COUNCIL

(page 141)

Summary: This report proposes the transfer of the Tourist Information Centre (TIC) service in Holt to Holt Town Council (HTC), supported by a one off capital grant in order to support HTC in its wider community aspirations for supporting local business and at the same time, achieve a long term revenue saving.

Options considered: Maintaining the current arrangements, which would not support that community objective and where there is no scope for revenue savings.

Conclusions: This proposal supports the delivery of our Corporate Plan priorities, in terms of maintaining services whilst reducing costs, and collaborating with communities, including where practical, the transfer of services to community organisations.

Importantly, the proposal will allow for much longer opening hours as the intention is to provide the service throughout the year.

This proposal will provide support to local businesses and the community of Holt by working with HTC to provide the TIC services in a wider community initiative at Shrive Hall. This proposal also offers efficiencies by collaborating and developing local solutions by working with others and reducing our long term revenue costs.

Recommendations: **That Cabinet approves the transfer of the Tourist Information Centre services in Holt, to Holt Town Council and that;**

Cabinet Decision

- a) a capital grant of £100,000, less any staff related costs, is paid to Holt Town Council to support that service delivery; to be funded from the Invest to Save Reserve
- b) a contract and service agreement is entered into to secure the TIC service delivery

- c) **delegated approval is given to the Corporate Director and Head of Paid Services (NB) to complete the contractual negotiations to allow this proposal to proceed.**

Reasons for Recommendations: The recommendation helps the delivery of our Corporate Plan priorities by supporting collaborative working with communities whilst offering service efficiencies in via a local, community based solution.

Cabinet member(s): Cllrs B Palmer & N Dixon
Ward member(s) Holt
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13. FEES & CHARGES 2018/19

(page 146)
(Appendix A – p.149)

Summary: This report recommends the fees and charges for 2018/19 that will come into effect from April 2018.

Options considered: Alternatives for the individual service fees and charges now being proposed will have been considered as part of the process in arriving at the fees presented within the report.

Conclusions: The fees and charges as recommended will be used to inform the income budgets for the 2018/19 budget. Approval for the fees ahead of presenting the detailed budgets allows for implementation of changes where applicable and also informs the 2018/18 budgets.

Recommendations: **That Cabinet agree and recommend to Full Council:**
a) The fees and charges from 1 April 2018 as included in Appendix A.
b) That Delegated Authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Heads of Service, to agree those fees and charges not included within Appendix A as required as outlined within the report

**Council
Decision**

Reasons for Recommendations: To approve the fees and charges as set out in the report that will be used to inform the 2017/18 budget process.

Cabinet member(s): Cllr W Northam
Ward member(s) All
Contact Officer Duncan Ellis
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14. DETERMINATION OF COUNCIL TAX DISCOUNTS 2018/19

(page 166)

Summary: This report sets out alternative options for the level of council tax discounts which Full Council will resolve shall apply to second homes for the financial year 2018/19.

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

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

Conclusions: The legislation provides local authorities with the power to make changes to the level of council tax discount in relation to second homes. The Council has to approve its determinations for each financial year. The calculation of the tax base for 2018/19 will be made on the assumption that the determinations recommended below will apply.

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

Council
Decision

Recommendation 1

- (a) the council tax discount for dwellings defined as being within Class 'A' remains at 50% for the year 2018/19;
- (b) the council tax discount for dwellings defined as being within Class 'A' be reduced to 10% for the year 2018/19;
- (c) the council tax discount for dwellings defined as being within Class 'A' be reduced to 5% for the year 2018/19;
- (d) the council tax discount for dwellings defined as being within Class 'A' be reduced to nil for the year 2018/19;
- (e) the council tax discount for dwellings defined as being within Class 'B' remains at 5% for the year 2018/19;
- (f) the council tax discount for dwellings defined as being within Class 'B' reduced to nil for the year 2018/19.

Recommendation 2

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

Country Planning Act 1947, will be entitled to the same discount as members resolve for Class A dwellings.

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

To set appropriate council tax discounts which will apply in 2018/19 in accordance with the legal requirements and to raise additional council tax revenue.

This review of discounts afforded to second home owners gives Members the opportunity to address residents' concerns over the high number of second homes in North Norfolk, and enables a council tax charge for a second home to be made which is more closely aligned to that of a main or sole residence.

Reasons for
Recommendations: Reducing Class A discounts would also more closely align discount policies with other Norfolk authorities.

Cabinet member(s): Cllr W Northam
Ward member(s) All
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15. MANAGING PERFORMANCE Q2 2017/18 (page 185)
(Appendix 1 – p.206) (Appendix 2 – p.220)

Summary: The purpose of this report is to give a second quarter progress report of the performance of the Council. More specifically it reports on the delivery of the Annual Action Plan 2017/18 and progress against targets. It gives an overview, identifies any issues that may affect delivery of the plan, the action being taken to address these issues and proposes any further action needed that requires Cabinet approval.

Options considered: Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee.

Conclusions:

1. The majority of the 71 activities are on track or ahead of plan (63) and six activities have been completed successfully. One has some problems and one has been cancelled. The 71 activities reported on are 63 from the Annual Action Plan 2017/18 and eight activities from the Annual Action Plan 2016/17 that were not completed last year. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.
2. Of the 24 performance indicators where a target has been set 21 are on, above or close to target and three below target.

3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

Recommendations

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

Reasons for
Recommendations

To ensure the objectives of the Council are achieved.

Cabinet member(s):

Cllr T FitzPatrick

Ward member(s)

All

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16. EXCLUSION OF PRESS AND PUBLIC

The Chairman may move 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.

CABINET

Minutes of the meeting of the Cabinet held on Monday 30 October 2017 at the Council Offices, Holt Road, Cromer at 10.00am

Members Present:

Mrs A Claussen-Reynolds	Mr W Northam
Mr N Dixon	Mrs J Oliver
Mr T FitzPatrick (Chairman)	Miss B Palmer
Mr J Lee	Mr R Price
	Ms M Prior

Also attending:

Mrs S Butikofer	Mrs M Millership
Mr N Coppack	Mr N Pearce
Mrs A Fitch-Tillett	Mrs G Perry-Warnes
Ms V Gay	Mr R Reynolds
Mrs A Green	Mr B Smith
Mrs P Grove-Jones	Mr R Shepherd
Mr B Hannah	Mr J Rest
Mr S Hester	Ms K Ward

Officers in Attendance:

The Corporate Directors, the Monitoring Officer, the Head of Finance and Asset Management, the Communications and PR Manager and the Democratic Services Officer.

Public Speakers: For Agenda Item 12: Highfield Road Car Park, Fakenham

Mr G Acheson (Fakenham Town Mayor), Mrs G Foortse (Deputy Town Mayor)

60. APOLOGIES FOR ABSENCE

Mrs S Arnold

61. MINUTES

The minutes of the meeting held on 02 October 2017 were approved as a correct record and signed by the Chairman.

62. PUBLIC QUESTIONS

The Chairman announced that item 12 (Highfield Road Car Park, Fakenham) would be taken early on the agenda because the Town Mayor and Deputy Town Mayor of Fakenham were in attendance for it.

63. ITEMS OF URGENT BUSINESS

None.

64. DECLARATIONS OF INTEREST

None

65. MEMBERS QUESTIONS

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

66. OVERVIEW & SCRUTINY COMMITTEE MATTERS

The Chairman welcomed the Chair of Overview and Scrutiny to the meeting. There were no reports and recommendations to consider.

67. MEDIUM TERM FINANCIAL STRATEGY – 2018/19 TO 2021/22

The report, which was introduced by the Portfolio Holder for Financial Services, Mr W Northam, presented an updated Medium Term Financial Strategy (MTFS) for the period 2018/19 to 2021/22. The strategy had been updated to support the Corporate Plan for the period 2015 to 2019 and had been refreshed in the year to provide an updated financial projection in support of the 2018/19 budget process.

The Council was in a good financial position with a small surplus forecast for 2018/19, however a current deficit was forecast for 2019/20 onwards. There were however uncertainties including the future of local government funding and business rates retention, which made it difficult to forecast too far into the future at the present time. The situation would continue to be reviewed and feed in to the 2018/19 budget process.

It was proposed by Mr W Northam, seconded by Mrs J Lee and

RESOLVED to

1. To note:

- a) The current financial forecast for the period 2018/19 to 2021/22;**
- b) The current capital funding forecasts;**

2. To recommend to Full Council: the revised reserves statement as included at Appendix 1 to the financial strategy.

Reason for the decision:

To refresh the Medium Term Financial Strategy in line with the Corporate Plan and to inform the detailed budget work for 2018/19.

68. BUDGET MONITORING PERIOD 6

The report was introduced by the Portfolio Holder for Financial Services, Mr W Northam. It summarised the budget monitoring position for the revenue account and capital programme to the end of September 2017. The overall position showed an under spend of £1,063,368 to date for the current financial year on the revenue account. This was currently expected to deliver a full year under spend of £223,464. The position was favourable. Appreciation of the Finance Team was expressed.

As well as considering the budgetary position, Members were also asked to approve a virement of £74,580 from previously identified Digital Transformation Funding to enable additional staffing to support key projects.

Mrs S Butikofer reiterated thanks to the Portfolio Holder and the Finance Team. She drew the Committee's attention to a variance of £16,000 in Members Services and expressed concern that this was because there were now ten members of Cabinet. The Chairman replied that this was permitted by the Constitution.

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

RESOLVED

- 1. To note the contents of the report and the current budget monitoring position;**
- 2. To recommend the release of £74,580 from previously identified Digital Transformation Funding to enable additional staffing to support key projects.**

69. TREASURY MANAGEMENT HALF YEARLY REPORT

The report was presented by the Portfolio Holder for Financial Services, Mr W Northam. It set out the Treasury Management activities actually undertaken during the first half of the 2017/18 Financial Year compared with the Treasury Management Strategy for the year. Treasury activities for the half year had been carried out in accordance with the CIPFA Code and the Council's Treasury Strategy. The Council continued to be prudent and was currently debt-free.

Ms K Ward asked a question regarding the notice period for the withdrawal of externally managed pooled funds. The Head of Finance and Asset Management would provide the information to Members.

Mr Northam proposed the recommendations and thanked the Head of Finance and Asset Management, the Technical Accountant and the Finance Team. The next half yearly report would be provided by the Chief Technical Accountant.

Seconding the recommendations, Mr N Dixon commended the achievement of a 2.2% return on investments.

RESOLVED

- 1. That the Council be asked to RESOLVE that The Treasury Management Half Yearly Report 2017/18 is approved.**
- 2. That the Council be asked to APPROVE changes to the Counterparty Limits.**

Reason for the decision:

Approval by Council demonstrates compliance with the Codes.

70. SCOTTOW ENTERPRISE ZONE BUSINESS RATES FUNDING PROPOSALS

The report was introduced by Mr N Dixon, Portfolio Holder for Business and Economic Development. It outlined the current position in relation to the Scottow Enterprise Zone (EZ) and the ongoing discussions with Norfolk County Council

(NCC) as site owner and the New Anglia Local Enterprise Partnership (NALEP) in respect of the final income sharing arrangements for the site. The report concerned the apportioning of Business Rates and the various methodologies used to strike a balance between the parties concerned. Part of the agreement from central government to incentivise economic development and regeneration was to allow Enterprise Zones to retain 100% of the business rates collected. This was split over 4 'pots' as follows;

- Pot A1 – collection authority share to be spent however the authority sees fit (NNDC in this instance)
- Pot A2 – Held by NCC
- Pot B – site delivery fund
- Pot C – to enable the NALEP to deliver the Strategic Economic Plan (SEP) across Norfolk and Suffolk

The proposed pot splits were:

- A1 - 20% (with a contingency provision of 4% - NNDC)
- A2 - 3% (NCC)
- B - 52% (Scottow Enterprise Park)
- C - 25% (NALEP)

The recommendation was that the final allocation for pot A (NNDC) be 20% as originally proposed but that a cash limited amount of £267k, representing the difference between the 20% and 16% allocation levels based on the current £6.8m income forecast, be set aside from the Business Rates reserve.

Scottow Enterprise Zone was part of the Council's Economic Plan and was one of the fastest growing enterprise zones in the District.

It was proposed by Mr N Dixon, seconded by Ms M Prior and

RESOLVED that

To agree the final allocation for pot A (NNDC) be 20% as originally proposed but that a cash limited amount of £267k, representing the difference between the 20% and 16% allocation levels based on the current £6.8m income forecast, be set aside from the Business Rates reserve.

Reason for the decision:

The recommended option outlined does not immediately reduce the Council's share (unlike the NALEP) but does provide further support should lettings not progress as hoped. This helps to protect the Council's position as far as possible whilst also supporting the wider development aspirations for the site.

71. HIGHFIELD ROAD CAR PARK, FAKENHAM

The report, which was introduced by the Portfolio Holder for Corporate Assets, Mrs J Oliver, detailed the options available to the Council with respect to the future of the Highfield Road Car Park at Fakenham. This followed the recommendation made by the Council's Strategic Property partner, Gleeds, that the car park should be sold for development and the Council undertaking a public consultation exercise inviting public comment on future options for the use of this asset. Several options had been

considered but it was proposed to retain the car park, to improve it and to introduce charges.

In response to questions from the Fakenham Town Mayor, Mrs Oliver said that the proposed capital budget of £75,000 for improvement works did not include refurbishment of the public toilets. Improvement of the toilets could, however, be the subject of one of the Council's work streams with Fakenham Town Council. There would be no problem with removing the height barriers and allowing coaches to use the car park for the Christmas period but the resurfacing work and markings would not be done by then. It was hoped to work with the Town Council regarding the management of this.

Mr R Reynolds, a local Member and long-term resident of Fakenham, told Cabinet that the Highfield Road Car Park was of great importance to residents and businesses. As a Town Councillor he had objected to a previous proposal to sell the car park and had carried out surveys with Mrs A Claussen-Reynolds, also a local Member. They had also raised their concerns with officers and Members of NNDC. As a result of this, the Town Council had, for a time, taken over the running of the car park but had since returned the responsibility to NNDC. Surface damage was caused by large vehicles, which should be restricted, but there were concerns about the unsightly height barriers. Mr Reynolds expressed support of the Town Council's request to have the barriers removed over the Christmas period and asked that they should be removed permanently. He also asked that 2 bus park and drop-off areas (possibly in a pull-in or layby off the main highway) and refurbishment of the toilets should be considered. Surveys showed that people in Fakenham wanted to retain the car park and were concerned that it would be lost if it was sold.

Mrs Oliver thanked Fakenham Town Council for all the work they had done on this project. The future of coach parking at Highfield Road was a topic that should be considered in the working group.

Mrs A Claussen-Reynolds referred to surveys and other work that she and Mr R Reynolds had carried out. She said she was delighted that Mrs Oliver had listened to the views of residents.

It was proposed by Mrs J Oliver, seconded by Mrs A Claussen-Reynolds and

RESOLVED

- 1. That the Highfield Road Car Park in Fakenham be retained as a public car park owned and operated by the District Council, but that charges are introduced at the car park in accordance with other "Standard Tariff" car parks as detailed within the North Norfolk Off-Street Parking Order.**
- 2. That the North Norfolk Off-Street Parking Order be amended accordingly and be the subject of statutory consultation, with the aim of introducing charges at this location from 1st April 2018.**

And to recommend to Full Council:-

That a capital budget be established of £75,000 to fund the proposed improvement works, to be financed by capital receipts.

Reason for the decision:

Sound management of the Council's land and property assets in a way which meets the needs of the community.

72. IMPROVED ACCESSIBLE TOILET AND PARKING FACILITIES, WELLS- NEXT-THE -SEA

The Portfolio Holder for Corporate Assets, Mrs J Oliver, presented the report. The proposal, subject to the agreement of the Wells Maltings Trust, was to provide a grant to the Wells Maltings Trust for the provision of a fully accessible Changing Places facility within the new Maltings development or for the Council to fund such provision, with a view to changing the Staithe Street Public Car Park (owned and operated by the District Council) to Blue Badge holders parking only. NNDC was consulting with Wells Town Council about additional disabled car park spaces.

There were not enough Changing Places facilities in the District which had some of the highest levels of older people in the country and a high concentration of people suffering from dementia. North Norfolk was a tourist area and facilities were needed for visitors as well as residents with health conditions.

Provision of the facility at the Maltings was completely separate from the discussions regarding Beach Road. It would be an additional facility provided by NNDC.

Mr N Dixon said that the proposal made good sense especially as it involved partnership arrangements.

Mr S Hester, a Member for Priory Ward expressed wholehearted support for the project. The other Member for Priory, Mr V FitzPatrick, was unable to attend the meeting but had communicated with the Chairman that he was fully in support of the proposal and regarded it as part of the ongoing work to make Wells-next-the-Sea a Dementia Friendly town.

It was proposed by Mrs J Oliver, seconded by Ms M Prior and

RESOLVED

- 1. That the District Council provides a capital grant to the Wells Maltings Trust to provide a fully accessible Changing Places facility within the Maltings development or directly funds such provision with a budget of up to £40,000 as part of the wider Wells Maltings and Sackhouse development, with the facility being promoted for use by visitors to the town with special care needs**
- 2. That the District Council consults with local stakeholders on a proposal for the Staithe Street Car Park in Wells to be designated for use by Blue Badge users only, recognising the reduced number of spaces available at this location once development of adjoining properties, including the Wells Maltings, is complete.**

And to recommend to Full Council:-

That a capital budget be established of £40,000 to fund the proposed provision of a Changing Places facility in the Wells Maltings development, or as part of the wider Wells Maltings and Sackhouse development, to be financed by capital receipts.

Reason for the decision:

To improve the provision of visitor facilities in Wells-next-the-Sea for visitors with disabilities and their carers / supporters

The meeting ended at 10.40am

Chairman

VATTENFALL NORFOLK VANGUARD OFFSHORE WIND DEVELOPMENT

Summary: This report details the District Council’s proposed response to the Preliminary Environmental Information Report prepared by Vattenfall in support of its proposed Norfolk Vanguard offshore wind development.

Options considered: Not applicable – the District Council would be disadvantaged in not commenting on these proposals

Conclusions: That North Norfolk District Council should submit a response to the formal process of consultation being undertaken by Vattenfall in respect of its Norfolk Vanguard offshore wind proposal

Recommendations: **Cabinet is asked to:-**

- **endorse the content of this report as being the Council’s formal position and response to the current round of consultation being undertaken in respect of Vattenfall’s Norfolk Vanguard offshore windfarm development, and**
- **re-state the Council’s ongoing commitment to discuss and negotiate with Vattenfall to achieve the best outcome for North Norfolk from this major development proposal.**

Reasons for Recommendations: To publicly state North Norfolk District Council’s position with respect to the impact this major development might have on local communities in parts of North Norfolk.

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)

<https://corporate.vattenfall.co.uk/projects/wind-energy-projects/vattenfall-in-norfolk/norfolkvanguard/>

<p>Cabinet Member(s)</p> <p>Nigel Dixon, Cabinet portfolio holder for Economic Growth</p> <p>Sue Arnold, Cabinet portfolio holder for Planning</p>	<p>Ward(s) affected:-</p> <p>Happisburgh, Waxham, North Walsham North, North Walsham West, Gaunt, Worstead, Erpingham</p>
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Contact Officer, telephone number and email:

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Steve Blatch, Corporate Director and Head of Paid Service, 01263 516232;
steve.blatch@north-norfolk.gov.uk

1. Introduction

- 1.1 Norfolk Vanguard is an off-shore wind farm proposal, developed by Vattenfall, which would be located approximately 47km north-east of Winterton, off the Norfolk coast (**see fig 1**). The Norfolk Vanguard wind farm would have a total generating capacity of up to 1,800 MW (1.8GW) enough electricity to supply approximately 1.3 million homes and to meet approximately 2% of the UK's annual energy demand (domestic, commercial and industrial).
- 1.2 Vattenfall is also developing proposals for a second development, Norfolk Boreas, to the north-east of the Norfolk Vanguard scheme. Norfolk Boreas, would have a similar generating capacity and, combined, the two schemes would be one of the largest offshore wind developments in the world. Proposals for the Norfolk Boreas scheme are approximately twelve months behind the Norfolk Vanguard proposals and will be subject to separate public consultation and consenting processes, although it is anticipated that both schemes will achieve landfall at one location on the Norfolk coast and follow a single cable route and connection into the National Grid at Necton. Except as where indicated, the remainder of this report, concentrates on issues relating to the Norfolk Vanguard proposal.
- 1.3 The precise number, size and model of turbine to be used in the Norfolk Vanguard development and method of transmission will depend upon technology available in the future. Vattenfall have been offered a connection into the UK national electricity transmission infrastructure by National Grid at Necton, to the east of Swaffham (alongside the sub-station facilities developed to support the grid connection for the Dudgeon Offshore Wind scheme), and therefore require to lay underground cables across parts of North Norfolk, Broadland and Breckland so that the electricity generated can connect with National Grid infrastructure (**see figs. 2-5**).
- 1.4 Norfolk Vanguard is a project that will consist of an offshore generating station(s) with a capacity of greater than 100 MW and therefore is a Nationally Significant Infrastructure Project (NSIP), as defined by Section 15(3) of the Planning Act 2008. As such, there is a requirement for Vattenfall to submit an application for Development Consent to the Planning Inspectorate (PINS) to be decided by the Secretary of State for Business, Energy and Industrial Strategy. This process involves NNDC as a statutory consultee. In the process of developing the proposal to date, Vattenfall has consulted with the District Council on its proposals in the period since the summer of 2016 and has staged two rounds of public consultation in which they have outlined their proposals and identified initial landfall and onshore cable route options. These elements have now been refined to the point that a Preliminary Environmental Information Report (PEIR) has been prepared and is now the subject of formal consultation.

1.5 The District Council is therefore now provided with a formal opportunity to comment on the proposed development and how it might impact upon the District as part of the NSIP process, in advance of formal consideration of the Development Consent application which is anticipated during 2018.

1.6 This report therefore details the District Council's position with respect to the emerging Norfolk Vanguard proposal.

2.0 The Project Proposal (overview)

2.1 The boundary of the Norfolk Vanguard offshore wind development encompasses the:-

- Norfolk Vanguard array area: This is where the offshore wind farm will be located, which will include the wind turbines (up to 257), wind turbine foundations, array cables, and a range of offshore substations and offshore interconnector cables;
- Norfolk Vanguard offshore cable corridor: This is where the offshore export cables will be located;
- Norfolk Vanguard onshore cable corridor area: This is where the onshore export cables, as well as the onshore HVAC cable relay station, if required; and
- Onshore substation and connections to the National Grid.

2.2 Other key components of Norfolk Vanguard could consist of:

- Operations and maintenance facility (to be located at Great Yarmouth);
- Offshore accommodation/facilities platform(s) for service technicians and workers;
- Array cables linking the individual wind turbines to an offshore substation; and
- A High Voltage Alternating Current (HVAC) or High Voltage Direct Current (HVDC) transmission system (yet to be determined) which will transmit the electricity between the turbine field and the National Grid infrastructure. Dependent on the chosen transmission method the associated infrastructure would include including either:

- HVAC:- (See **Fig. 6**)
 - Up to three offshore HVAC collector substation(s);
 - Interconnector cables(s);
 - Offshore export cable(s);
 - Onshore export cable(s);
 - Onshore HVAC cable relay station;
 - Onshore substation; and
 - Grid connection export cable(s)
- HVDC:- (See **Fig. 7**)
 - Up to two offshore HVDC converter stations;
 - Offshore HVDC interconnector cable(s);
 - AC cable connectors from Turbines
 - Offshore HVDC export cables(s);
 - Onshore HVDC export cables(s);
 - Onshore substation; and

- Grid connection export cable(s).

2.3 In addition to the Vanguard proposal, Vattenfall have indicated that, as part of the DCO application, they will also be seeking to obtain consent to undertake some enabling works for the Norfolk Boreas project, these include (where they affect North Norfolk):

- Installation of ducts to house the Norfolk Boreas cables, along the entirety of the onshore cable route from the landward side of the transition pit to the onshore project substation; and
- Landscape and planting schemes designed to mitigate the impacts of both projects.

3.0 Purpose of Consultation

3.1 The application for Development Consent will comprise full details of the development proposal and will be accompanied by an Environmental Statement prepared in accordance with the Infrastructure Planning (Environmental Impact Assessment) Regulations 2009 (the 'EIA Regulations') as amended.

3.2 The Preliminary Environmental Information Report (PEIR) has been prepared, the purpose of which is to set out the preliminary environmental information that has been gathered to assess the potential environmental effects of the development and to enable consultees to comment on the proposals.

3.3 This process affords an opportunity for Vattenfall to engage with PINS, statutory and non-statutory consultees during the pre-application process, inviting them to review those assessments undertaken to date and to provide comment, which in turn will inform the EIA process and associated Environmental Statement. Consultation on the PEIR began on 7th November 2017. North Norfolk District Council, as a statutory consultee, has until **11th December 2017** to provide a response to the Preliminary Environmental Information Report findings.

3.4 The Environmental Statement, which will outline the full EIA for Norfolk Vanguard, will be informed by stakeholder responses to this PEIR. The Environmental Statement, which will accompany the application for Development Consent, will be submitted to PINS in Quarter 2 of 2018.

4.0 Elements of the Project Affecting North Norfolk

4.1.1 North Norfolk District Council's jurisdiction extends inland from mean the low-water mark along the coastline. This would include a small section of the proposed offshore cable corridor where it meets landfall. Whilst the precise landfall location has not yet been fixed, this is identified as being in the Cart Gap area, within the Parish of Happisburgh.

4.1.2 The proposed cable route follows a course inland in a westerly direction to the south of the village of Happisburgh, but to the north of Happisburgh Common and would then cross the B1159 to the south of the Ridlington / Walcott crossroads. It is at this point where an onshore High Voltage Alternating Current (HVAC) cable relay station is being proposed with two options being considered by Vattenfall. Option 5a is sited due east of Ridlington whilst Option 6a sits to the south of this in the direction of East Ruston. After the proposed HVAC site(s) the cable route would then proceed to the south of

Ridlington, and then westwards to the south of Witton Bridge, north of Bacton Woods and then to the north of North Walsham, crossing both the North Walsham to Bacton Road and the B1145 North Walsham to Mundesley Road. The proposed cable corridor then passes close to the north-west of North Walsham under the railway line and A149 road between North Walsham and Antingham and onwards towards Aylsham taking a route close to the north of the village of Banningham and then crossing the A140 road to the south of Ingworth before heading into Broadland District Council's area.

4.2 Landfall at Cart Gap, Happisburgh

- 4.2.1 The offshore export cables will make landfall near Cart Gap, Happisburgh. The works at the landfall comprises infrastructure required to bring the offshore export cables through the intertidal area to a location where they can be connected to the onshore export cables. The offshore cables are connected to the onshore cables via Transition Joint Bays/Pits. It is understood that this infrastructure will be provided in fields located beyond the cliff top within an area north of the Cart Gap beach ramp access.
- 4.2.2 Vattenfall have set out that each cable circuit would require a separate transition pit to connect the offshore and onshore cables at the landfall. Therefore, up to six transition pits may be required at landfall. The transition pits would be grouped together and staggered as necessary to allow them to be accommodated within the trenchless crossing zone. Each transition pit would comprise an excavated area of 15m x 10m x 5m, per circuit, with a reinforced concrete floor to allow winching during cable pulling and a stable surface to allow jointing.
- 4.2.3 A temporary enclosure would be provided to allow a controlled environment to be maintained during jointing activities. A small generator could be required to provide the necessary electrical power for the enclosure, any powered jointing equipment and any pumps to manage groundwater.
- 4.2.4 Following cable pulling and jointing activities, the joints would be buried to a depth of 1.2m using stabilised backfill, pre-excavated material or a concrete box. The remainder of the jointing pit will be backfilled with the pre-excavated material and returned to the pre-construction condition, so far as is reasonably possible. Link boxes for each of the required transition pits would also be required for an HVAC solution and may be utilised for a HVDC solution.
- 4.2.5 During landfall works, a construction compound is required on the onshore side of the beach (Vattenfall have identified a landfall compound zone area within which this would be sited). This will house the Transition Joint Bay/Pit works as well as any Horizontal Directional Drilling (HDD) works, including supporting equipment and facilities.
- 4.2.6 Vattenfall have identified two options in respect of bringing the offshore cable on to land. Both options involve Horizontal Directional Drilling (HDD) but one option involves a longer element of HDD whereas the other 'short' HDD option would involve some trench excavation in the tidal area of the beach and there would need to be consideration of how this might affect coastal processes.
- 4.2.7 The works at the landfall would primarily be the same irrespective of whether HVAC or HVDC transmission is selected. Once operational there will be minimal visual impact of the landfall infrastructure, (i.e. no buildings) other than a small number of manhole covers.

4.3 Cable Route

- 4.3.1 Within Volume 1, Chapter 5 (Project Description) of the Preliminary Environmental Information Report (PEIR), Vattenfall indicate that the construction of the onshore cable route would typically require a working corridor of approximately 100 metres in width for a HVAC solution and 45m in width for a HVDC solution (**see Fig 8 and 9 below**). At the outer edge of the corridors on both sides would be an area of soil scraped from the corridor route separated in to topsoil and subsoil. These soils would be put back once the cable laying works are completed. Within the HVAC corridor would be two six-metre wide running tracks / haul roads (one in the HVDC solution) along which cable associated traffic would pass. Vattenfall have indicated that, with the inclusion of the ducting for the Norfolk Boras windfarm, the HVAC solution would require twelve separate trenches each carrying three HVAC cables (36 in total). The HVDC would require four separate trenches, each carrying two HVDC cables (8 in total).
- 4.3.2 It should be noted at this stage that Vattenfall are working with a cable corridor of approximately 200m in width which, until the final route is fixed, allows some flexibility *'for the onshore cable route to be located in such a way to minimise potential impacts'*.
- 4.3.3 Whilst much of the route will use the open cut method, Vattenfall have indicated that six areas along the cable corridor within North Norfolk will require the use of trenchless crossing methods including horizontal directional drilling (HDD), auger boring and micro-tunnelling such as crossing under the majority of roads and the North Walsham to Cromer railway line or where there are sensitive environmental considerations which dictate the use of HDD. Each HDD will require a compound at each side of the crossing point to house the HDD rig and the various supporting equipment and components required. Along the cable route in North Norfolk it is proposed to establish two project mobilisation zones, these being north of Lyngate Rd and the North Walsham industrial estate at North Walsham, land at Rectory Road, Suffield; with a third being located on the District boundary with Broadland to the north east of the junction with the A140/B1145 road. These sites will be temporary facilities operational during the construction phase only.
- 4.3.4 The onshore cable route would include joint pits at approximately 800m intervals together with link boxes within 10m of joint pit locations at every second or third joint pit location.
- 4.3.5 Once operational, whilst the cables are shielded, soils around the cables would likely be warmed by heat resulting from electricity transmission along the cable. Minimising the heating effect is critical for efficiency and trenches (whether open cut or HDD) are required to be apart from each other so as to reduce the effect of heating. Once laid the cables would have a typical life span of 50+ years and remain in situ for the lifetime of the project (circa 25-30 years). Given that the cables are ducted, it would be possible to remove the cables after the wind farm has ceased operating but ducting would remain in situ.
- 4.3.6 Whilst the excavation of the cable route and laying of the cables would involve a degree of disturbance during the construction programme (further comment about which is set out below), there would be limited permanent visual impact of the cable route across North Norfolk in the longer term other than possible loss of hedgerow and trees to be removed along the route and visual clues such as way-markers.
- 4.4 High Voltage Alternating Current (HVAC) Cable Relay Station
- 4.4.1 A decision as to whether an AC or DC transmission system is used is yet to be taken and is likely to be dependent upon technological developments and cost issues. At the

present time therefore the project proposals make provision for both technologies which, in the context of an AC system being used, requires the identification of a site for an onshore cable relay station along the route of the onshore cable corridor. This is because long distance, large capacity HVAC transmission systems require reactive compensation equipment to reduce the reactive power generated by the capacitance of the export cable in order to allow the power delivered to the National Grid to be useable.

4.4.2 In the early stages of consultation, Vattenfall identified three potential sites on which to locate an HVAC cable relay station (based on the Happisburgh Cart Gap land fall location). These sites are all located to the west of the B1159 road, to the east/southeast of Ridlington and north of East Ruston. Subsequently, the number of sites under consideration has been reduced to two. Both sites are in open countryside, the northern most of which has little natural screening in the form of topography or established areas of woodland or planting and would therefore be particularly visible in the relatively flat, open landscape of this part of the North Norfolk District.

4.4.3 Vattenfall have indicated within Volume 1 Chapter 4 (Site Selection and Assessment of Alternatives) that the HVAC cable relay station would need to be located within 5km of the landfall site (as close to the midpoint between the offshore substation and onshore substation as possible). However, in the current PEIR documents, Vattenfall have not clearly set out the technical implications of a HVAC cable relay station being located further inland, other than reference in Volume 1 Chapter 5 para 297 to 'maximise electrical efficiency'. Vattenfall have subsequently confirmed that *'preference is to site the CRS at a 'near to mid-point' location, close to the landfall. The consequences of moving the CRS further inland can be summed up as follows:*

- *More and/or bigger cables would be required in order to transmit the same amount of power*
- *Losses in the cables would be greater; this difference would result in a large amount of 'lost energy' over the lifetime of the project'.*

Whilst the response from Vattenfall sets out that a location further inland would have a requirement for more reactive power compensation and could therefore result in greater electrical inefficiencies during transmission, it would be expected that Vattenfall would set out the likely technical implications so that a reasonable planning judgement can be reached in considering whether any loss in electrical efficiency can be outweighed by the landscape impacts of a cable relay station at either Ridlington or East Ruston. As there is significant local opposition to the siting of this large infrastructure in an essentially unchanged rural landscape, the District Council would wish to understand why this facility has to be in this location and could not, for example, be sited somewhere closer to the North Walsham industrial estate where the wider landscape impact may not be as significant.

4.4.4 Vattenfall have indicated that only one cable relay station would be required for the Vanguard project. This would consist of a three phase reactor per High Voltage Alternating Current (HVAC) circuit (a total of six reactors) with associated outdoor Gas Insulated Switchgear (GIS). Each reactor would be installed in concrete bunds to contain oil leakage and prevent damage to the surrounding area. The precise design of the HVAC cable relay station has not been fixed at this stage but Vattenfall have set out visual representations of how the cable relay station may look within Volume 2 Chapter 29 LVIA Visualisations. These include details of suggested landscape mitigation planting as well as visualisations of the Norfolk Vanguard and Norfolk Boreas cable relay stations as they may look together. Vattenfall has indicated the

following maximum design scenario for the Norfolk Vanguard development (a similar facility could also be proposed if plans for the Norfolk Boreas scheme are also progressed):

Fig. 10 – High Voltage Alternating Current (HVAC) Cable Relay Station dimensions

Element	Maximum
Length of Site (m)	73
Width of Site (m)	135
Maximum Operational Area Total Footprint (sqm)	10,413
Maximum additional temporary construction area (sqm)	15,000
Total Site Area (sqm)	25,413
Tallest Structure (m)	8.0
Access Road Length (m)	1,000
Fencing Height (m)	2.5
Total Construction Time (months)	18

4.4.5 Vattenfall have indicated that no decision has been made regarding the final decommissioning policy once the windfarm is no longer operational and any such station becomes redundant other than to set out that this would likely include:

- Dismantling and removal of electrical equipment;
- Removal of cabling from site;
- Removal of any building services equipment;
- Demolition of the buildings and removal of fences; and
- Landscaping and reinstatement of the site.

4.5 Visible elements out at sea

4.5.1 Vattenfall have stated that the wind farm array itself would not be visible from the North Norfolk Coast.

5.0 **Potential Direct Impacts of the proposal**

5.1 The potential impacts associated with Norfolk Vanguard scheme on communities in North Norfolk need to be considered in the short to medium term during the construction programme and then, in the longer term during the operational lifetime of the wind farm.

5.2 Impacts during construction would tend to be considered short/medium term and temporary in nature, depending on the timeframe for construction of the wind farm and the number of phases of construction. The level of impact on communities along the route may vary dependent upon the construction programme with particular concerns needing to be considered upon local businesses, especially those operating in the tourism sector and individual agricultural businesses along the route of the cable corridor.

- 5.3 Operational Impacts would generally be considered to be long term or permanent as they would likely endure for the expected 25+ years life of the wind farm and include any cable relay station facility, which would be a permanent feature in the landscape during the lifetime of the development. Such a facility, sited between Ridlington and East Ruston, would therefore have a long-term impact on this part of the district.
- 5.4 Whilst a variety of different issues and impacts would arise, the main likely impacts of the proposal would be in relation to:-
- Landscape & Ecology;
 - Impact on Coastal Management and Coastal Processes;
 - Impacts on Residential Amenity;
 - Noise
 - Light pollution
 - Impacts on the local highway network
 - Impact on Heritage Assets; and
 - Impacts on the local economy including tourism and agriculture

All of which are considered further below.

5.5 Landscape & Ecology Impacts

- 5.5.1 Volume 1, Chapter 29 within the Preliminary Environmental Information Report (PEIR) considers Landscape and Visual Impact Assessment. In considering the assessment of likely impacts Vattenfall have stated:
- The study area for the landfall extends to a radius of 1km around the outer extent of the landfall site.
 - that the cable corridor for the project would be approximately 200m wide and with the study area extending 500m on either side of the outer edge of the cable corridor. This 1.2km band extends along the 60km length of the onshore cable corridor.
 - In order to better understand the wider context to the onshore cable corridor, a contextual study area of 6km (3km either side) has been applied
 - The study areas for the two cable relay station sites extend to a radius of 3km around each site. Vattenfall have stated that the Zones of Theoretical Visibility (ZTV) demonstrate how the visual impact of these cable relay stations would largely be contained within this 3km radius. It should be noted that, while the ZTVs take into account landform and larger woodland blocks, they do not take into account hedgerows and hedgetrees which further reduce the extent of actual visibility.
- 5.5.2 The PEIR considers in detail the differing landscape character types along the route of the cable through North Norfolk. Vattenfall recognise there are broad and varying landscape types but consider that *'The common feature throughout this broad cross section is the extent of the cultivated landscape, whereby almost all these landscapes are characterised by arable farmland. Settlements and roads are an integral feature of these farmed landscapes; settlements being typically small in scale and rural in character, occurring as hamlets, villages and towns, dispersed throughout the landscape; and roads being typically narrow, winding and enclosed by hedgerows or embankments. PRoWs [Public Rights of Way] and other footpaths allow access into many of the rural landscapes and add notably to the experience people have of their*

local landscapes'. Vattenfall has considered the variety of different visual receptors likely to be affected within the 1.2km buffer zone of the cable route including:

- Settlements;
- Roads and Railways;
- Public Rights of Way and other footpaths;

5.5.3 The PEIR sets the maximum design scenario in terms of landscape impacts during the construction phase, operation phase and decommissioning phase.

5.5.4 Vattenfall has set out that they consider the duration of any impacts as follows:

- Short term (0-2 years),
- Medium term (3-5 years), or
- Long term (5 years and more)

5.5.5 In terms of the onshore cable corridor, Vattenfall has set out that this has been developed taking into account a number of constraints; in particular, ecological and landscape. The onshore cable corridor will be completely buried underground for its entire length. Where possible, the refined cable corridor will avoid areas of woodland and trees, or where this is not possible, Vattenfall will seek to minimise tree loss.

5.5.6 Whilst Vattenfall have committed to seek to mitigate landscape impacts through replacement planting of hedges and trees and planting of new areas of landscaping, for example, around the proposed cable relay station, there are constraints which affect replanting. For example, Vattenfall have indicated in respect of reinstatement that *'Hedgerows would be reinstated in the 54m sections where they would have been removed for open-cut trenching, but hedgetrees and trees would not be permitted to be replanted in these sections or 6-10m either side of the 50m cable easement owing to restrictions of planting over cables'*. The Council's Landscape Officer is of the opinion that potentially this will have a significant implication on the residual landscape and visual effects of the onshore cable route. The Landscape Officer is of the opinion that this should be quantified by Vattenfall in order to give a true assessment of how many field trees within hedgerows will be permanently lost and exactly where these will be located. **The District Council considers that further work is required by Vattenfall in establishing the likely impact of tree and hedgerow loss and replanting limits within the cable easement corridors (including around the cable relay station) to ensure the effect on landscape character can be properly quantified.**

5.5.7 In respect of the proposed HVAC Cable Relay Station sites at Ridlington and East Ruston, the District Council is aware of significant local opposition to the siting of this large infrastructure in an essentially unchanged rural landscape (See Section 7.0 below). Notwithstanding the concerns raised at paragraph 4.4.3 above in relation to the absence of clear technical justification for placing the cable relay station in this location, the District Council has a number of concerns about the intended landscape mitigation strategy:

- **Cable Relay Station Sites: Planting Design** The mitigation tree planting around the two CRS sites takes the form of linear strips following field boundaries. It would be more successfully accommodated into the existing landscape if it incorporated blocks of woodland designed to reflect the organic forms of existing woodland groups to the west, rather than rigid plantation style planting;

- **Earth Bunds:** Paragraph 202 of the LVIA chapter describes ‘smoothly profiled earthwork bunds’ to assist in screening the development. The Landscape Officer considers this to be a really anomalous feature to introduce into this landscape and should be avoided. However ‘smoothly profiled’ the bunds may be, they will be at odds with the prevailing landscape character. Planting onto bunds is never a good design solution, as moisture will leach down the bund away from the tree or shrub, slowing establishment;
- **Rate of Growth:** The aspirations set out at paragraphs 204 and 205 of the LVIA chapter for the rate of growth of planting is considered to be over-ambitious. The combination of varying ground conditions, exposed sites and prevailing wind will limit this (this position is supported by local knowledge). An estimation of 200mm per annum for core species and 300mm per annum for nurse species would be more realistic. Size of stock has not yet been proposed and should include a mixture;
- **Aftercare:** Aftercare of planting is a key component of landscape mitigation measures and will be critical to the predicted success of the schemes proposed. This does not appear to have been outlined at this stage, but should be fully itemised;
- **Extent of Mitigation Planting:** It would be advisable to consider mitigation planting wider than just immediately around the site. Strategic positioning of planting alongside roads in the wider vicinity could assist in visual mitigation. For example, at the B1159 crossroads with the roads to Happisburgh and Ridlington there may be scope for tree and hedge planting to assist with visual mitigation. A Viewpoint analysis looking west at this road transect location would have been useful in informing this.

5.5.8 **The District Council considers that the areas around the proposed HVAC cable relay stations are valued landscapes and further work is required by Vattenfall in establishing the most appropriate landscape mitigation strategy that takes better account of how mitigation would fit with existing local landscape character, takes account of limitations of plant growth rates on the success of landscape mitigation and consideration of landscape aftercare. This equally applies in relation to mitigating noise and visual impacts of the HVAC cable relay stations.**

5.5.9 The District Council welcomes the commitment by Vattenfall to undertake trenchless crossing points (HDD) at roads, railways and sensitive habitats. HDD points have currently been identified at the following locations in North Norfolk:

- North of Bacton Woods – Beneath Old Hall Road (C417) and area of woodland
- South of Pigneys Wood – Beneath Hall Lane (C421) and Dilham Canal/River Ant
- North-west of North Walsham at the mainline railway and A149 (Cromer Road)
- At Beck Farm, north of Colby Corner – beneath Suffield or Blackwater beck (avoiding sensitive riparian and woodland habitats)
- At A140 Aylsham Bypass – beneath road and green lane
- River Bure north of Aylsham (mainly in Broadland District)

However, it is suggested that additional HDD points will be required to miss further sensitive habitats and areas where significant/important hedgerows and hedgerow trees will otherwise need to be removed. For example:

- West of The Street, Ridlington (TG 34631 30520) – an area of former grazing pasture and a large ditch network (currently unsurveyed)
- Paston Way cutting (County Wildlife Site) (TG 28631 31559) which links with Pigneys Wood Local Nature Reserve (also option to HDD under B1145 North Walsham Bypass and burial ground) – Paston Way is a former railway cutting

which would require a deep excavated trench to get to the required levels beneath the cutting, plus contaminated land issues and breeding bird issues.

5.5.10 Due to the lack of horizontal directional drilling (HDD) there would appear to be the need to remove a significant number of hedgerows, and hedgerows with mature trees. The majority of the 310 hedgerows identified were species-rich intact hedgerows with trees (89 in total). The PEIR does not highlight which of the hedgerows surveyed are important hedgerows under the Hedgerow Regulations 1997. Furthermore, there are many more boundary features that have not been able to be surveyed due to lack of access, some of which are important landscape features e.g. north of Lyngate (TG 27603 31809). **The District Council recommends that further work needs to be undertaken by Vattenfall to identify those hedgerows/field boundaries that would benefit from trenchless techniques to ensure that these important ecological and landscape features can be retained. This is critical as compensatory planting will not be able to include replacement trees over the buried cable routes.**

5.5.11 **A number of other matters** have been identified by the Landscape Officer which **require further investigation by Vattenfall** including:

- West of The Street, Ridlington (TG 34631 30520) – This area does not appear to have been surveyed in the field as part of the Water Vole, Breeding Birds or Extended Phase 1 survey, yet appears to be existing or former grazing pasture with possible reasonable habitat (semi-improved) and has an extensive ditch network and defined historical field pattern.
- Ancient Woodland – there does not appear to be any mention of Ancient Woodland within the habitat or designated sites section of Appendix 22.1 (Extended Phase 1 Habitat Survey Report), although there are Ancient Woodland sites (or replanted AW sites) adjacent or near to the cable corridor. Have impacts on these designated sites been scoped out of the report?
- The trees along the driveway to Banningham Hall (TG 21592 30236) do not appear to have been identified on the Phase 1 Map. Have these been surveyed for bat roost potential as they are currently in the cable route corridor?
- Welcome the commitment to reduce the working width of the cable corridor to 54m (HVAC) at un-avoidable hedgerow crossings – however further input is desirable into which hedgerows will need to be removed.
- Breeding Birds Surveys – It is not clear within the reports if all features suitable to support breeding birds have been surveyed e.g. hedgerows and areas of scrub, semi-improved grassland. It appears that only the larger areas of habitat capable of supporting breeding birds have been subject to a BBS. This needs to be clarified.
- **Phase 2 Bat Surveys – there appears to be some discrepancies between the classification of the bat features in the table of Annex D of Appendix 22.1 (Extended Phase 1 Habitat Survey Report) and Figure 4 of Appendix 22.1, with features with bat interest labelled as ‘moderate’ on the maps (figure 4) but as ‘low’ on the table, e.g. Bat Reference Feature 146, 148 and 235 (for example). It is not clear therefore whether these features have been scoped into the Phase 2 activity surveys for bats. This is particularly important for features around Paston Barn, Edingthorpe and Bacton Woods. Furthermore, it is not clear from the maps provided in Annex A, Figure 4, where the linear features of low, moderate and high suitability for commuting and foraging bats are, and which of these have been included in the Phase 2 activity surveys.**
- **There could be significant limitations to the bat activity surveys as a result of the lack of access to identified areas with suitability for commuting and**

foraging bats and also due to missing out key commuting routes from Paston barn. The bat activity survey report and the survey methodology in the vicinity of Paston Barn, Edingthorpe and Bacton (Witton) Woods should make reference to the existing radio tracking data for the Paston barn colony undertaken by the Norfolk Barbastelle Study Group to justify where surveys have or have not been carried out and if not, why not. Further consideration needs to be given to the cable corridor north of Bacton Woods as possible further survey work may need to be carried out. The Paston bat colony are known to commute to and forage in the woods accessing the woods from the north and Edingthorpe. To date there is no information on the impacts of the cable construction on the commuting patterns of the Paston barn bats.

- Acknowledge that the cable corridor is currently defined as 200m wide which will be refined to allow the actual 100m wide cable route to be located in such a way to avoid sensitive features such as mature trees and take into account land owner preferences etc. It is not however clarified whether landowner preferences will override the requirement to avoid sensitive ecological features. A balance will be required to take into account the sensitivity of potential features and landowner preferences.
- General concern that only 50% of the cable route has been surveyed in the field, which could mean that many important ecological features may have been missed.
- Unable to comment on the results of many of the ecological surveys as the results have yet to be inputted into the PIER report.

5.5.12 In terms of long term and permanent effects on the landscape, there will be a need to provide appropriate landscape mitigation particularly where open cut trenches affect field boundaries and landscape features such as mature trees. Vattenfall has indicated they will seek to do this but this would need to be set out within the mitigation strategy. **Where possible, the District Council would expect Horizontal Directional Drilling (HDD) to be used if routes through sensitive woodlands or landscapes cannot be avoided.**

5.5.13 In terms of delivering wider public benefits, there may be opportunities for Vattenfall to fund wider landscape mitigation to repair historical damage to field boundaries resulting from modern agricultural practices and to enhance local landscape character. This would also have the added benefit of helping improve biodiversity. Wider landscape enhancement could also improve the quality of walking and cycling opportunities in the countryside and enhance tourism to the benefit of the wider economy.

5.6 Impact on Coastal Management and Coastal Processes

5.6.1 Volume 1, Chapter 8 within the Preliminary Environmental Information Report (PEIR) sets out Marine Geology, Oceanography and Physical processes which captures the landfall element and coastal processes aspects of the project including Appendix 4.1 Coastal Erosion Study.

5.6.2 The Council's Coastal Manager considers that the report appears to cover the topic areas in relation to coastal erosion. The Coastal Erosion study presented is much in line with the current adopted position of NNDC (and draws from documents commissioned and used by NNDC). It is however the wind energy operator who ultimately takes responsibility for decisions regarding risks to infrastructure in consideration of historical coastal trends, coastal monitoring data, indicative erosion and flood risk and potential impacts of sea level rise.

- 5.6.3 **In respect of the Construction Phase, the Council's Coastal Manager considers that the horizontal directional drilling (HDD) long exit option is preferred as it would prevent any clear interference with coastal processes.** The HDD short exit option has the potential to have short term impacts on processes and beach stability. Local experience indicates that where beach is disturbed through mechanical means, there can be some additional losses of beach material during this disturbance and a short period following until the substrate has fully consolidated. This may be mitigated to some extent through a short construction window and adopting appropriate works timings and methodologies.
- 5.6.4 **In respect of the Operation Phase, the Council's Coastal Manager considers that as there is a preference for buried cabling in the seabed in the nearshore, there are limited concerns with regards to wider impacts to coastal erosion/processes during operation. The PIER suggests that buried cabling is preferred in all but incompatible circumstances, if it was not possible to bury cabling in the nearshore environment, further consideration would be required.** One area where issues could arise is ensuring the depth of cable under the foreshore is sufficient to prevent uncovering as the cliff, beach and shore platform erodes (and lowers) over time. This may be more likely under the short HDD exit option. A post construction monitoring plan should identify such risks and ensure appropriate coastal monitoring of coastal processes to ensure early identification of issues and timely remediation should they occur.
- 5.6.5 In respect of the Decommissioning Phase, the Council's Coastal Manager has set out that queries were raised regarding decommissioning in earlier rounds of consultation. There is recognition in the documentation that there will need to be further consideration of this factor, however, in the coastal zone it is important to gain early understanding and commitment of a funded decommissioning plan. The PIER identifies that the cabling can simply be pulled from the ducting for disposal, however, there should be recognition that as the coast erodes, there is a risk that the seaward, and, over the long term, landward duct and infrastructure will be exposed and will require removal. Currently there are no funded mechanisms for the removal of historical/redundant infrastructure as it is exposed via erosion and as such these burdens often fall to the Local Authority. Long term arrangements would be beneficial to ensure that such implications do not, through default, fall to future generations of local government.
- 5.6.6 In terms of the other opportunities, the Council's Coastal Manager has noted that, should consents be granted there may be opportunities during construction to provide some benefits to the coastal zone. The foreshore between Happisburgh ramp and Cart Gap is largely either open coast or protected by a sea wall and groyne field. At the point of interchange between open and defended coast are sections of remnant and largely redundant coastal defences which provide little or no protection. Such remnants significantly detract from the visual appearance of the beach area whilst also posing a potential hazard to beach/marine users. Further extents of such defences run to the North of Happisburgh village although this section is currently in a less deteriorated state and currently provides a level of erosion protection. Should opportunities arise during construction and it is agreed at a local level, the removal of these redundant structures could generate environmental gains, particularly if coupled with community based coastal adaptation initiatives (where applicable). A further opportunity has been identified at the western end return of the Cart Gap sea wall. This end section of seawall has suffered from cliff scour and a significant void between the cliff and defence is now present. Should appropriate locally generated clean spoil requiring disposal be generated during construction, it could be considered beneficial

to reuse these materials to infill behind this sea wall. This would be subject to necessary licences but could prevent otherwise locally useful materials being transported longer distances for disposal and provide additional erosion protection in this location.

- 5.6.7 **In conclusion, the Council considers that the PEIR is addressing the main areas relevant to coastal management and coastal processes near landfall relevant for consideration by North Norfolk District Council but there may be opportunities for further improvement as set out above. The horizontal directional drilling (HDD) long exit option is preferred when bringing the offshore cable onto land.**

5.7 Impacts on Residential Amenity – Noise

- 5.7.1 Volume 1, Chapter 25 of the Preliminary Environmental Information Report (PEIR) considers Noise and Vibration.

5.7.2 Vattenfall recognise within the report that construction and operational noise and vibration have the potential to create adverse impacts. The Noise and Vibration chapter sets out the legislation, guidance and policy applicable and sets out the proposed assessment methodology. Vattenfall have identified noise receptor locations along the route of the cable (including around the cable relay station sites) and have undertaken a number of noise surveys in order to establish the baseline position.

- 5.7.3 In terms of the intended approach to noise and vibration the Council's Environmental Protection Manager is *'generally happy with the approach that has been taken and the background readings taken seem to reflect the nature of the noise within this locality. They have highlighted a number of noise issues that need to be addressed through design and I would suggest that most of these are going to be achievable'*. However there are some areas which will require further consideration and these issues are set out below:

5.7.4 Cable laying – Open Trench

Experience from other on-shore cable laying processes that have taken place in the District indicate that the impacts from open cut trenching are generally localised, short in duration and usually only occur during daylight hours. As such, whilst further detail is still to be provided as to specifics of the construction process, **the Council's Environmental Protection Manager is content with the work being undertaken by Vattenfall for assessing noise impacts from cable laying activity.**

5.7.5 Cable Laying – Horizontal Directional Drilling (HDD)

The HDD process involves mechanical drilling which can create noise and vibration impacts. At this stage, whilst a number of trenchless crossing locations have been identified, a final decision has not been made by Vattenfall about where the use of HDD is to be proposed and therefore it will be important for the final Environmental Statement to set out these details and identify the vibration and noise sensitive receptors that could be affected and any mitigation that may be necessary to minimise adverse impacts.

5.7.6 HVAC Cable Relay Station

Currently two cable relay station options are being considered by Vattenfall at locations near to Ridlington and East Ruston. In terms of assessing potential noise impacts it is recognised that existing background noise levels are low in this predominantly rural area around the cable relay stations sites. This presents a significant design challenge for Vattenfall in seeking to develop a HVAC solution which does not result in unacceptable noise impacts during the operational phase.

- 5.7.7 Vattenfall have stated that they *'are committed to providing a final design of the project which is able to meet the rigorous standards of low noise emissions expected by both the UK regulatory bodies and stakeholders.....there are many proved mitigation options that, through the detailed design process, can be combined to create a design that will comfortably meet the required low noise emissions'*.

Vattenfall go on to suggest that *'Mitigation could take the form of a combination of noise barriers, bunds, enclosures, a change in site layout (e.g. location of static noise sources) and a change in plant selection at procurement stage'*.

- 5.7.8 In finding a final design solution for the HVAC site (both for the Vanguard wind farm individually and cumulatively with the Norfolk Vanguard and Boreas wind farms), the Council's Environmental Protection Manager has concerns about the extent of the difference between the potential noise from the combined HVAC option and existing background noise levels. Vattenfall predict a requirement to mitigate approximately 20 dBA in the worst case scenario. The Council's Environmental Protection Manager considers this to be a big gap to close through design. Whilst Vattenfall have stated that will achieve the highest of standards possible, it would be good to establish what exactly they are proposing. The Council's Environmental Protection Manager would be looking to achieve as close to background as possible and *'would want to see no more than 3dB above background at the absolute worst. The issue [Vattenfall] will have is the very low background noise within this locality especially at night'*.

- 5.7.9 **In coming to a design solution to mitigate noise, Vattenfall will need to consider very carefully the associated visual impact of any mitigation and consideration of impacts on landscape character (see Landscape & Ecology Impacts above).**

- 5.7.10 During the current public consultation process the Council have been made aware of public comments regarding the impact of the cable route and HVAC cable relay stations. The Council's Environmental Protection Manager has considered these comments (including those of the occupier of Tithe Barn nearest to the East Ruston HVAC cable relay station) and has noted that *'the report does address and models the possibility of co-located HVAC sites. It also gives some indicative noise levels. In terms of the noise monitoring and it not taking into account the road noise, I think the report does have some monitoring locations next to roads but there are other locations used which I feel reflect the nature of the noise environment in the locality and do not feel the road noise assessments have elevated the overall background noise levels used for the modelling'*.

- 5.7.11 **Overall Council's Environmental Protection Manager is generally content with the steps being taken by Vattenfall to assess and consider noise and vibration impacts but does have concerns about the significant difference in sound pressure levels from the HVAC cable relay stations (both individually and cumulatively with the Vanguard and Boreas windfarms) that need to be designed**

out and whether this is realistically achievable whilst meeting other planning requirements.

5.7.12 **The District Council would expect the opportunity for further dialogue with Vattenfall to secure a satisfactory solution for the HVAC booster station which addresses and mitigates potential noise impacts (in addition to discussions relating to planting and visual impact on the wider landscape).**

5.8 Impacts on Residential Amenity – Light Pollution

5.8.1 At this stage Vattenfall have not fully worked up the design for the HVAC cable relay station and is not in a position to confirm that external lighting will not be required for the operational phase of the development. **However, the District Council are satisfied that external lighting can be adequately controlled through imposition of appropriate conditions** at Development Consent Order stage and lighting would therefore be unlikely to adversely affect residential amenity.

5.9 Impact on Local Highway Network (including public rights of way)

5.9.1 Volume 1, Chapter 24 of the Preliminary Environmental Information Report (PEIR) considers Traffic and Transport issues. The report looks at assessment methodology, the existing environment and potential impacts including cumulative impacts of the Norfolk Vanguard and Norfolk Boreas windfarm schemes.

5.9.2 The report sets out the worst-case traffic scenario for HGV and construction personnel for different aspects of the project including landfall zone, cable relay station options and the onshore cable corridor. Vattenfall identify a number of locations in North Norfolk where there is high and medium sensitivity to additional HGV and other traffic generated by the proposal. Vattenfall set out in the PEIR that the construction phase will generate the greatest number of vehicle movements with potential impacts of severance, pedestrian amenity, road safety and driver delay. These impacts will require further consideration together with identification of any mitigation strategies.

5.9.3 Vattenfall have indicated that the level of vehicles generated during the operational and maintenance phase will be very low and irregular, only a few vehicle movements per week. Whilst those movements during the decommissioning phase are yet to be identified it is expected that these will be lower than those during the construction phase but these will need to be quantified as part of the assessment of impact on the local highway network.

5.9.4 **The District Council recognises that the majority of traffic movements associated with the proposal will occur during the construction phase and would expect Vattenfall to work with the District Council, the Highway Authority and local communities affected to seek to minimise any adverse impacts through appropriate mitigation strategies.**

5.10 Impact on Heritage Assets

5.10.1 Volume 1, Chapter 2 of the Preliminary Environmental Information Report (PEIR) considers Onshore Archaeology and Cultural Heritage

- 5.10.2 The report, associated figures and appendices identify the large number of designated and non-designated heritage assets along the route of the proposed cable including around landfall locations and locations for cable relay stations. The report recognises the statutory duties in relation to considering the impact of proposed development on heritage assets including impact on setting. Whilst it is clear that extensive work has been undertaken by Vattenfall in identifying the heritage assets likely to be affected, at this stage until a number of design solutions have been identified it is extremely difficult to assess the likely impacts on heritage assets, particularly in relation to how development will affect setting such as at HVAC cable relay station locations.
- 5.10.3 Given the statutory protection afforded to heritage assets, having a clear understanding of likely harm to heritage assets resultant from this development is important in order for the Planning Inspector to establish the correct weight that should be afforded to heritage protection when balanced against wider public benefits associated with the development.
- 5.10.4 **The District Council recognises that steps have been taken by Vattenfall to identify heritage assets likely to be affected by the proposal. This would appear to have primarily been in the form of a desktop assessment exercise and therefore extensive further work is required once final design options are developed so that a full understanding of heritage impact can be set out including consideration of any cumulative impacts especially where many number of heritage assets could be affected collectively by proposed elements of the scheme such as at the cable relay station locations.**

5.11 Anticipated timescale for completion

- 5.11.1 Within Volume 1, Chapter 5 of the Project Description, Vattenfall has sought to set out the anticipated project timescales for the offshore construction elements and an indication of the landfall and the onshore construction programme. Vattenfall have made clear in relation to offshore elements that the project could be delivered in a single phase (1 x 1.8GW), as two phases (2 x 900MW phases) or in three phases (3 x 600MW phases). However, in determining which is the likely option for construction Vattenfall go on to state that *'Project construction is highly dependent on funding mechanisms to drive financial investment decisions and therefore, the construction periods could be elongated or shortened by government funding decisions. The final design (e.g. number of turbines, platform, cables, etc.) will also affect the construction programme as well as weather conditions during construction. An overall offshore construction window of three to seven years is estimated. Offshore working hours during construction are anticipated to be 24/7'*.
- 5.11.2 In relation to the onshore construction programme, Vattenfall have set out the onshore construction timetable for a three phased construction programme assuming High Voltage Alternating Current transmission is used. This suggests an onshore construction window of seven years (2020 to 2026) albeit that Vattenfall's observations about government funding decisions potentially affecting the offshore programme would also likely impact upon how the onshore programme is undertaken (**see Fig. 11 below**). No clear indication of the likely project timescales for a High Voltage Direct Current transmission system have been provided and this makes it harder to assess/compare the benefits/disbenefits of a HVAC construction programme compared with a HVDC construction programme.

Fig. 11 – Indicative Onshore Project Construction Programme (HVAC)

Activity	Year						
	2020	2021	2022	2023	2024	2025	2026
Landfall							
Duct Installation							
Cable Pull, Joint and Commission							
Phase 1							
Phase 2							
Phase 3							
Onshore Cable Corridor							
Preconstruction Works							
Duct Installation Works							
Cable pull, joint and commission							
Phase 1							
Phase 2							
Phase 3							
Onshore Project Substation and Cable Relay Station							
Preconstruction works							
Primary works							
Electrical plant installation and commission							
Phase 1							
Phase 2							
Phase 3							

5.11.3 Part of the proposal for the Norfolk Vanguard windfarm includes constructional elements relating to the Norfolk Boreas scheme including the laying of ducting within which future cabling would be pulled through. What is not clearly set out within the Vanguard PEIR is the expected cumulative construction programme for both the Norfolk Vanguard and Norfolk Boreas schemes. This is important in understanding the cumulative projected construction timetable and whether this would extend the predicted time frame beyond the seven years for the Norfolk Vanguard scheme.

5.11.4 **The District Council would ask Vattenfall to provide greater clarity regarding the cumulative anticipated construction timetable if the Norfolk Vanguard and Norfolk Boreas schemes are delivered together as a single, two or three phase project or other likely construction scenario(s) so that the impact during the construction phase can be properly quantified. This should include construction timetables for HVAC and HVDC transmission systems. This request equally applies when considering decommissioning phases at the end of the life of the project.**

5.12 Impacts on Local Economy – Tourism

5.12.1 The Norfolk Vanguard scheme proposes landfall at Cart Gap, Happisburgh and the laying of underground transmission cables westwards through North Norfolk to the district boundary with Broadland to the north of Aylsham. Whilst the District Council acknowledges that the long-term impacts of the project in North Norfolk will be pretty benign, except for the siting of any proposed HVAC cable relay station between Ridlington and East Ruston and the potential loss of existing landscape cover along the cable route; the District Council believes that the construction works programme will have a potentially significant impact on tourism businesses in the immediate area of Happisburgh and areas in close proximity to the cable relay station locations as well as along key construction traffic access routes.

5.12.2 **Whilst the District Council recognises that construction of the landfall, cable route and cable relay station(s) will have an impact on the local area, it believes this should be kept to an absolute minimum through sound project management and detailed consideration of the timing of the works – for example if the construction programme for the cable relay stations was for an 18 month programme the District Council would hope that the works could be programmed such that they would extend over two winter periods and only one summer season; so as to minimise the impact upon tourist visitors and businesses.**

5.13. Impacts on Local Economy – Agriculture

5.13.1 The whole length of the cable corridor in North Norfolk passes through good quality agricultural land, the majority of which is under arable cropping. The District Council understands that landowners along the route of the cable corridor would be compensated for the land required for the cable route and some form of disturbance allowance for loss of income generated from the land for the duration of the contract to lay the cables.

5.13.2 The District Council is aware, through the delivery of earlier offshore wind cable routes across North Norfolk, that there might be different impacts on farm businesses of compensation payments made to tenant farmers, relative to principal landowners, and would ask Vattenfall to carefully consider the interests of such farmers so that their businesses aren't disadvantaged through payments made to landowners without reference to the tenant farming enterprise.

5.13.3 **However, the District Council would also expect Vattenfall to liaise with farmers, landowners and their contracting partners in order to minimise the wider impact of the construction works programme on planting, harvesting operations etc in terms of vehicular access along very narrow roads, so that time critical operations such as harvesting around weather windows are not compromised.**

5.14 Impact on local fishermen

5.14.1 The District Council is aware of the significant impact which the surveying and offshore cable works can have on local inshore fishermen and asks that Vattenfall carefully considers how any programme of works can be scheduled so as to minimise the impact of any offshore works on local fishing businesses, both fishermen and local processing businesses, the latter of which have not previously been considered when compensation payments have been made to fishermen in lieu of their being able to go to sea and yet the reduction in catch has had impacts on their processing businesses within the local area.

5.15 Other Impacts

5.15.1 The Preliminary Environmental Information Report (PEIR) considers a range of other issues including:

- Water Resources and Flood Risk;
- Aviation and Radar
- Health Impacts
- Air Quality
- Ground Conditions and Contamination

5.15.2 Based on the information available, the District Council are satisfied that these matters are being adequately considered by Vattenfall in the preparation of the Environmental Statement to be submitted as part of the future Development Consent Order.

6.0 **Public Benefits**

6.1 National

6.1.1 North Norfolk District Council recognises the public benefits which will be derived nationally, and indeed internationally, through the development of offshore wind electricity generation and has previously worked with developers of similar schemes off the North Norfolk Coast – particularly the Sheringham Shoal and Dudgeon schemes, both of which have achieved landfall at Weybourne and seen the accommodation of onshore cable routes across the District. Further, the construction of the Sheringham Shoal development was project managed from Wells-next-the-Sea and the operations and maintenance support for this development is provided from Egmere (Walsingham) and through the Port of Wells, providing long-term local benefits for the North Norfolk area in terms of jobs and related expenditure. **As a matter of principle therefore the District Council has previously indicated its support for offshore wind developments off the North Norfolk Coast in terms of the contribution such developments make to UK energy supply. However, the District Council does have serious concerns over the potential impact of elements of the proposed Norfolk Vanguard scheme on communities in the district and would wish to see much better engagement by Vattenfall with the Council and local communities to establish if amendments can be made to their proposals, particularly with respect to the cable relay station infrastructure proposed between Ridlington and North Walsham.**

6.2 Public Benefits / Impacts – Local

6.2.1 As noted above, whilst **North Norfolk District Council supports the principle of offshore wind developments it has some significant concerns about the impact of the proposed onshore cable relay station proposed for the Norfolk Vanguard development which it believes will have a major impact on the communities of Ridlington and East Ruston; as well as potential impacts on local tourism and agricultural economy in North Norfolk with no real compensating benefits being realised in the local area, through long-term jobs or contracts being seen locally in North Norfolk.**

- 6.2.2 **The District Council believes that the greatest (onshore) impact of the Vattenfall (Norfolk Vanguard and Norfolk Boreas) developments will be on agricultural and tourism businesses in North Norfolk and that the project therefore needs to consider practical measures to minimise such impacts through sound construction programme management. At this stage there still remains uncertainty as to the cumulative construction timescale and resultant impacts of the Norfolk Vanguard and Norfolk Boreas schemes. Furthermore, in light of the emergence of significant concern about how the cable relay station(s) can be appropriately mitigated in terms of noise attenuation and whether suitable landscape mitigation is achievable for these aspects of the project having regard to current relatively unchanged and highly valued landscape, it is strongly recommended that Vattenfall consider alternative options for the cable relay station to be located in a less sensitive and more appropriate location.**
- 6.2.3 **Whilst the District Council are aware of the desire of Vattenfall to locate cable relay stations as close to the halfway point between the offshore windfarm and the onshore substation at Necton, the technical constraints in managing reactive power associated with the High Voltage Alternating Current transmission system need to be balanced against the resultant wider adverse impacts associated with the current intended locations of the cable relay stations. The District Council would suggest that clear evidence be presented as to the loss of power associated with relocating the cable relay stations to a less sensitive location so that a planning judgement can be made based on sound factual evidence. It is simply not good enough, in light of serious concerns about the suitability of cable relay station sites at Ridlington and East Ruston, for Vattenfall to say it is not possible to relocate the cable relay stations without evidence to back up that assertion.**
- 6.2.4 **In light of the concerns above, evidence is mounting to suggest there is a compelling case for the Development Consent Order process to consider that, because of the significant adverse impacts associated with HVAC transmission, HVDC transmission should be used which negates the need for the contentious cable relay stations.**
- 6.2.5 **The District Council would ask both Vattenfall and the Government to be mindful of the need to minimise impacts on the North Norfolk economy, particularly as there is very little potential for the area to benefit from any new jobs or contracts associated with the development, which it is understood is likely to be supported through its development and operations and maintenance phases from established facilities outside of North Norfolk.**

6.3 Potential Mitigation

- 6.3.1 As part of the proposal, it is understood that Vattenfall are considering the establishment of a Community Benefits Fund. Similar schemes have been established as part of the Sheringham Shoal and Dudgeon developments, the former of which is managed by the Norfolk Community Foundation and which is open to charities, community groups, parish and town councils, educational institutions and other non-profit organisations working in the North Norfolk area. The Sheringham Shoal fund aims to award half of the funding to Wells-next-the-Sea and the surrounding area with the remaining funds being available to the wider North Norfolk area. The Dudgeon off-shore wind farm community fund has not yet commenced.
- 6.3.2 Given the scale of the impacts on North Norfolk anticipated in connection with the Norfolk Vanguard scheme, particularly of any cable relay station constructed between

Ridlington and East Ruston, and any extended construction programme, the District Council would look to discuss with Vattenfall some form of impact mitigation / community benefit for the District moving forward. This could be related to the adoption of emerging technologies around electric vehicle charging and renewable energy solutions for the public estate in North Norfolk, for example through delivery of new leisure facilities. The District Council would expect further discussion with Vattenfall regarding potential mitigation opportunities as the project progresses.

7.0 Public Engagement & Consultation

7.1 The District Council has a duty to serve the wider interests of its local communities and District Councillors share many of the local resident concerns about the effectiveness of engagement by Vattenfall in relation to the Norfolk Vanguard and Norfolk Boreas windfarm proposals.

7.2 The District Council recognises the logistical complexity involved in a project of this scale in terms of evidence gathering, public consultation and response and engagement with those who have a legitimate interest in the project. However, it is critically important, both as a matter of fairness and to ensure proper decision making, that the following principles are adhered to:

- i. Vattenfall, and all consultees including in particular potentially affected communities as well as the wider public must have accurate, comprehensive, relevant, understandable and up-to-date information. Without that information, rational and evidence-based decisions cannot be made, rendering the project liable to challenge;
- ii. It is crucial that Vattenfall address the issues raised by consultees in a timely, comprehensive, rational and evidence based manner so that consultees have a clear understanding of the advantages and disadvantages of any proposal. This is also important to help dispel any confusion or uncertainty about what the project is likely to entail and to help minimise fear in the local community about the impact that significant infrastructure projects such as this can bring;
- iii. In the event that there is disagreement as to a particular approach or direction, it will be essential that any subsequent decision is securely based on publicly available evidence taking into account public law principles of decision making.
- iv. Consultation must be, and must be seen to be, genuine. Consultees, including affected local communities, have a right to be heard. They also have the right to have their concerns or issues genuinely considered and to receive adequate and reasonable responses to any concerns advanced. That process may take some time but sufficient time must be allowed if the rights of consultees are not to be adversely affected. Where issues raised cannot reasonably be addressed, it will be for Vattenfall to explain clearly the reasons why not and also provide adequate reasons to support any decision taken.

7.3 In order to help Vattenfall act consistently with the above suggested principles, the District Council:

1. Invites Vattenfall to establish protocols for the dissemination of information and protocols for addressing issues and providing evidence based reasoning in response, to be agreed with the District Council on behalf of its residents;
2. To ensure the agreed protocols can be adhered to, Vattenfall need to ensure adequate resources at appropriate levels of skill and professional expertise; and
3. If Vattenfall wish to establish a staff presence at the Council Offices to help meet the above obligations, then the District Council will seek to assist with that request.

7.4.1 District Council Provisional Conclusion following Initial Consideration

7.4.2 The District Council is very aware of local resident/business concerns in and around the proposed cable relay station sites at Ridlington and East Ruston and is also aware that a campaign group known as N2RS (No To Relay Stations (in Open Countryside)) has been established to oppose the idea of cable relay stations in the open countryside.

7.4.2 **As it stands the available evidence suggests that, in particular, the cable relay stations at either Ridlington (Option 5a) or East Ruston (Option 6a) and the need for noise and landscape mitigation in order to try make those elements of the project acceptable, would likely result in a form of development that would be totally out of character with this relatively intact, historic and highly valued landscape within which many historic assets are located and whose setting would be harmed by the proposal.**

7.4.3 **Whilst the District Council recognise that Vattenfall do not wish to select a specific transmission system at this stage, the need for cable relay stations associated with a HVAC transmission system and a desire for cable relay stations be situated at a 'near to mid-point' location between the windfarm and substation at Necton mean that the ability to find a suitable site for one/two cable relay stations for the Norfolk Vanguard and Norfolk Boreas schemes is proving highly challenging. The District Council will continue to push Vattenfall to consider more appropriate and less sensitive locations on which to place the cable relay stations. In the absence of a viable alternative, the District Council would suggest that a High Voltage Direct Current (HVDC) transmission system which does not require cable relay stations may be the only suitable option which will not result in long-term significant adverse impacts across the District of North Norfolk.**

8.0 Implications and Risks

8.1 The implications and risks to parts of the North Norfolk District arising from this proposed development are detailed in this report.

9.0 Financial Implications and Risks

9.1 There are no direct financial implications for the District Council arising from this report.

10.0 Sustainability

10.1 This report details a proposed renewable energy development and outlines the potential impacts on parts of the North Norfolk District.

11.0 Equality and Diversity

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

12.0 Section 17 Crime and Disorder considerations

12.1 There are no crime and disorder issues arising from this report.

Fig. 1 – Norfolk Vanguard Offshore Windfarm Location

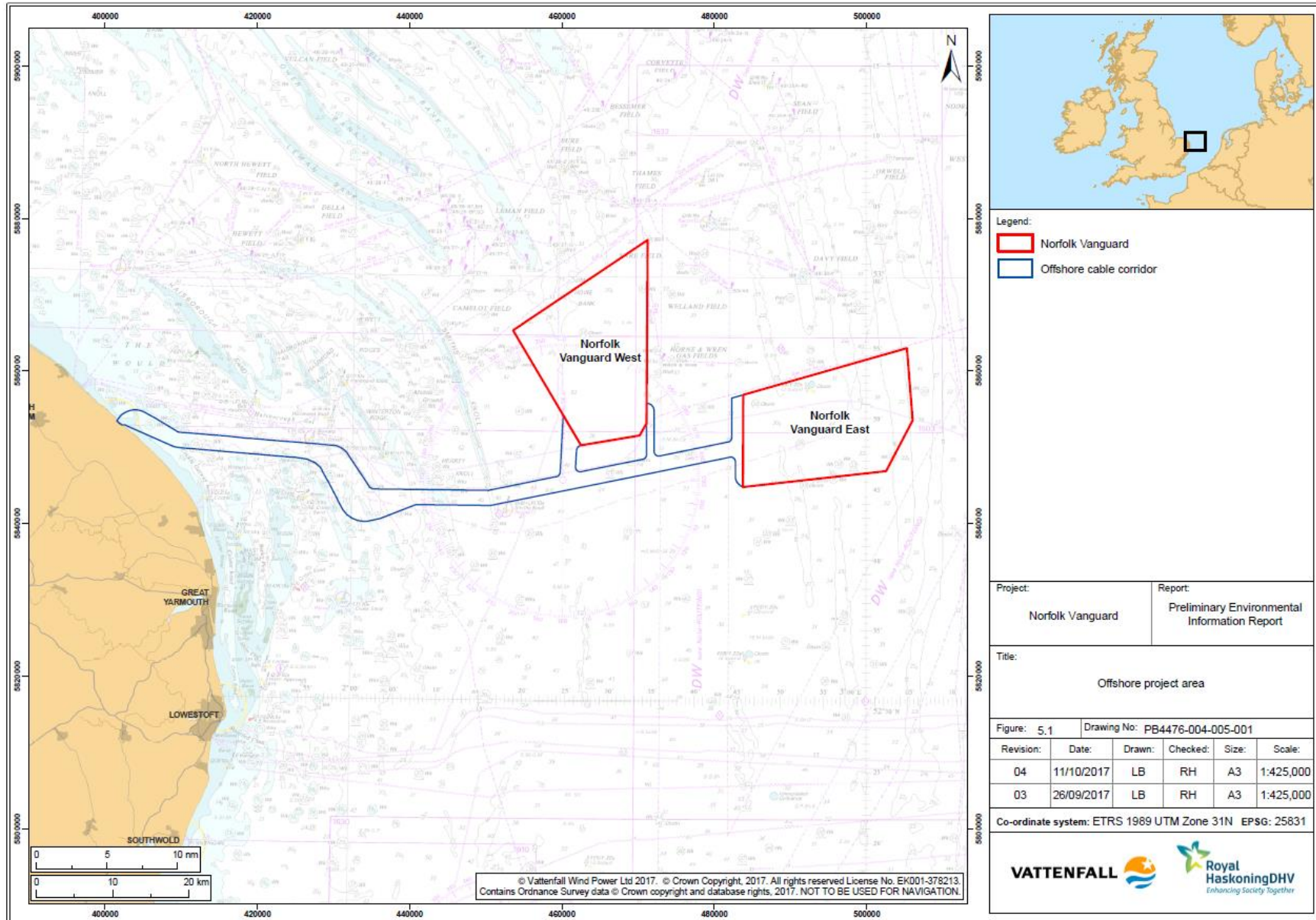


Fig. 2 – Cable Landfall at Happisburgh to North Walsham

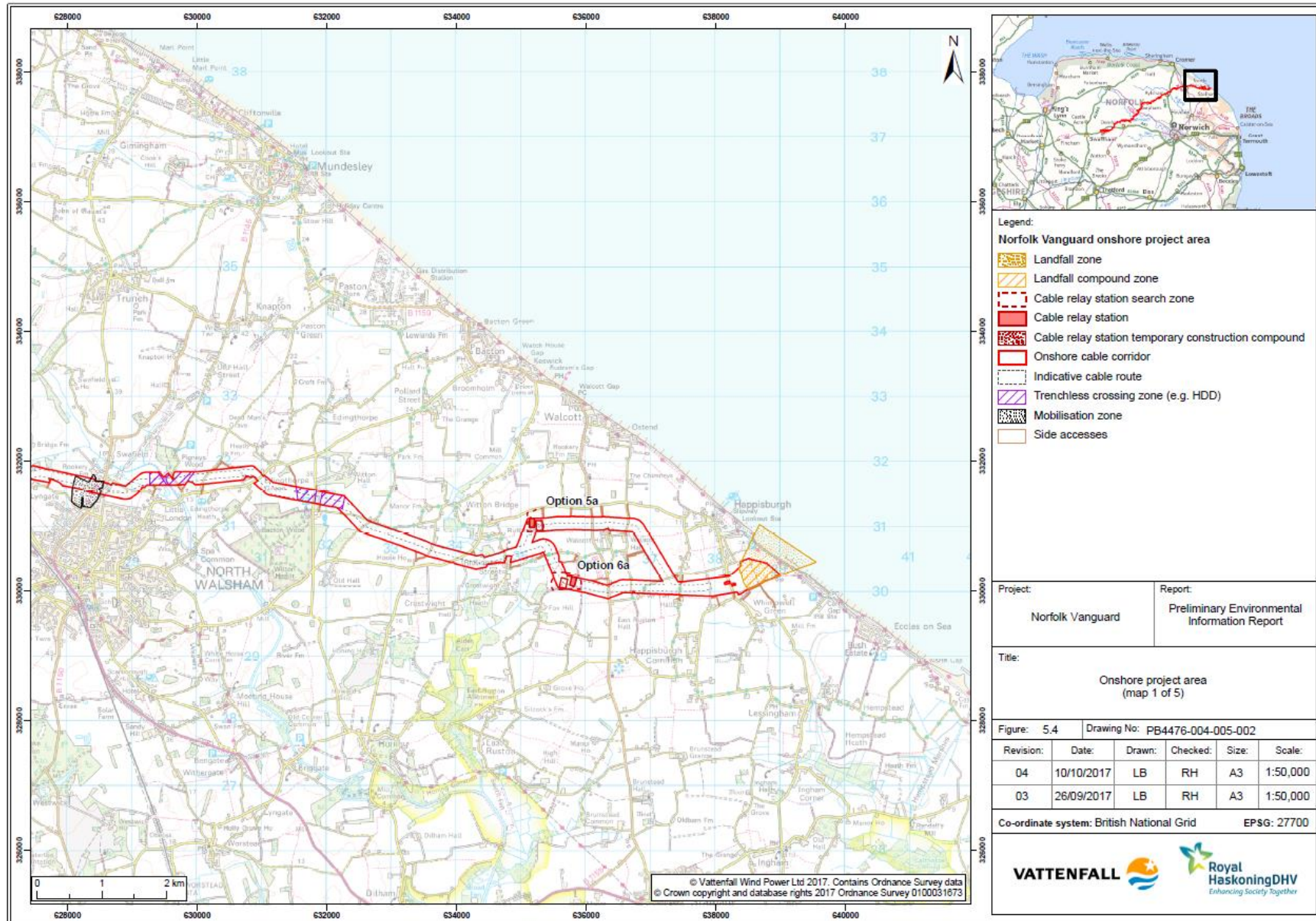


Fig.3 – Onshore cable route – North Walsham to Aylsham

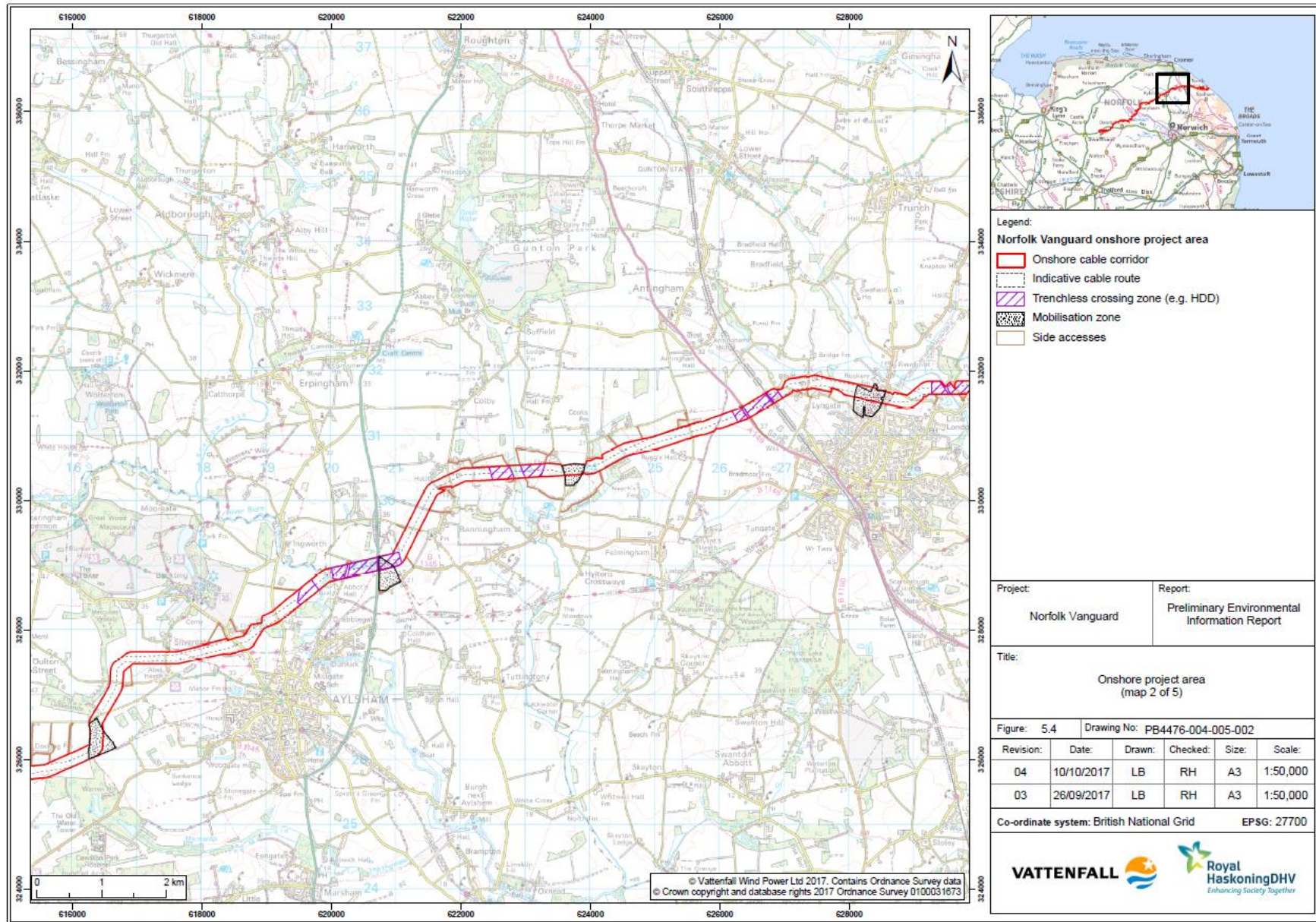


Fig.4 – Landfall location at Happisburgh

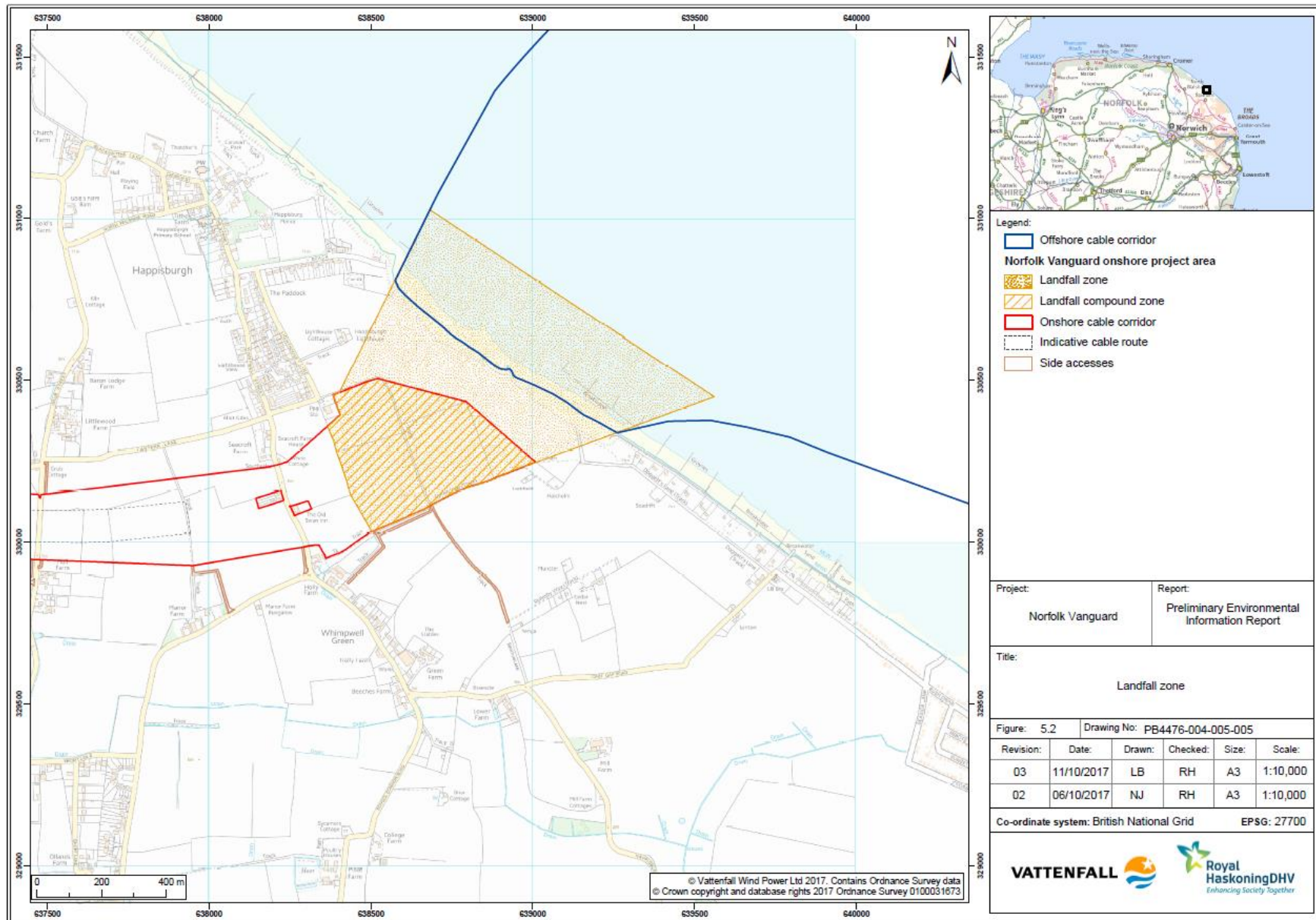


Fig.5 – Proposed High Voltage Alternating Current Cable Relay Station Locations at Ridlington and East Ruston

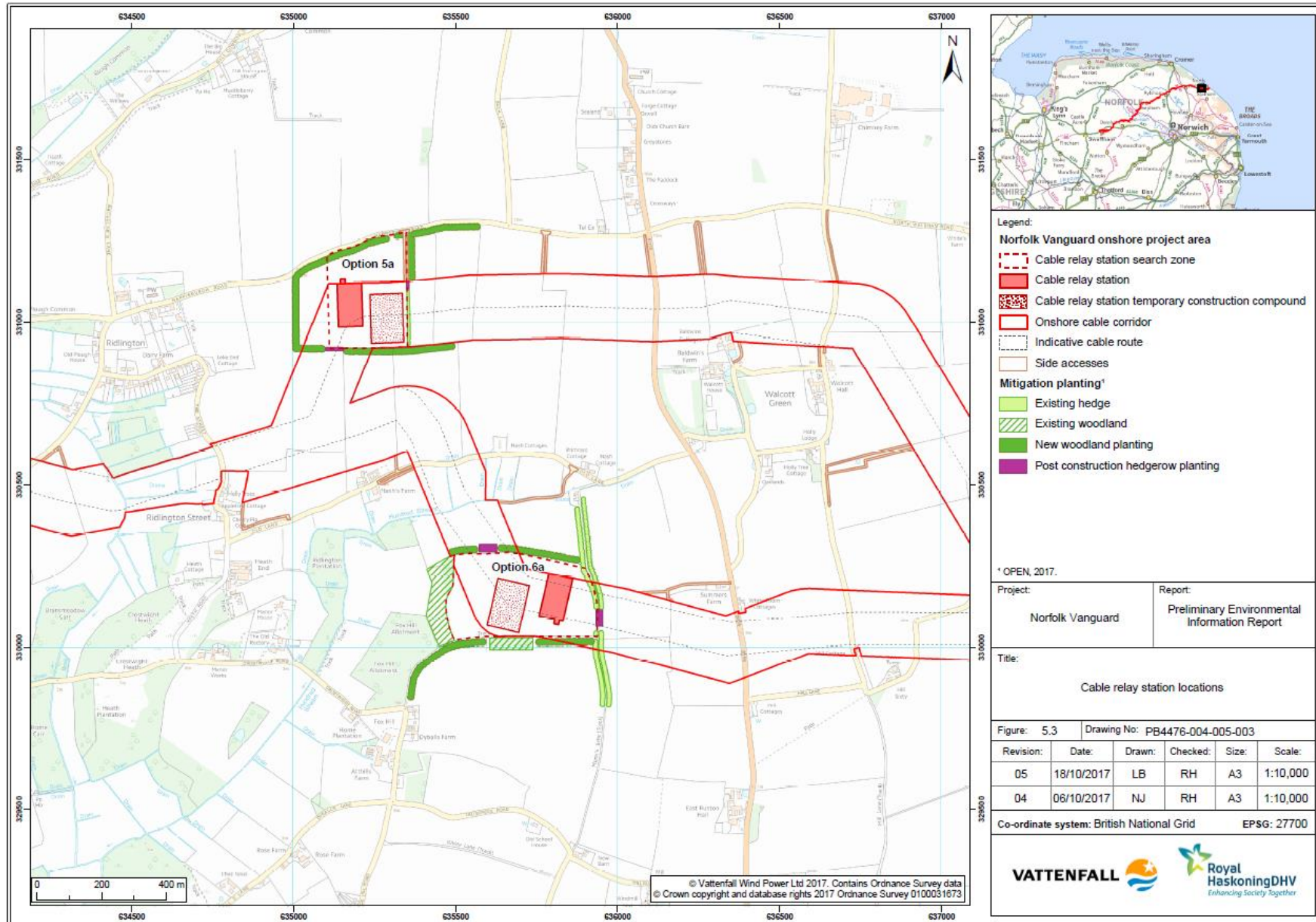


Fig.6 – Maximum Requirements for High Voltage Alternating Current (HVAC) Transmission System

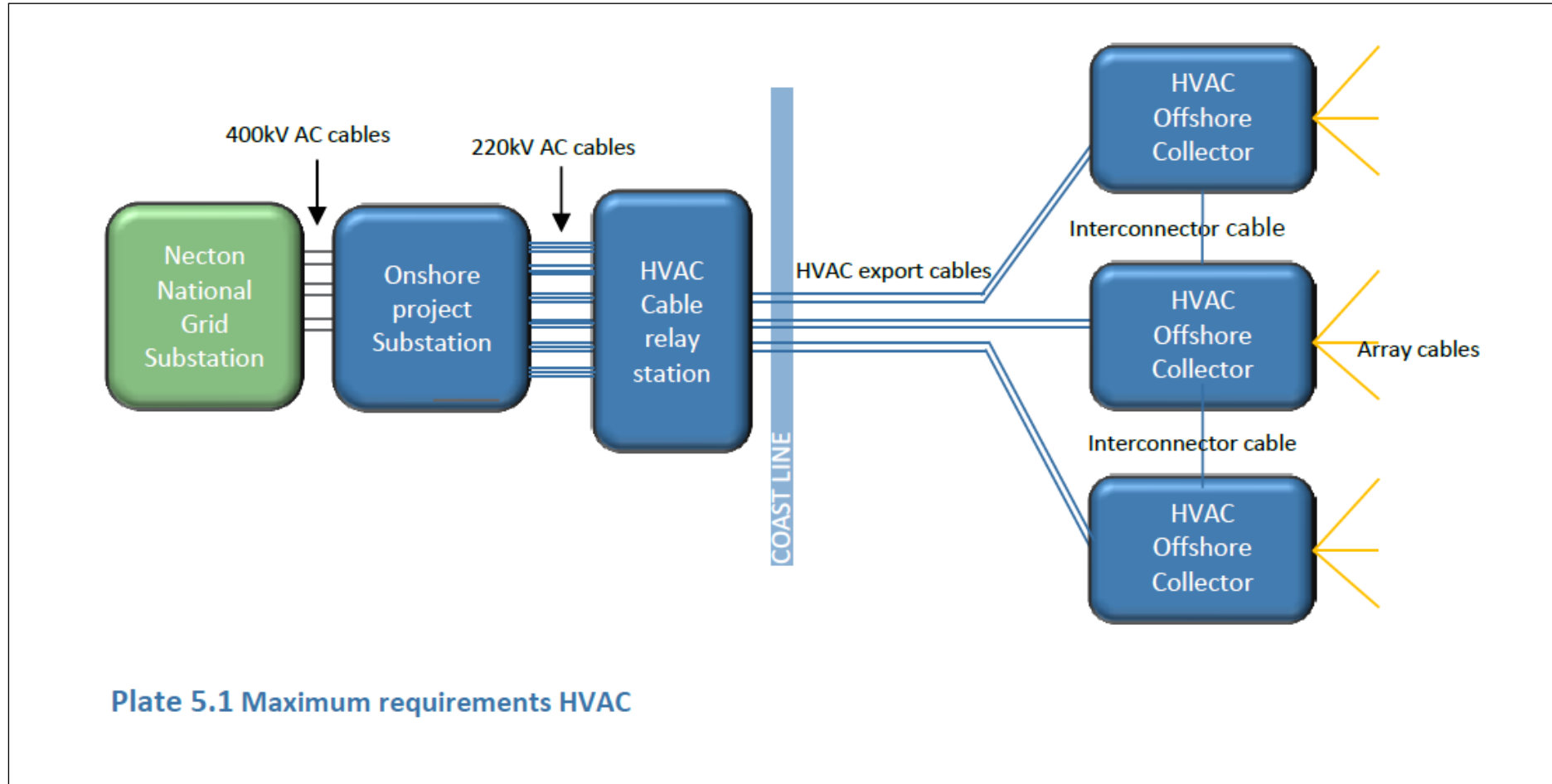


Fig.7 – Maximum Requirements for High Voltage Direct Current (HVDC) Transmission System

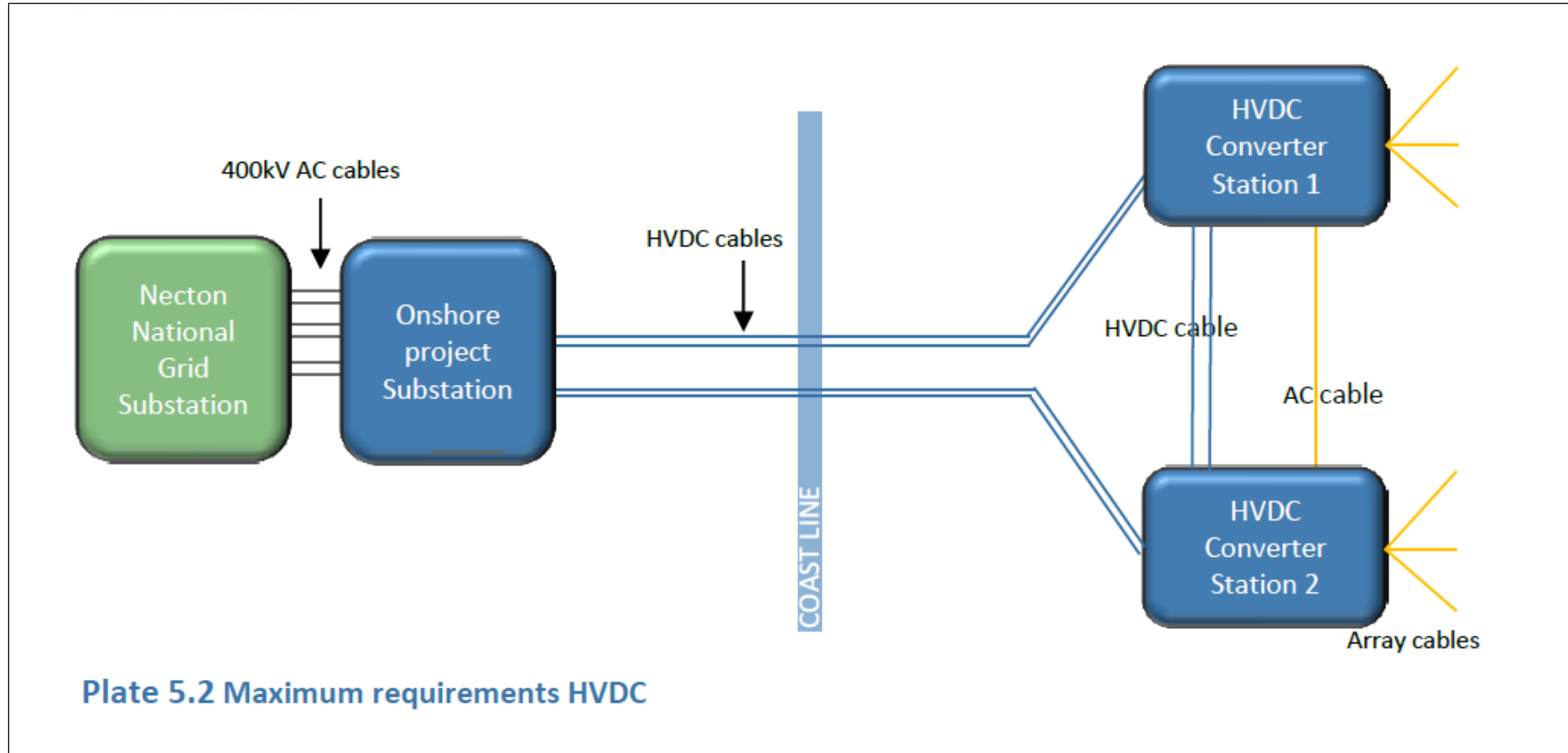


Fig. 9 - AC and DC Trench profiles

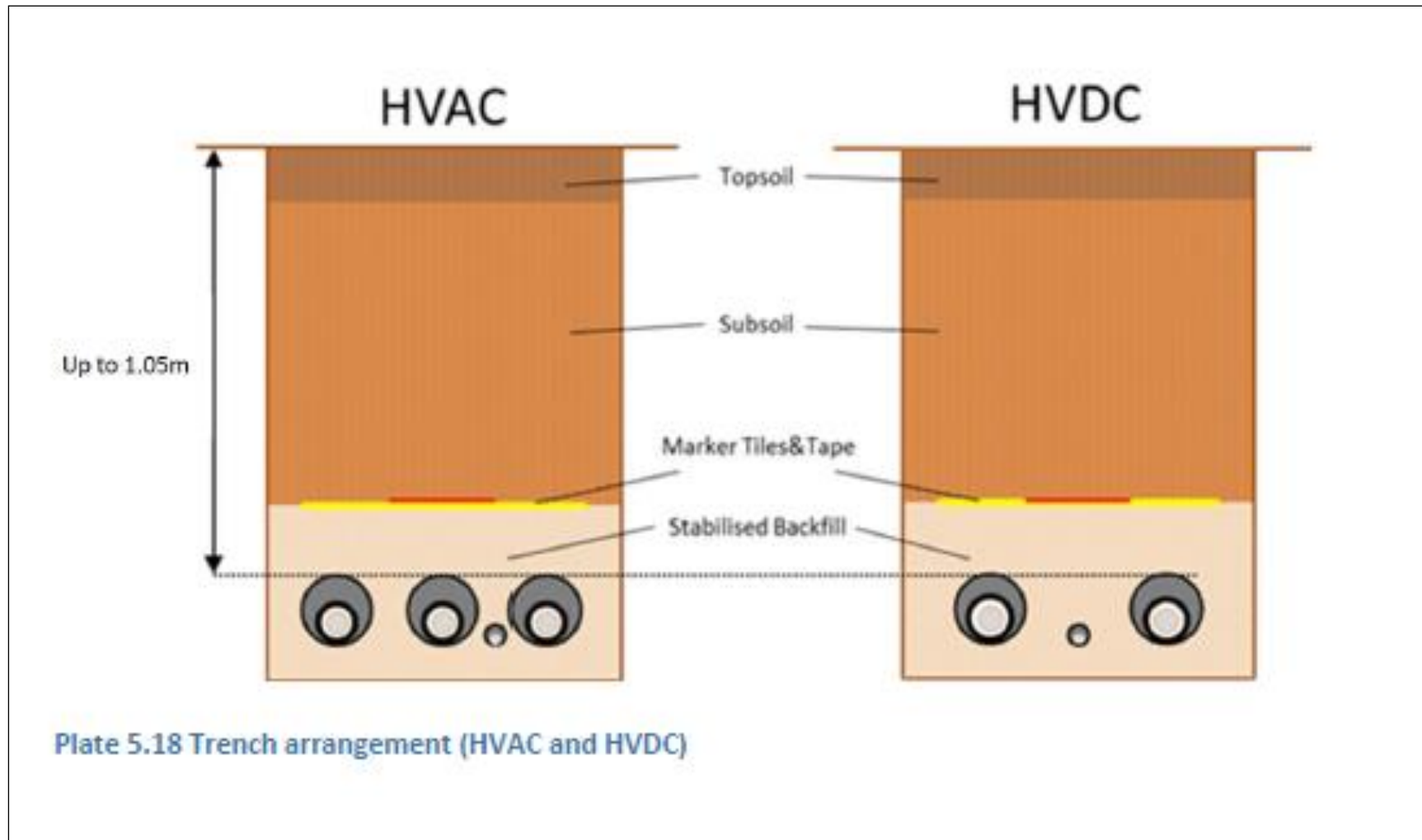
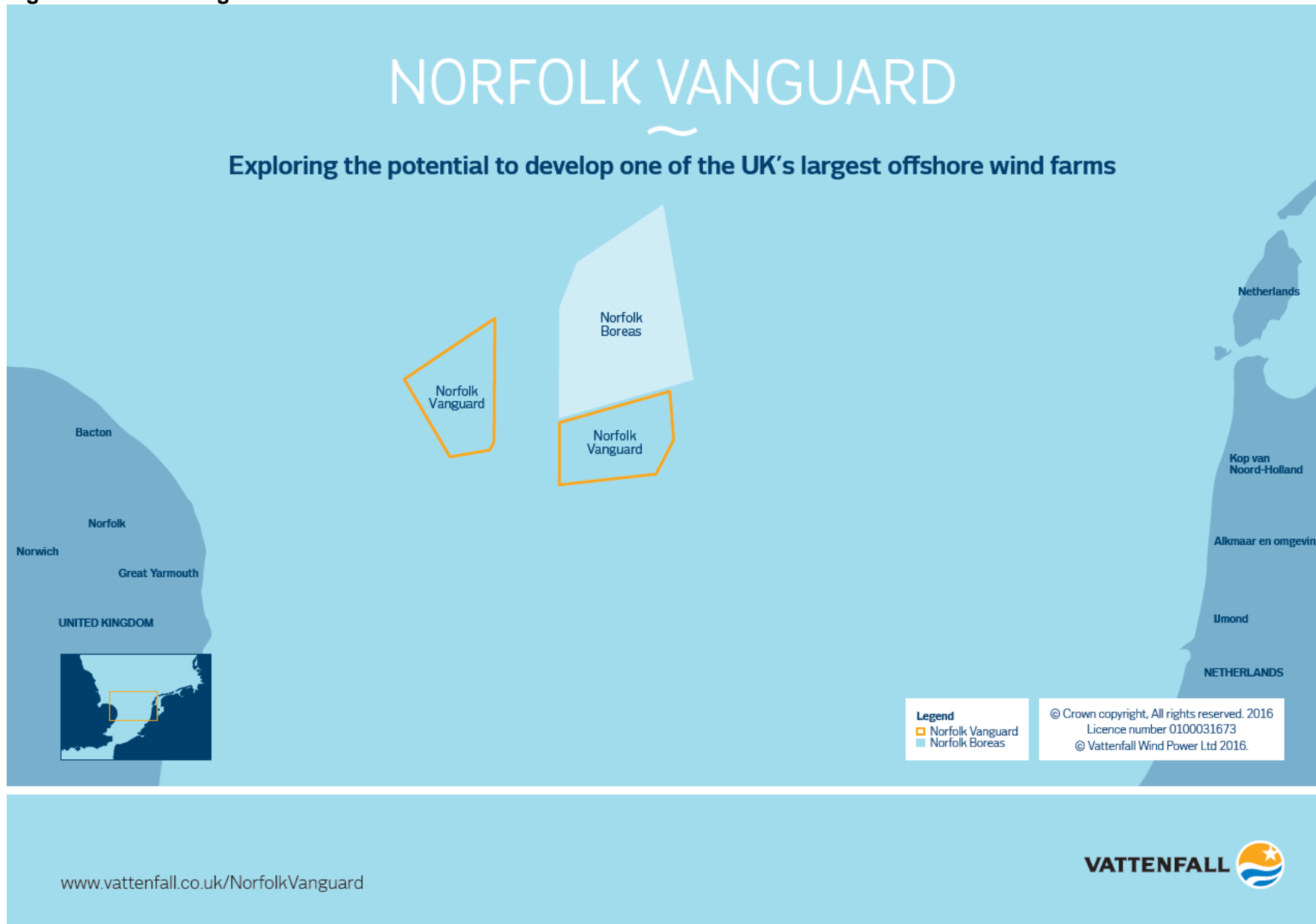


Fig 12 – Norfolk Vanguard and Norfolk Boreas Windfarm Locations



**Cabinet 4 December 2017
Full Council (capital budget) 19 December 2017**

Leisure Contract Procurement and Sheringham Leisure Facility

Summary:

This report is brought to update members on progress towards a replacement for the Splash Leisure Centre in Sheringham and the procurement of a new Leisure Services Management Contract.

The Council is now at the point where it needs to needs to formalise procurement of a new leisure centre on the Splash site.

Following the completion of a feasibility study by external consultants, the high level financial issues around re-providing a leisure centre on the Splash site have now been fully considered. The work completed to date indicates that, with additional development on the Splash site, a new leisure facility could be provided with a modest increase of the Council's revenue budget.

Members will recall that Cabinet agreed in June to commence work to procure a new leisure operator for the contract to operate and manage our three leisure facilities. If approval is now given to move forward with a new facility, it is proposed that we would now progress this in parallel with the leisure contract procurement.

Conclusions

The feasibility study details what the future facility mix should be to best service the health and leisure needs of local residents in the future. The resulting plan details the revenue generation opportunities and other efficiencies of a new facility and contract, which will minimise the impact of this significant capital project on the Council's revenue budget.

Initial discussions show that it should be possible to provide a new leisure facility in Sheringham with a swimming pool, with only a modest revenue budget impact, as long as the Council takes a commercial view of the property implications and opportunities which exist for the site, and that external grant funding is also provided.

In order to provide the best procurement of a future Leisure Services Contract and a future leisure facility on the Splash site, significant external professional support is required so that the project can move forward.

The policy justification for a new facility is extremely compelling. The Indoor Facilities Strategy adopted by the Council recognises the need to protect a public swimming facility at Sheringham. The demographics of North Norfolk, and the health impacts and other needs which follow point clearly to such a facility being required. Alongside this, the Council's Asset Commercialisation strategy gives rise to funding opportunities which will be required to replace the Splash Leisure Centre, now becoming critical given the age of facility.

Recommendations

1. That Cabinet proceed with a replacement leisure facility at the Splash site in Sheringham, with swimming provision, as detailed as Option 1 in the report.
2. That delegated authority is given to the Corporate Director and Head of Paid Service (NB) to:
 - (a) commission FMG consultants to advise on the best procurement route for the facility build and to support the development of a funding application to Sport England, and that Financial Standing Orders are waived to allow a direct award, given FMG's expertise and involvement in the project to date.
 - (b) commence procurement work to enable the design, including the submission of the necessary Planning Application/s, for the new leisure facility and, if necessary, associated enabling development and, if FMG are considered the best value option for this work, to waive Financial Standing Orders to allow a Direct Award to them.
 - (c) Commission the necessary external support to manage the leisure facility construction project if this goes ahead; this to include tender production and management, cost consultancy and client representation as required.
 - (d) Procure the construction contractor to build the new facility at the Sheringham site, subject to the funding being confirmed to complete the project.
 - (e) Undertake procurement of the new Leisure Management Contract via the most appropriate route, including the use of external support as required.
3. That a Project Board is set up to oversee the project, involving key officers and members, as detailed in the report.
4. That Cabinet recommends to Full Council;
 - (a) The approval of the necessary capital budget to support the delivery of a replacement leisure facility (Option 1) at an estimated cost of £10.667m as detailed in this report, subject to the necessary external funding being in place
 - (b) That the provisional financing be agreed as follows;

Part land disposal	£0.750m
Sport England grant	£1.00m
Capital receipts/reserves	£4.00m
Borrowing	£4.917m
 - (c) That delegated authority is given to the Head of Finance and Assets to adjust the financing outlined above if required to maximise the value for the tax payer.

Reasons for the Recommendations

To provide the necessary financial, procurement, project management and governance framework to allow the project to replace the Splash leisure facility to proceed.

Cabinet Member(s): Cllr Judy Oliver, Property Portfolio Member Cllr Maggie Prior, Wellbeing Portfolio Member	Ward(s) affected: Sheringham specifically, but with impact across a much wider area of the District
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1. Introduction

- 1.1 This report discusses the options available for the future provision of a leisure centre on the Splash site in Sheringham, given the ageing Splash leisure facility. This needs to be completed in parallel to procuring a new Leisure Management Contract in time for its cessation on 31 March 2019.

2. Background

- 2.1 The Council owns three leisure facilities; Fakenham Sports and Fitness, Splash Leisure and Fitness in Sheringham, and Victory Swim and Fitness Centre in North Walsham. They are managed via a contract with Places for People Ltd., which ends on 31 March 2019.
- 2.2 In October 2015, the Council adopted an Indoor Leisure Facilities Strategy, which appraised all the indoor facilities (both publicly and privately owned) across the District; identifying options to address any shortfall in provision.
- 2.3 The strategy recommends that the Council should look to reinvest in the Splash leisure facility site in Sheringham to protect a leisure facility there for the future, particularly in terms of swimming provision in the District.
- 2.4 However, given the current financial environment, any decision will be ultimately determined by the Council's financial position in terms of affordability.

3. Current Position

- 3.1 The three Council-owned leisure centres are all very successful, with visits in 2016/17 totalling 462,000 and this has continually risen over the past four years. The leisure centres offer a variety of activities, including swimming (Splash and Victory facilities), group exercise, badminton, basketball, fitness and indoor cycling which make a significant contribution to improving the health and wellbeing of our residents.
- 3.2 The current contractor, Places for People, has worked in partnership with the Council for over ten years to ensure a good programme of activities has been provided at the three locations.
- 3.3 The direct cost (this includes the contract management fee and our repairs and maintenance costs) of providing the Leisure service across the three sites for 2017/18

is £319,709. This equates to a subsidy from the Council of 67p per person visit to our facilities. In addition, the Council's own support services bring the overall cost of providing the service to £823,396 for 2017/18 mainly as a result of capital costs relating to depreciation, to the value of £487,987 in the 2017/18 budget due to revaluations.

- 3.4 In 2013, some benchmarking was undertaken by the Council to examine the cost of providing leisure facilities and our provision was broadly comparable with other similar local authorities across the county. This position is not likely to have changed greatly in the interim.
- 3.5 Whilst each leisure facility building requires some ongoing repair and maintenance work, the position at Splash is becoming increasingly urgent due its age. To ensure a facility on this site, as recommended by the Indoor Leisure Facilities Strategy, either a full refurbishment, or as seems more likely, a demolition and complete rebuild, is required.
- 3.6 Following the Cabinet resolution in June 2017, the Council has now commissioned a feasibility study on the development of Splash, which was presented informally to Cabinet Members before being presented to the Overview and Scrutiny Committee by the authors, FMG Consulting, on 8 November. A full Business Case, which reflected the outcomes of the Feasibility Study is appended as Appendix 1 (FMG's Business Case) and Confidential Appendix 1 (FMG's Financial modelling).
- 3.7 Included in the study were options for potential future facilities. The cost of refurbishment, at c£8.129m would provide the building with an estimated additional 10 years' useful life. The cost of a new build is estimated at c£10.667m but would provide a facility for 25-30 years into the future.
- 3.8 The financial projections, which have now been examined in detail, indicate that a new leisure facility with a swimming pool could be provided with net revenue impact of c£114k per annum, as long as the external funding, from enabling property development and grants, can be secured. At this level of costs, officers believe a positive recommendation to now proceed with the project can be made.
- 3.9 In addition, initial discussions have been had regarding the procurement of a new Leisure Services Contract, which needs to commence as soon as a decision is made on the future Sheringham facility.
- 3.10 It was confirmed in June, that the draft report to Cabinet would be provided for pre-scrutiny at Overview and Scrutiny Committee, before Cabinet considered the substantive recommendations, and Full Council signed off the capital budget.

The Overview and Scrutiny Committee considered this report on 8 November and were overwhelmingly in favour of the proposal. The comments, suggestions and recommendation from the Committee to Cabinet have been collated at Section 13 of this report and many of the comments received have been incorporated into this final Cabinet Report.

4. Benefits of Providing Sport and Leisure Facilities

- 4.1 Sport and leisure provision is not a statutory duty for the Council. However, it is widely accepted and well documented, that participating in sport and leisure provides many benefits to a person's health and wellbeing and there are greater benefits to the wider health economy as a result. Especially in rural areas, municipal leisure facilities provide a key part of the sport and leisure infrastructure.

- 4.2 In addition, leisure facilities can enhance the District's tourism offer, and add value for visitors to the area and to its local economy. Sport England's 'Economic Impact Tool' estimated that the overall contribution that sport makes to our local economy is worth £22.6 million (in North Norfolk) and created 676 jobs.
- 4.3 The Council's Corporate Plan reflects the known health benefits of sport and leisure and Health and Wellbeing is one of the Council's five main priorities; *"A district with vibrant communities and where healthy lifestyles are accessible to all"*.
- 4.4 It is therefore important for the Council to have accessible leisure facilities that provide a variety of opportunities, in order to maintain a fit and active lifestyle. The Council's corporate health and wellbeing objectives are well reflected in the current Department of Culture Media and Sport (DCMS) Strategy for Sport whose five main outcomes are as follows:
1. Physical well-being
 2. Mental well-being
 3. Individual development
 4. Social and community development
 5. Economic development
- 4.5 Given that the DCMS outcomes are very much in line with the Council's own objectives, this provides an excellent social foundation upon which to progress the redevelopment of the Splash site.
- 4.6 Sport England's Strategy, *'Towards an Active Nation'*, seeks to deliver the above outcomes, and will play a crucial role in assisting the Council to assess and achieve its corporate sport and leisure objectives.
- 4.7 The current Splash facility is very well used and sees in the region of 160,000 personal uses each year. It is clear from the Indoor Sports Facilities Strategy, that a facility is needed in this area of the District and that if at all possible, a wet facility (i.e. with a swimming pool) should be maintained.
- 4.8 It is well documented that a new build of any leisure facility results in an increase in participation. Therefore, the above figure of 160,000 in terms of participation is likely to increase significantly post build.
- 4.9 Whilst there is a good social case for the Council to continue to provide sport and leisure to its local community, this clearly has to meet the affordability criteria within which the Council has to operate.
- 4.10 It is clear that the policy position on provision of such facilities is very strongly supportive of the development of a new facility.

5. Splash Site Issues

5.1 Indoor Sports Facilities Strategy

- 5.1.1 The protection of a swimming pool on the Council's site in Sheringham has been highlighted in the Indoor Leisure Facilities Strategy as a high priority recommendation. Coupled with members' preference to provide a wet facility at the site if possible in financial terms, this has therefore been the basis for officers' working assumption, i.e.

that a wet facility on the site would be developed and included in the future Leisure Management Contract

5.1.2 However, if financial constraints meant that a dry facility were to be provided, at a lower cost, this would obviously result in the loss of the municipal swimming provision for a wide area of the District. If such a reduced level of facility was the only available option to the Council, then this would be covered in a later business case to Cabinet.

5.2 Refurbishment Option

5.2.1 This would clearly be a more affordable option if considered purely in terms of capital cost, with current estimates at approximately £8.129m.

5.2.2 However, a refurbishment of the facility only allows for a limited opportunity to amend the design and layout of the existing, inefficient building footprint. It would also mean continued use of the existing pool with wave machine and flume, which is expensive to operate and maintain for an operator and does not provide any additional use in terms of activity, from a health and wellbeing perspective.

5.2.3 It is estimated that a refurbishment would provide approximately 10 additional years' service life to the existing facility. The feasibility study concludes that this option does not provide good value for money and recommends the rebuild option.

5.2.4 Importantly, Sport England have also advised that a complete demolition and new build will offer the most effective and best value solution, and importantly, one which they are most likely to support financially through grant funding. Their view continues to be that new facilities, in the right place with the right mix of facilities, are much more efficient to operate and are delivering significant increases in usage with lower net revenue costs.

5.3 New Build Option

5.3.1 On the basis that the option to demolish the old Splash facility and build a new leisure facility has been confirmed as the best option by an independent study, subsequent work has focussed on reducing the likely financial impact of such a significant capital project.

5.3.2 The feasibility study included input from construction cost consultants and provides full build costs for a new facility, which have, as far as possible, been future proofed and inflated to represent realistic cost estimates for the likely date at which any construction would commence.

5.3.3 With the feasibility study confirmed, recommendations are proposed in this report to allow for detailed design and Planning Approval and, assuming the external funding streams' availability to fully fund the project, the construction works to be formally approved.

5.3.4 In developing their reports, the consultants have discussed various issues relating to the potential redevelopment of the Splash site with key stakeholders and other relevant organisations, and all have provided significant support. These views have helped understand the likely future demand and therefore optimal designs for any future facility provision.

5.3.5 In taking this consultation into account, including the views of potential leisure contractors as to the optimal mix of facilities in terms of net revenue cost, it is recommended that a new wet leisure facility would consist of: a six lane, 25m

swimming pool, learner pool, splash pad/confidence water, 50 station gym, multi-purpose fitness studio, spin studio, along with ancillary areas for reception, café and plant rooms.

- 5.3.6 A wave machine and flume would not be provided, due to both direct capital and operational costs and knock-on effects on the size of the building. This additional cost would not be funded by external grants. Importantly, and especially given that our residents would ultimately be funding the facility, the needs of our population would also lean strongly towards not having such additional facilities. In addition, the additional demand created by such use is not sufficient to cover the additional costs.

5.4 Enabling Development

- 5.4.1 Importantly, the Splash site has land which could be utilised for significant enabling development, especially as the proposed new leisure centre would have a smaller footprint, using a much more efficient design.

- 5.4.2 It is intended this land would be used to partly subsidise a future leisure provision on the site. As the Council has been contacted a number of times in the past few years regarding the potential of external operators developing a hotel in the District, the site is being actively marketed for a possible hotel development, as our advice is that represents the best use in terms of financial return.

- 5.4.3 Whilst market housing may also be an option, this is not believed to give as good a return, although this might be an option if it was not possible to agree terms with a hotel provider.

- 5.4.4. There is also limited potential for co-location with another public building via a library although this is very uncertain at present, as Sheringham already has a library in the centre of the town.

- 5.4.5 In any case, the sale, lease, etc. of any land for enabling development, will be the subject of a business case to comply with the Council's Asset Disposal Policy.

- 5.4.6 As well as design etc. considerations, the exact location and timing of build for both enabling development and a leisure centre will impact on the project. Whilst certain developments may be financially positive to the capital budget, their delivery could mean that Splash would have to close before a new facility was built and there are knock-on financial issues for that potentially costing around £250k in total. Clearly, this will be subject to assessment as any project progresses.

- 5.4.7 Informal discussions have also been held with Planning colleagues. Given that there is already a leisure centre on the site, the leisure proposal does not give rise to significant concerns. Likewise, it is believed that a hotel could also be accommodated on the site as supporting development for the leisure centre, with both developments being subject to all of the usual Planning considerations.

5.5 New Build Finance

- 5.5.1 The feasibility study details that an appropriate new facility, that includes the desired facility mix, would cost an estimated £10.667m. This mix, especially when managed alongside the two other facilities, would result in a far greater revenue generation and therefore, much lower leisure contract costs, which would assist in funding that capital requirement.

- 5.5.2 Assuming capital contributions from additional development, and that external grant funding was also in place, the new leisure centre could be provided with a net revenue budget impact of around £114k per annum. At this level of finance, officers would recommend that the Council proceeds with the project.
- 5.5.3 FMG have also proposed a second new build option which is based on the option outlined above but with the addition of health suite facilities. This has the effect of increasing the capital cost to c£11.448m, although the business case for these additional facilities does not seem to support the additional investment in terms of additional income generation. That said, it would represent an extra level of facilities for the community.

The revenue impact to finance this scheme, on the same basis as that outlined above, would be around £154k. At this level, officers could not recommend this option. However, it is proposed that we keep the overall options open, so that if leisure contractors could offer an improved revenue position to pay for the additional investment, this could be accepted at a later date. This recognises the Recommendation from Overview and Scrutiny Committee contained at Section 13 of this report.

- 5.5.4 There are however, a number of sensitivities around these figures and these are detailed in the Financial section, contained in Confidential Appendix 2 to this report.

5.6 Concept Plans

- 5.6.1 In order that members can better understand the scale of such supporting development as described above, three options for the site plan showing the layout of the main blocks of development can be viewed in the Business Case attached at Appendix 1.
- 5.6.2 The options available partially revolve around the requirements of hotel companies as to the best location for the hotel on the site. However, each one of those options has different implications for both the location and construction dates, and therefore the cost of the new leisure facility.
- 5.6.3 In almost every scenario, it is likely that the current skate park would need to be re-provided elsewhere on the site, and this cost has been included in the feasibility study budget and plans. Officers have been in touch with the Skate Park User Group to allay any potential concerns and have completed a memorandum of understanding around re-provision.
- 5.6.4 In addition, some further concept drawings have been provided, although it should be noted that no specific layout or design has yet been finalised with potential development partners, nor any formal pre-application advice taken from the Local Planning Authority. The plans within this report and appendices are merely a representation of what could be built, in order to deliver a new leisure facility with a swimming pool at the Council's site in Sheringham.

6. Leisure Management Contract Procurement

- 6.1 The key date for the Leisure Management Contract renewal is 31 March 2019, by which time the Council probably needs to have new arrangements in place for ongoing management of its leisure facilities. Under normal circumstances, the procurement time for such a contract could be around six months, but the situation is far more complex at this time.

- 6.2 In discussions with potential bidders, Sport England and our consultants, it would appear that the most appropriate length of contract would be around 10 years, with an option to extend for a further 5 years. This will be the subject of further procurement advice as we move forward with the procurement process.
- 6.3 Whilst there may be an opportunity for a further extension of the Places for People contract to cover any build period of a new facility, this has not yet been discussed with the company. It could also be open to legal procurement challenge, although the risk is considered low, given the reasons for such an extension and the fact that potential challengers would almost certainly be interested in bidding for the future contract.
- 6.4 In addition, there is the real possibility of having to close Splash before the end of the current contract should this required to accommodate the new facility's construction. Whilst this is allowed for in the current contract, it does further complicate the contractual position.
- 6.5 With the necessary property work, design, demolition and rebuild of a new facility on the Splash site, the whole project is likely to take just over two years. This means, in any case, that the contract will have been let during that time and the need therefore, is to ascertain the optimal time period over which to undertake the procurement.
- 6.6 Clearly, if our future contractor is to manage the facility for perhaps 15 years, it makes sense for them to have at least some input to the new building's design features. All contractors will operate slightly differently and it is now common in the leisure industry for contractor input to take place, in order that both parties get the most from the construction of the new facility, thus reducing risk and therefore price. This can range from a Design, Build Operate Manage (DBOM) arrangement, where the design and construction is completed by the leisure contractor, right through to relatively minor layout and materials design input.
- 6.7 The current advice is that a full DBOM contract would limit the competition available in what (with a new facility) will now be a very popular contract in the leisure market, as many contractors are simply not geared up to manage the actual construction and merely focus on operational contract delivery.
- 6.8 Officers are of the view that it should be possible to procure in such a way that the new contractor has the opportunity to influence the design of the building once we reach a Preferred Bidder stage. It is therefore recommended that the Council examines the options around this, with advice from leisure consultants and Sport England as to the most appropriate route.

7. Project Management and Governance

- 7.1 Leisure Contract Procurement and Construction
 - 7.1.1 With the Leisure Contract procurement and any construction needing to be twin tracked, the project will be complex and the need for external, expert support cannot be over emphasised.
 - 7.1.2 As the Council's strategic property partners, Gleeds/Pygott and Crone will continue to work with hotel developers, in order to promote the development of such a facility as enabling development.
 - 7.1.3 The Council should commission FMG to support a procurement options appraisal, as well as additional work in order to submit the grant funding application that maximises the opportunity of Sport England funding. A recommendation to this effect forms part

of this report, with Financial Standing orders being waived in terms of their appointment, given their expertise and involvement to date.

- 7.1.4 The issue of ensuring best value for this appointment was raised at Overview and Scrutiny Committee and it was explained that FMG are recognised experts in this field and could only take the project so far; in this case to support the procurement, initial design and grant application work.
- 7.1.5 In terms of other sports and leisure work, officers are working with the Regional Facilities Manager at Sport England to continue to provide advice on overall project development. It is a requirement of any Sport England funding that the Council continues to engage positively with Sport England to ensure their funding provides good value and meets their facility specification guidelines.
- 7.1.6 In addition, Sport England have also offered to support in terms of the appointment of a contractor to run the new Leisure Management Contract.
- 7.1.7 FMG have undertaken the initial design, feasibility and business plan for the new facility. Through their partner architects, Saunders Boston, they may be able to complete the design to Planning Application stage and this option will be considered, again on the assumption of Financial Standing Orders being waived. However, it may well be prudent to consider subjecting this to a competitive process.
- 7.1.8 As and when the decision is taken to proceed with construction, cost consultants, project supervisors and other professionals representing the Council, will need to be appointed, to then procure the construction contract and, on behalf of the Council, oversee the build project itself through to completion. Such appointments and procurement will be undertaken through the usual established processes.
- 7.1.9 The Council will also need to maintain overall project management internally and, given the scale of the whole project, this may require additional support.
- 7.2 Initial Work
 - 7.2.1 The first essential work will be the continuation of discussions and negotiations around land assembly, to enable supporting development as well as a new leisure centre.
 - 7.2.3 Once a positive decision is made on any new facility, the Council needs to move onto the initial stages of procurement of the Leisure Management Contract. This should include soft market testing to be carried out which, in turn, will inform likely pricing and key building design points.
- 7.3 Construction, etc. Procurement
 - 7.3.1. Assuming approval of the project from Cabinet and the Capital Budget by Full Council, in December 2017, procurement of the necessary architectural design would then commence as soon as possible, along with appropriate professional support for the Council in terms of cost consultancy and then later, full client support as the construction proceeds.
 - 7.3.2 In parallel to the design work, the Leisure Management Contract would potentially move to preferred bidder stages, to allow bidders to have input to the secondary design of the building that they would then manage in the future, with the new contract probably commencing in April 2019.

7.3.3 Depending on the land assembly arrangements, this could then see a new facility completed and operational by October 2020.

7.4 Governance Arrangements

7.4.1 The governance arrangements for such a large project will need to be clear and effective. It is therefore proposed that, as well as the internal project group of key officers (leisure, property, finance, legal), there will be a Member and Officer Board to oversee the project. This will ensure corporate ownership of the project as a whole and will take the form previously put forward for the Waste Contract Procurement, with senior officers, portfolio members and appropriate political balance.

7.4.2 It is suggested that the following structures are put in place:

Project group

- Corporate Director and Head of Paid Service
- Head of Community and Economic Development
- Leisure and Locality Services Manager
- Procurement Officer
- Chief Financial Accountant
- Legal Services – as required
- Estates and Assets Strategy Manager – as required
- Corporate Project Manager
- Administrative Support

Member/Officer Project Board

- Corporate Director and Head of Paid Service
- S151 Officer
- Monitoring Officer
- Other Officers (from the Project Group above) to support as required
- Relevant Portfolio Members (to cover Property, Procurement and Leisure Services)
- Other Members to provide political balance

The Terms of Reference for these groups are contained at Appendix 2.

7.4.3 A formal recommendation to appoint members to this Board is contained within the report.

7.4.4 It is proposed that there will be regular updates to the Overview and Scrutiny Committee during the project and if necessary, information sessions for members, given the scale of this project.

8. Risks and Mitigation

8.1 At this stage, there is limited direct financial risk, as members are only being asked to approve the design and other preparatory work and therefore the cost of the necessary supporting professionals, using the consultants already being used, ie Gleeds and FMG. Both were originally procured for their relevant expertise and we would expect this will mitigate the risk associated with the initial property and leisure related work.

- 8.2 Future procurement of expenditure on a construction contract will only progress when the necessary external funding from supporting development and or grant funding is in place.
- 8.3 The Council needs to procure a new Leisure Management Contract commencing 1 April 2019.
- 8.4 Any risks attached should be minimised via a robust procurement procedure with support from appropriate leisure management, and if necessary, construction and property professionals. Support from Sport England has already been offered as part of the procurement process, which would add value and impartiality to the decision making.
- 8.5 Given the age of Splash, there is a risk of failure(s) occurring in the building and/or to the plant before any new facility is completed. Whilst the majority of this responsibility lies with the Contractor, as the contract draws near to its completion, elements of such risk may pass to the Council.
- 8.6 In addition, there may well be a need to close and demolish Splash to allow the new facility to be built.
- 8.7 In any case however, a closure of the facility may adversely affect the reputation of the Council. This should be mitigated to a certain extent given that a new facility would be being built.
- 8.8 Given the uncertain future of the facility, there is a clear reputational risk around what is provided at the Splash site in the longer term. Given the profile of the facility and the Indoor Leisure Facilities Strategy which is in the public domain, there is likely to be an expectation from the public of re-provision of some sort, which needs to be managed, and this report seeks to also manage such expectation.
- 8.9 The major risks for the project then come with the construction and future management and these will be managed by provision of strong governance arrangements, around project management, procurement and other professional advice.
- 8.10 The wider reputational risks around communication will be covered by a full Communication Plan for the whole project.
- 8.11 FMG have completed an initial Risk Assessment, as part of the Business Case contained at Appendix 1. All of these risk areas will be drawn together to form a project risk matrix which will then be owned by the Project Team and the Member/Officer Board.

9. Financial Implications and Risks

- 9.1 Given the complexity and commercial sensitivity of the finances for this project, the FMG Financial Modelling is appended in Confidential Appendix 1 and the Council's Head of Finance Report, including Sensitivity Analysis at Confidential Appendix 2.

10. Sustainability

- 10.1 Any new build will rely on minimising energy use to reduce utility costs and therefore the running costs for the facility. This will primarily be around high levels of thermal insulation and Combined Heat and Power technology.

10.2 It may be possible to consider PV panels on the roof of the facility, depending on cost and payback time and this will be considered during the design phase of the project.

11. Equality and Diversity

11.1 There are no equality and diversity implications directly resulting from the recommendations or options considered in this report. Clearly as a new building the facility proposed will be fully accessible to ensure high levels of participation.

12. Section 17 Crime and Disorder considerations

12.1 There are no negative Crime and Disorder implications directly resulting from the recommendations or options considered in this report. However, there will be significant positive implications, as it is well established that young people engaged in sport are likely to be both directly and indirectly deterred from engaging in low level crime and anti-social behaviour.

13. Consultation with Overview and Scrutiny Committee

13.1 The Council's Overview and Scrutiny Committee considered this report in draft form on 8 November and the comments received have been collated below, together with the Committee's Recommendation.

13.2 Matters raised by the Committee:

Issue	Action
Health and Schools consultation - Was consultation with Health Services and schools undertaken?	Consultation with these stakeholders confirmed by FMG Leisure Consultants at the Overview and Scrutiny meeting
Positive crime and disorder outcomes of leisure provision at the site	Section 12 above strengthened in this regard
Terms of Reference identified for Member/Officer Project Board	Section 7 above amended to cover these
Use of land for enabling development	Section 5 above strengthened to reflect the need for compliance with the Council's Asset Disposal Policy
Value for money of consultants being re-appointed	Section 7 above amended to better reflect the procurement of consultants
Links to Asset Commercialisation Strategy	Contained in Section 5 and in Conclusions
Member communication	This is contained in the report and will then be programmed later, as part of the project plan, following a Cabinet and Council decision.
Risk management	Detailed financial risks are covered in the Appendices and other risks covered in general terms at Section 8 above. These will be drawn into a full project risk matrix once any positive decision to proceed is made
Option supported	There was general agreement at the Committee to the proposals but a number of Members preferred Option 2,

	<p>with the “health spa” facilities, and this was built into the O&S recommendation to Cabinet below.</p> <p>This has not been reflected in the full recommendations to Cabinet and Full Council, as our clear advice is that option 1 offers the best value for money.</p>
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13.3 Recommendation from the Overview and Scrutiny Committee to Cabinet

That the options for a new facility are kept as flexible as possible to enable the best mix of facilities in the new leisure centre.

14. Conclusions

The feasibility study details what the future facility mix should be to best service the health and leisure needs of local residents in the future. The resulting plan details the revenue generation opportunities and other efficiencies of a new facility and contract, which will minimise the impact of this significant capital project on the Council’s revenue budget.

Initial discussions show that it should be possible to provide a new leisure facility in Sheringham with a swimming pool, with only a modest revenue budget impact, as long as the Council takes a commercial view of the property implications and opportunities which exist for the site, and that external grant funding is also provided.

In order to provide the best procurement of a future Leisure Services Contract and a future leisure facility on the Splash site, significant external professional support is required so that the project can move forward.

The policy justification for a new facility is extremely compelling. The Indoor Facilities Strategy adopted by the Council recognises the need to protect a public swimming facility at Sheringham. The demographics of North Norfolk, and the health impacts and other needs which follow point clearly to such a facility being required. Alongside this, the Council’s Asset Commercialisation strategy gives rise to funding opportunities which will be required to replace the Splash Leisure Centre, now becoming critical given the age of facility.



BUSINESS CASE FOR THE REPLACEMENT OF THE SPLASH LEISURE AND FITNESS CENTRE, SHERINGHAM



NORTH NORFOLK DISTRICT COUNCIL

A

REPORT

BY

FMG CONSULTING LTD in partnership with SAUNDERS BOSTON ARCHITECTS AND REAL CONSULTING

NOVEMBER 2017

TABLE OF CONTENTS

1. Introduction and Background	1
2. Strategic Need	3
3. Facility Mix	4
4. Designs	7
5. Financial Modelling	13
6. Economic Assessment	14
7. Delivery Plan	19
8. Risk Assessment.....	27
9. Summary and Recommendations.....	35

Appendices

Appendix A - Soft Play Analysis

Appendix B - Outline Designs

Appendix C - Financial Model

Appendix D - Cost Plan

Appendix E - Potential Procurement Enhancements

Appendix F - Draft Delivery Plan

Basis of Information

It is not possible to guarantee the fulfilment of any estimates or forecasts contained within this report, although they have been conscientiously prepared on the basis of our research and information made available to us at the time of the study. Neither FMG as a company nor the authors will be held liable to any party for any direct or indirect losses, financial or otherwise, associated with any contents of this report. We have relied in a number of areas on information provided by the client, and have not undertaken additional independent verification of this data.

1. Introduction and Background

01

Introduction

- 1.1 North Norfolk District Council ('the Council') has appointed FMG Consulting ('FMG'), in partnership with Saunders Boston Architects and Real Consulting, to develop a business case for the replacement of the Splash Leisure and Fitness Centre ('the Splash') in Sheringham.
- 1.2 This business case follows our work in July - October 2017 producing a feasibility study which examined whether a new build replacement leisure facility or a refurbishment of the existing Splash was the most feasible option for the future of the site.
- 1.3 Following this feasibility work, the Council has taken the decision to progress with the development of a business case for a new replacement facility for the Splash.

Background

- 1.4 The Splash Leisure and Fitness Centre was built in 1988. It offers the following core facility mix:
 - Main leisure pool;
 - Very small learner pool;
 - Wave machine/flume;
 - Activity hall (1 badminton court);
 - 2 x Studios;
 - Health and fitness gym (circa 28 stations); and
 - Large seating area.
- 1.5 A condition survey was completed in 2012 which recommended either a rebuild or refurbishment. In 2015, the Council produced an Indoor Leisure Facilities Strategy that recommended to maintain the Splash as a swimming facility either through a rebuild or modernisation project.
- 1.6 In July 2017, the Council commissioned FMG, Saunders Boston Architects, Real Consulting and Neil Allen Associates (who developed the Indoor Leisure Facilities Strategy) to produce a feasibility study for the future of the Splash. This study identified three options:
 - **New build option 1** - providing a 25m 6 lane pool, learner pool, splash pad / fun water, 50 station health and fitness suite, 1 large dividable studio, a spin studio, 2 treatment rooms and a café / reception;
 - **New build option 2** - providing the same facilities as option 1, with an added health suite offer incorporating sauna, steam, hydrotherapy, toning and relaxation areas;

- **Refurbishment option** - modernising of the building incorporating major works to structure and plant, internal remodelling of the wet and dryside to provide new changing rooms, a café and extended wetside play features and an extension to the building with a 50-station health and fitness suite, a studio and a spin studio.
- 1.7 These options were subject to detailed design work and financial projections (capital and revenue). The outcome was that Option 1 appeared to deliver the most affordable / feasible option when capital and revenue implications were considered together. The business case was commenced focussing on Option 1 however Council Members at the Overview and Scrutiny Committee subsequently requested that Option 2 not be ruled out at this stage and be retained as a potential option moving forward. Therefore, the business case, whilst focusing on Option 1, also provides commentary on the implications of progressing Option 2 where appropriate.
- 1.8 The aim of this report is to confirm the business case for a new build replacement facility on the same site as the existing Splash and set out an implementation plan for the delivery of the project.
- 1.9 At the same time, the Council has been working through a market testing process with potential hotel operators regarding the development of a new hotel within the red line plan for the existing Splash site. The development of the hotel is crucial in helping to cross-fund any potential new leisure facility on the site so the business case has taken account of the likely preferred location of the hotel on the site.
- 1.10 The development of the business case has involved the following work:
- Refining the facility mix and design utilising feedback received to date and updated key stakeholder feedback;
 - Updated capital cost projections;
 - Site visits to the Victory and Fakenham facilities;
 - Updated business plan and financial modelling;
 - Development of an economic impact assessment;
 - Updated delivery plan;
 - Development of a risk assessment.
- 1.11 The remainder of this business case sets out the findings of our work and is structured as follows:
- Section 2 - Strategic Need;
 - Section 3 - Facility Mix;
 - Section 4 - Designs;
 - Section 5 - Financial Modelling;
 - Section 6 - Economic Assessment
 - Section 7 - Delivery Plan;
 - Section 8 - Risk Assessment;
 - Section 9 - Summary and Recommendations.

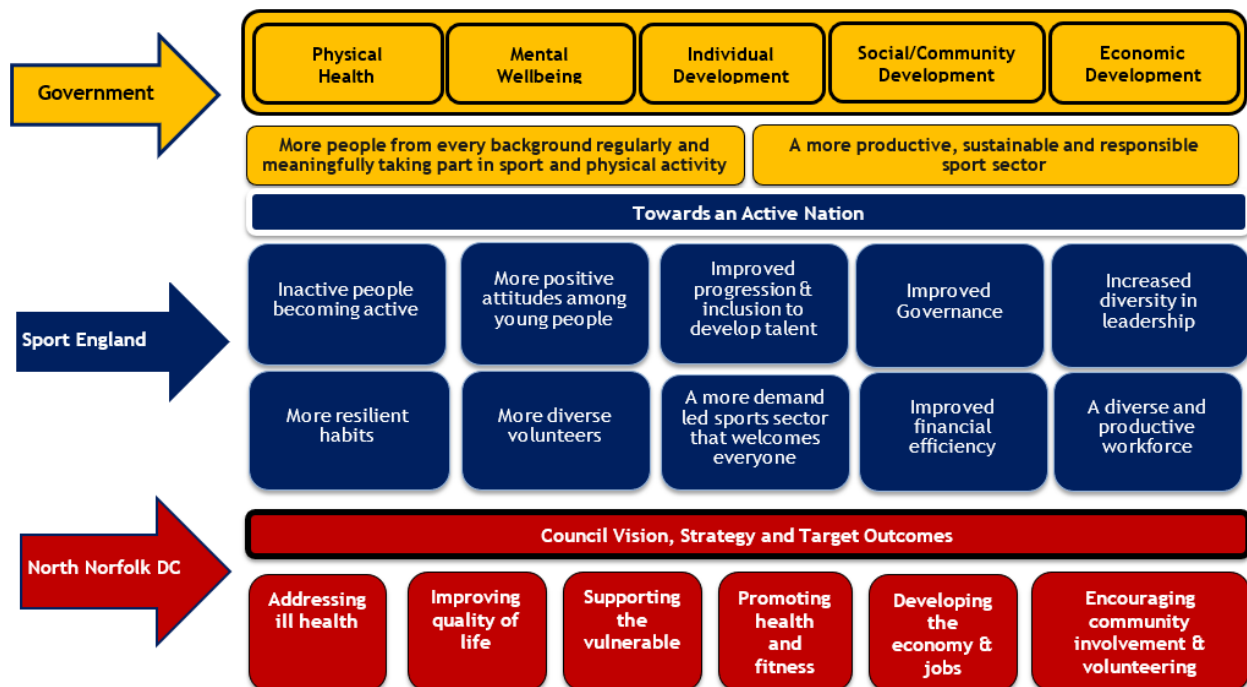
2. Strategic Need

02

Introduction

- 2.1 The feasibility study set out a headline review of key national and local strategies in order to understand the strategic landscape that the Council is working in and the potential implications for the focus of the redevelopment of the Splash.
- 2.2 In particular, it focussed on how the Council’s Corporate Plan aligns with the latest DCMS and Sport England strategic plans in order to identify the synergies between the outcomes that the parties are seeking to deliver. A summary of how North Norfolk local outcomes are aligned to national strategic outcomes for sport and physical activity is summarised in the figure below.

Figure 2.1 - Strategic Overview Summary (Government, Sport England, NNDC)



- 2.3 This section of the business case expands on the impact that the new Splash could have locally and demonstrates the significant contribution that the facility could make towards Sport England’s strategic aims.
- 2.4 The Council has identified the development of a new Splash as a major strategic priority. The aim is to have a transformative impact on the health and wellbeing of residents of the District which will be demonstrated through the delivery of a number of beneficial outcomes:
 - Increasing the activity levels of the most inactive residents;
 - Halting the rise in obesity levels, particularly in adults;

- Improvements in the quality of life, physical and mental wellbeing of residents;
- Increased opportunities for those with life limiting illnesses and the vulnerable in society;
- Sustained increases in participants in regular health and fitness and physical activity;
- Increasing tourism, jobs and the general economic prosperity of the District
- Increasing the number of volunteers in the District.

2.5 There are a number of ways in which the new facility will deliver on these outcomes, as summarised below.

Delivering Local Strategic Outcomes for North Norfolk

2.6 The District of North Norfolk has a population of 101,499 according to the 2011 Census. The demographic profile of the population is elderly and ageing - there are circa 29,000 people over the age of 65 years (Census 2011) which equates to 28.8%. This is significantly above the national average (16.4%) and the East regional average (17.5%) and is expected to grow in the future. This brings a number of health challenges with it.

2.7 Some key facts relating to the health of the population are set out below:

- The District currently has a significant issue relating to adult obesity. **72.6% of adults in the District are classed as overweight or obese**, significantly higher than the national average (64.8%) and the East region average (65.6%);
- North Norfolk has 76.7% of people who are in 'very good' or 'good' health which is below the England average (81.4%) and the East average (82.5%). In addition, the number of people identified in 'bad' or 'very bad' health is calculated at 6.2% which is higher than the England average (5.5%) and the East average (4.7%);
- In Year 6, 17.0% of children are classified as obese;
- 7.2% of the population have recorded diabetes, significantly higher than the national average of 6.4%.

2.8 The District faces some significant health challenges, relating primarily to its elderly population. The provision of a new Splash will provide a modern, state of the art health and wellbeing hub in Sheringham, offering significant new opportunities for participation increases within this target age group. The more flexible water space in particular will offer far greater opportunities for adults to swim outside of the current leisure water experience offered at the Splash at the present time.

2.9 New activity areas will be offered included a much larger fit-for-purpose health and fitness suite with two studio spaces and a spinning studio. This increased flexible fitness space will encourage new users to take part in health and fitness activities and will allow a greater range of organisations to utilise studio space for group activities.

- 2.10 The addition of two treatment rooms will provide holistic therapies for the older generation and provide a direct link between health services and sport and leisure services. The provision of a café space will provide a comfortable socialising space for people who would not normally take part in physical activity and will ensure the facility has a genuine community hub atmosphere.
- 2.11 This offers an opportunity to base health walks and other external physical activity sessions from the centre, with the café acting as a start and finish point. This case is strongly supported by local public health consultees and national evidence (Sport England and British Heart Foundation) which identified that **the cost of physical inactivity in North Norfolk is c£1.8m.**
- 2.12 The increase in participation in physical activity will be significant with up to 282k visits in a mature year to the new facility. To capitalise on the benefits the new centre can offer to the inactive population there will be a strong focus on sport and physical activity development activities and pathways in the next leisure management contract. The centre will therefore increase the number of and frequency of those who engage in and benefit from physical activity and bring associated benefits in terms of physical and mental health, happiness and quality of life.
- 2.13 Whilst not being a particularly deprived area, the Splash is located in a LSOA (Local Super Output Area) which is in the top 45% of most deprived areas in the country and has a low amount of people in social grade AB and C1 (who have higher disposable incomes) with above average people in C2 (Skilled manual occupations) and DE (semi-skilled & unskilled manual occupations, unemployed and lowest grade occupations). The new Splash (and associated new management contract) offers an opportunity to target these people and have a genuine impact on their health, happiness and quality of life by targeting programming and pricing schemes with the aim of encouraging these people to become active. This is crucial because the Local Health Profile states that **life expectancy is 2.9 years lower for men in the most deprived areas** of North Norfolk than in the least deprived areas.
- 2.14 Section 7 of this report sets out the economic impact that the new facility will have. **The economic value of sport in North Norfolk is currently £22.6m.** The economic impact assessment projects that the new Splash (construction and operation) will add to this by providing:
- **Approximately 80 FTE jobs generated during the construction of the new centre;**
 - **Approximately £24.96m total impact and 19.2 additional sustainable FTE Jobs.**
- 2.15 Whilst only an estimate, this provides a useful context to some of the economic benefits arising from investment in the new Splash. The increase in jobs will be particularly helpful as the majority of jobs will be local jobs and help to address the long-term unemployment rate of 1.5% in the District.
- 2.16 **Volunteering is worth £11.2m to the local economy.** The new leisure management contract will ensure that the new Splash is utilised by the operator to also offer work experience, training, volunteer and apprenticeship opportunities to local residents. This will be crucial to help address the **4.2% of 16-18 year olds not in education, employment or training** (NEET). The other two centres at Victory and Fakenham will also be offering similar activities through the Services Specification (the Council is intending to follow the Sport England Procurement Toolkit Guidance) to ensure that the benefits are truly District-wide.

- 2.17 The co-location of a commercial hotel partner on the site is important in order to cross-fund the capital cost of the new Splash and will also provide significant additional jobs and wider economic impact (above and beyond the figures quoted within this report for the new Splash). Other opportunities for co-located additional services on the site have been explored and at this stage there are no obvious opportunities. The Council will continue to actively explore further opportunities for co-locating services on-site as the design progresses in early-2018.
- 2.18 In summary, the design and facility mix for the new Splash will provide a wider range of flexible facilities that will offer the local population a far greater programme of wide-ranging health and wellbeing activities to take part in. The improved access and availability will help the local community begin, regularly use and continue to use the facility for generations to come. The consequential health and wider economic benefits of this are clear and accord strongly with local and national strategic aims.
- 2.19 This will be combined with a new leisure management contract that will ensure the operation is targeting all sections of the community, particularly the inactive, and will have a renewed sport and physical activity development outreach focus. The benefits of this will be felt throughout the District through the outreach work and the offers at Fakenham and Victory. There is also the potential of linking the operation of the dual-use facilities in the District and the planned new sports hub in Cromer in with this offer to significantly widen the access to and benefits from sport and physical activity for local residents.
- 2.20 In the figure overleaf, we have started to build a draft Outcomes Hierarchy for the project to expand on the links between the activities in the new Splash and the Council's strategic outcomes, including potential key performance indicators that would be used to help monitor and judge the long-term success of the project. This will be expanded in greater detail if the Council is successful in being invited to express an interest for capital funding from Sport England in the future.

<p>Primary Outcome</p>	<p>To improve the health, well-being and quality of life of people in North Norfolk by inspiring more people to be more physically active</p>					
<p>Secondary Outcomes</p>	<p>Addressing ill health</p>	<p>Improving quality of life</p>	<p>Supporting the vulnerable</p>	<p>Promoting health and fitness</p>	<p>Developing the economy and jobs</p>	<p>Encouraging community involvement & volunteering</p>
<p>Outcome Indicators</p>	<p>Reduction in inactivity levels within the District</p>	<p>Increase in levels of resident wellbeing</p>	<p>Increased participation by people with disabilities</p>	<p>Increase in cardiac rehab scheme numbers</p>	<p>Increasing the number of apprentices at the facility each year</p>	<p>Increase in number of trained coaches</p>
	<p>Reduction in obesity levels in primary school ages</p>	<p>Increase in number of users from most deprived wards</p>	<p>Reduction in hospital admissions re drug & alcohol abuse</p>	<p>Increase in gp referrals still engaged following 12wk programme</p>	<p>Increase in number of tourists utilising the facility</p>	<p>Increase in District-wide volunteering levels</p>
<p>New Splash Centre Contribution (examples)</p>	<ul style="list-style-type: none"> Expanded exercise on referral scheme Weight management programme Healthy eating classes Cardiac rehab scheme Targeted dementia programmes 	<ul style="list-style-type: none"> Outreach in children's centres Outreach activities in deprived wards New leisure card for all residents Live sports & cultural events 	<ul style="list-style-type: none"> Staff trained in 'making every contact count' Disability staff training <ul style="list-style-type: none"> Targeted programmes for disabled, elderly Activities for carers and the cared-for Falls prevention classes 	<ul style="list-style-type: none"> Wider range of family oriented facilities and programmes Post-referral programmes Inclusive open days Healthy eating menus & vending options 	<ul style="list-style-type: none"> Apprenticeships programme Work experience programme <ul style="list-style-type: none"> Activities and offers targeted at tourists Health in the workplace scheme 	<ul style="list-style-type: none"> Volunteer placements Partnership working with clubs and schools Outreach in most deprived wards <ul style="list-style-type: none"> Places on training courses for local residents

3. Facility Mix

Introduction

- 3.1 This section sets out a brief review of the facility mix and addresses some queries raised by Council Members as part of the feasibility study reporting progress.

Core Facility Mix

- 3.2 Over the course of the Council's built facilities strategy and subsequent feasibility study, the supply and demand case has been strongly made for the following minimum facility mix at the new Splash (Option 1 in the feasibility study):

- 25m 6 lane swimming pool;
- Learner pool with moveable floor;
- Splash pad / fun water;
- 50 station health and fitness suite;
- Large studio (dividable);
- Spin studio;
- Treatment rooms (x 2);
- Combined café / reception.

- 3.3 As noted in Section 1, Council Members have also requested that Option 2 from the feasibility study, despite having a less positive business case, is not totally discounted at this stage. This option provides the same facilities as Option 1, with an added health suite offer incorporating sauna, steam, hydrotherapy, toning and relaxation areas to cater for the ageing demographic in the area and help meet the Council's strategic health and wellbeing aims.

Business Case Stage Adjustments

- 3.4 During the feasibility stage Council Members asked specifically about the potential need for swimming spectator seats and a soft play facility (both of which were not previously incorporated in the facility mix). We committed to consider this at the business case phase and have examined both issues in more depth.

Spectator Seating

- 3.5 The original proposal at the feasibility stage was for the facility to primarily be a community facility without the need for spectator seats on poolside (whilst also minimising the capital cost of the building).

3.6 Consultation with key stakeholders at this business case stage has resulted in an adjustment to the facility mix to incorporate some spectator seating on poolside. This is as a result of the following:

- The Norfolk Vikings Swimming Club is lacking a gala venue with seating and would look to host galas at this facility if seating was available;
- Swim England believes that there is a general lack of spectator swimming for swimming facilities in the region and the Splash may attract clubs from as far afield as Downham and Kings Lynn if spectator seating is available;
- The current operator PFP believes that there is a strong need for swimming spectator seating;
- Sport England feedback suggested that the ability for the café to overlook the main pool was an important factor. The current design does not achieve this (although does give café views over the learner pool and fun / play water) however providing some spectator seating on poolside partly helps to alleviate this issue.

3.7 At the present time, we have proposed and costed for removeable seating (space for up to 150 seats - an illustration of the type of seating proposed is provided opposite). Swim England believes that circa 150 seats would be necessary however consultation with the swimming club estimates that circa 100 seats may be sufficient.



3.8 We have not costed for fixed seating at this stage as there is still uncertainty over the need for 150 fixed seats. If the swimming club's requirements can be accommodated in 100 seats or fewer, there is little justification for providing 150 fixed seats that would not normally be utilised and would incur extra capital and revenue costs (a larger building and increased maintenance and cleaning costs would be likely to outweigh the extra gala income).

3.9 The exact number and layout / format of spectator seating is something that would be developed and finalised at the detailed design stage. It is important for the Council to note that a Sport England design-compliant approach would normally be to provide fixed seating however it is hoped that a compromise solution could be agreed (the fixed seating would add circa £238k to the capital cost due to the larger pool-surround, and therefore building footprint, area required).

Soft Play

3.10 The inclusion of a dedicated soft play facility was investigated at the feasibility stage and ruled out. Following Council Member request, we have investigated this in more detail again at the business case stage.

3.11 We have prepared a separate mini-business case for the inclusion of a soft play facility (see Appendix A). it can be seen from the business plan in the appendix that, although the facility could make an annual operating surplus, the cost of extending the building to provide the facility would result in the soft play element of the facility operating at net cost of c£13k per annum.

- 3.12 From our industry knowledge and expertise, we believe that despite there not being significant competition locally, the catchment area is very small, consists of predominantly older people and has a lower than average amount of disposable income. These factors all impact upon the potential income generation.
- 3.13 A town centre location may also be preferable as the day to day market would be mums with their children. Whilst the tourist market would be strong on a wet day, this may not justify a 365 day a year offer and we have focused visits from this group on school holidays only.
- 3.14 As a result of this analysis, our recommendation would be to utilise the multi-purpose room with moveable soft play equipment if daytime demand justifies the programming of a session but not to provide a dedicated facility at the new Splash. The café area could also have some very limited play equipment for small toddlers for when their parents are drinking coffee, but this would not be a primary use of the area.

Summary of Facility Mix Amendments

- 3.15 The facility mix has broadly stayed the same with the exception of the added spectator seating on poolside. Additional minor changes are as follows:
- A second lift has been incorporated to meet Sport England design standards;
 - A drop-off point close to reception has been incorporated on the site plan to meet Sport England design standards;
 - The building footprint has increased in size slightly to incorporate the additional pool surround necessary for the spectator seating.
- 3.16 Additional design feedback has been received from the Council's leisure operator PFP and Sport England which is primarily focussed on operational matters and will be considered and incorporated once the project enters the detailed design process (if applicable).
- 3.17 Whilst the facility mix has broadly remained as per the feasibility study, the design / layout of the facility has altered significantly because we have moved the location of the facility on the site to accommodate the hotel's (assumed) preferred location on the site. This is explained in more detail in the next Section.

4. Designs

04

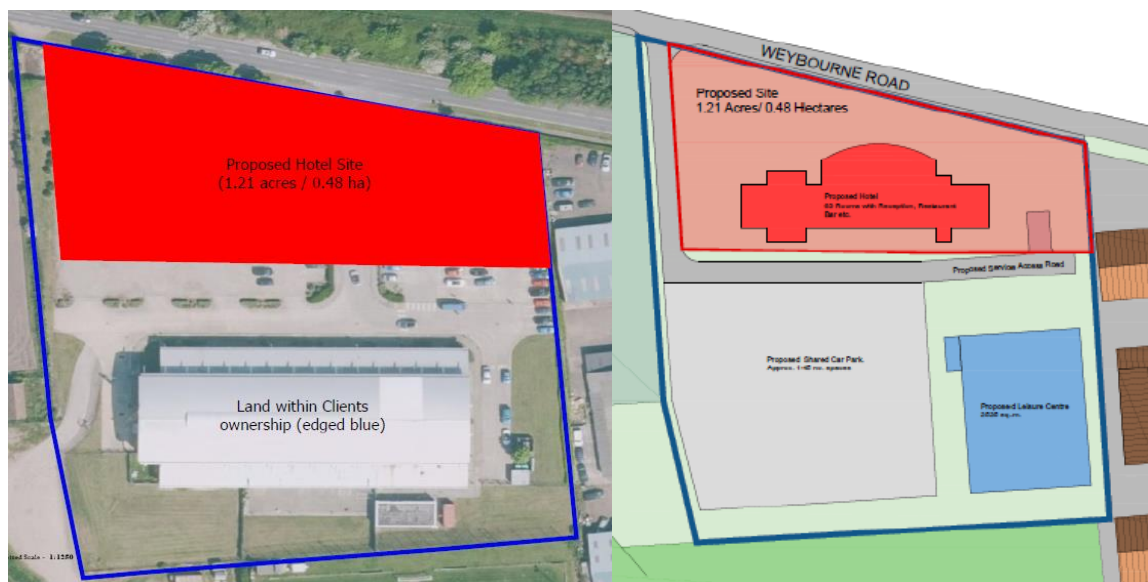
Introduction

- 4.1 This section sets out the emerging facility designs for the new Splash. It includes options in relation to the location of the building on site and floorplans and indicative images for the emerging facility mix.

Location on Site

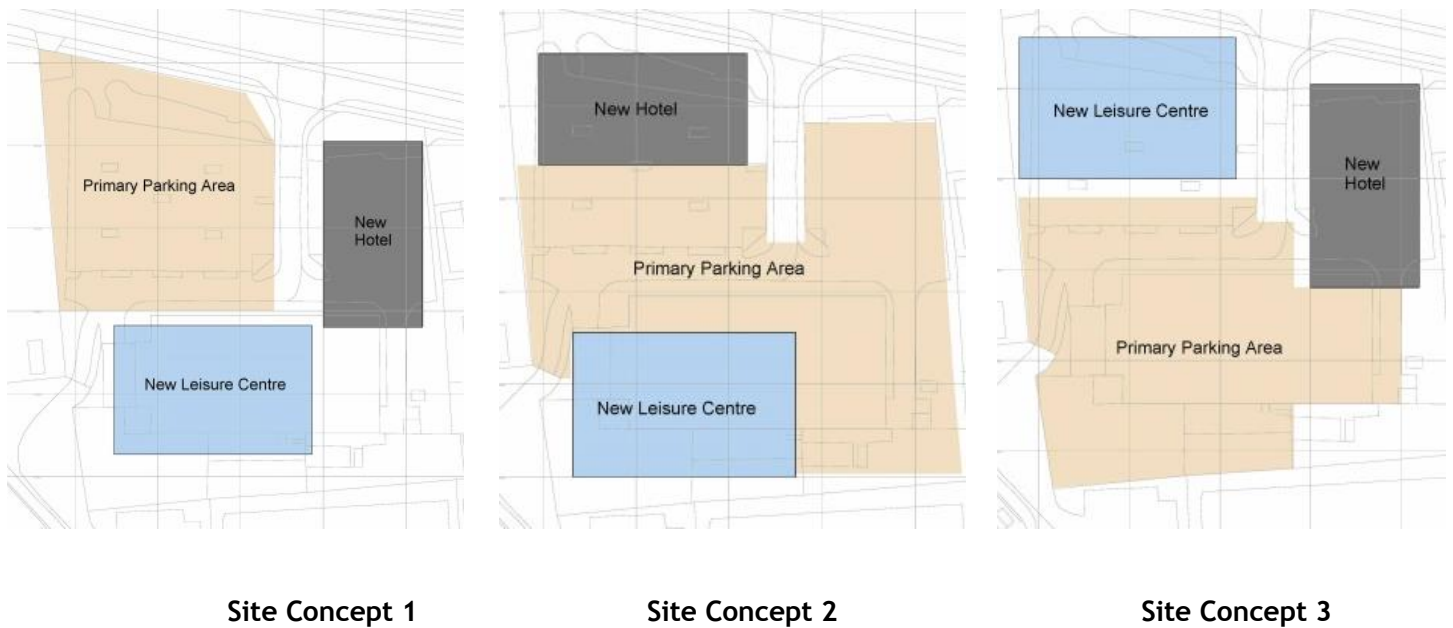
- 4.2 There are a number of options relating to the location of the building on the site. The final location will ultimately be influenced by the results of the market testing exercise that the Council has recently commenced however the results of this process are currently unknown. Once conversations with potential hotel operators have been completed, their views on the location of the hotel on the site will be clear.
- 4.3 The plans below set out an existing plan of the site which shows the current Splash and the potential area of the new hotel together with an indication of potential locations on site for the hotel, Splash and car park in the future (produced by the Council's property advisors, Gleeds and Pygott & Crome). These have been issued to the hotel operators as part of the market testing process.

Figure 4.1 - Initial Site Principles



- 4.4 If the new Splash is developed at the rear of the site on the location of the existing Splash it will result in a circa 18 month closure of the facility whilst the new facility is being constructed. This is not an ideal situation for the Council, staff, users, the operator or other interested parties such as Sport England. Through this process we have considered alternative site arrangements including the diagrams overleaf. This Study does not try to conclude the preferred location at this stage but simply identify potential arrangements to be resolved at later design stages.

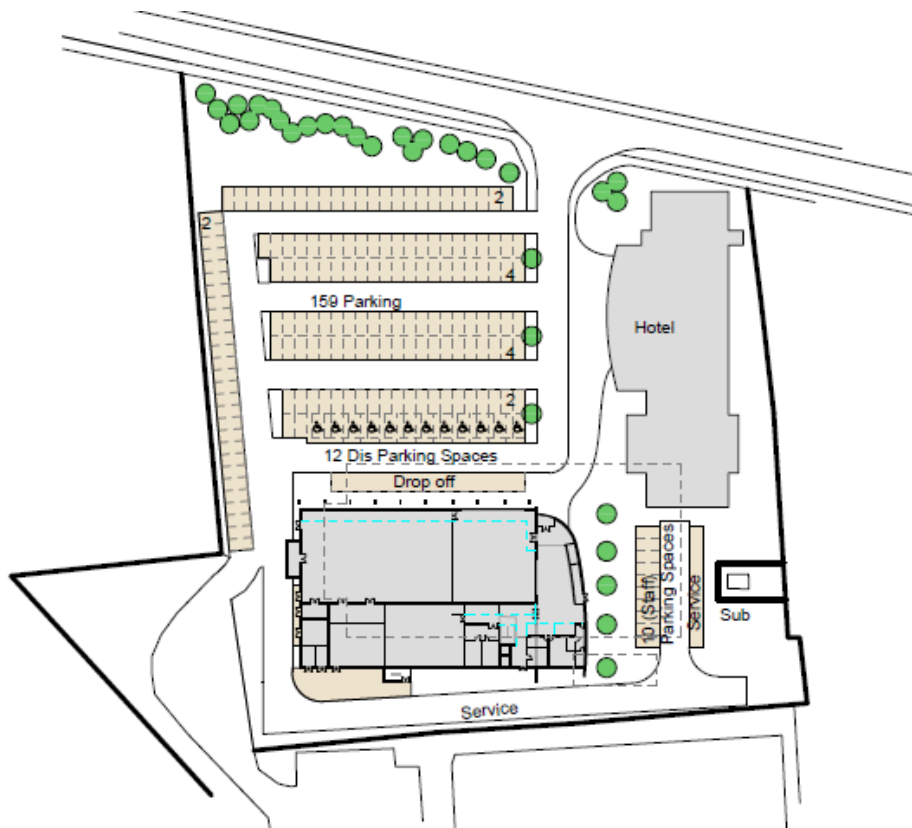
Figure 4.2 - Site Concepts



- 4.5 For the purposes of this report, Concept 1 has been selected and the building plans for outline design and cost purposes have been based on this option. This would result in a circa 18-month loss of service and would result in the facility being located at the rear of the site which is not ideal from a business perspective.
- 4.6 We have decided to take a prudent worst-case scenario position for this stage and assumed that the new Splash will be located on the site of the existing Splash. However, the marketing document for the hotel operators indicates that the Council would like to discuss the positioning on site of the hotel and it may well be possible that the eventual hotel operator is happy to share the front of the site, as we believe is possible.
- 4.7 For information purposes and to inform future discussions with hotel operators, we have summarised below the broad options for co-locating the two facilities on the same site. We broadly see the options for the co-location of the leisure facility and hotel on the site as being as follows:
- **Concept 1** - The leisure facility at the south end and the hotel to the north east;
 - **Concept 2** - The hotel facing directly onto the roadside at the north of the site and the leisure behind it at the back with car parking in-between.
 - **Concept 3** - leisure at the front and hotel to the east i.e. both buildings sharing the frontage with parking in behind.
 - **Concept 4** - One further concept was considered with the Hotel to the west, Leisure Centre to the East with parking to the south, although this was dismissed because road access would require reconfiguring.

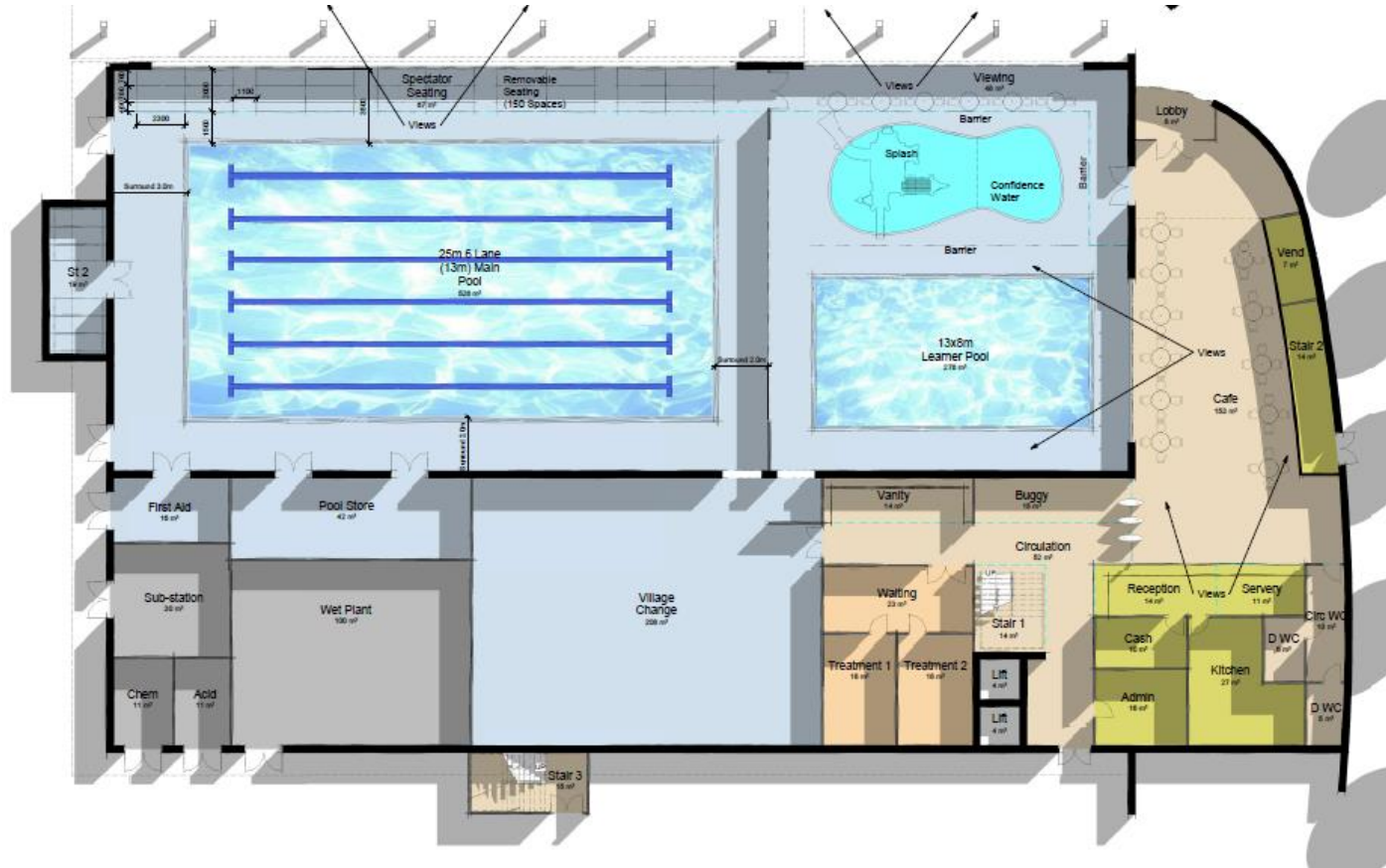
- 4.8 The ideal position from the leisure perspective would be site concept 3 as it would allow the leisure centre to share prominence on the front of the site and reduce the need for a closure which would result in loss of service for users and probable redundancies. It is prudent at this stage to take a worst-case scenario position in our view however the final masterplan of the site can be discussed further when a potential hotel operator is identified.

Figure 4.3 - Business Case Site Plan (Concept 1)



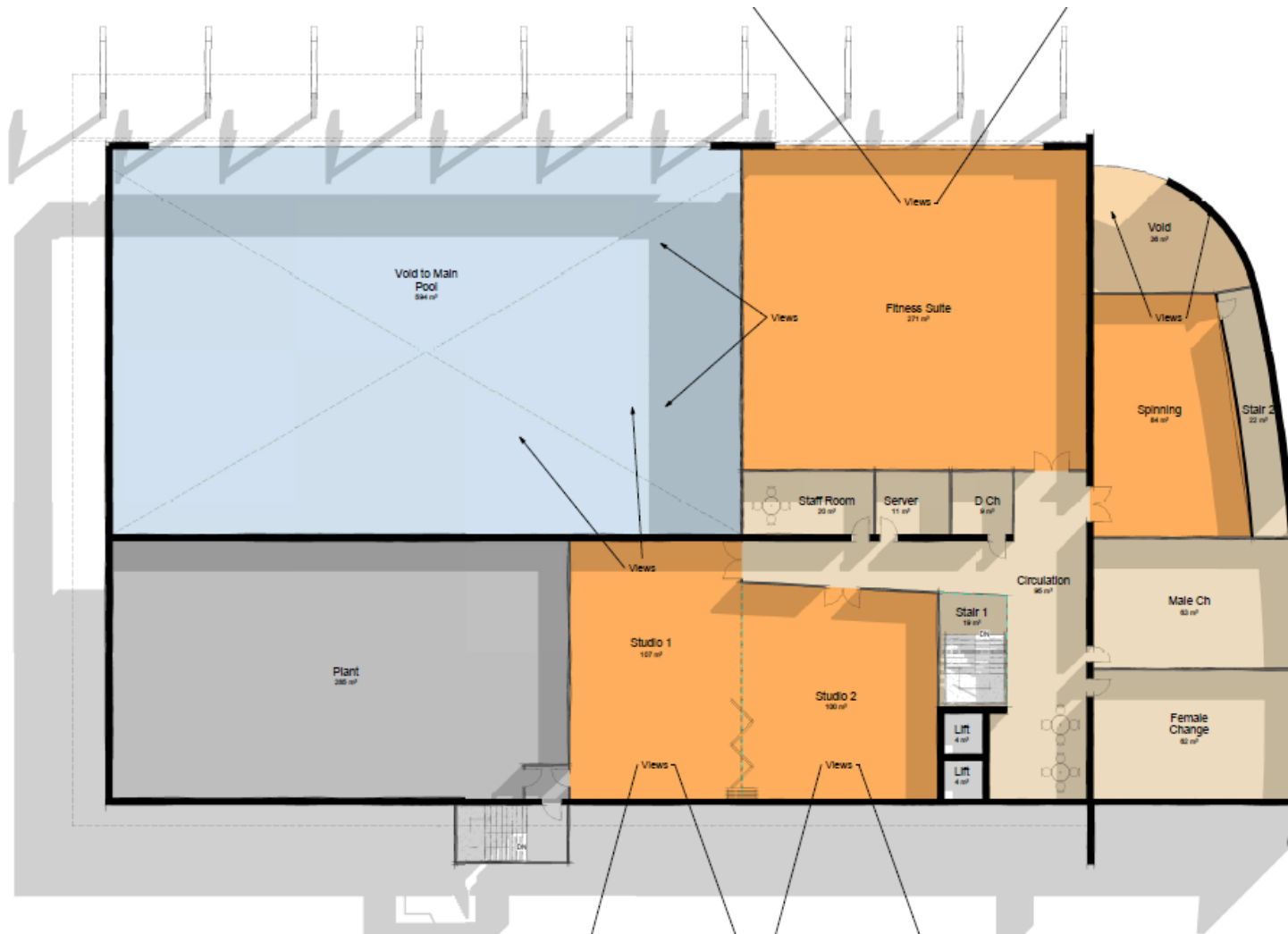
- 4.9 The triangle at the south west corner of the site is the proposed location for the re-located skate park. This land is currently owned by the Town Council however the Council is currently in positive discussions with the Town Council for the gifting of the land to the project to enable the skate park to be relocated in this area.
- 4.10 Primary access to the site is via the vehicular and pedestrian entrance which remains unchanged. An access road then provides access to the main (shared) car park with both building fronting the car park. The Hotel takes centre stage with a road frontage and the new leisure centre is constructed on the site of the existing building.
- 4.11 The proposed building layouts for the new Splash facility prepared by Saunders Boston Architects and containing the facilities described in Section 3 are set out overleaf. These align with the site plan from figure 4.3. The full building layouts can be found in Appendix B. Additional layouts will be developed if Option 2 from the feasibility study (added health suite) is eventually chosen as the preferred option.

Figure 4.4 - Ground Floor Plan



- 4.12 This plan concept is based on an assumption that the building will be located to the south of the site where the existing centre is located (the worst-case scenario). Should one of the alternative locations be preferred at a later stage the building plan should be reconsidered to respond to the site location.
- 4.13 On entering the building, a publicly accessible space has been designed to allow peak time ‘congestion’ to be accommodated within the building, monitored from reception. The café space is served from a shared reception / café area with views over the learner pool / splash pad. A barrier control system ensures only paying customers / members can access the core facilities including; Treatment Areas, Main 25m x 6 lane Community Pool, Learner Pool and Splash Pad via the Village Change.

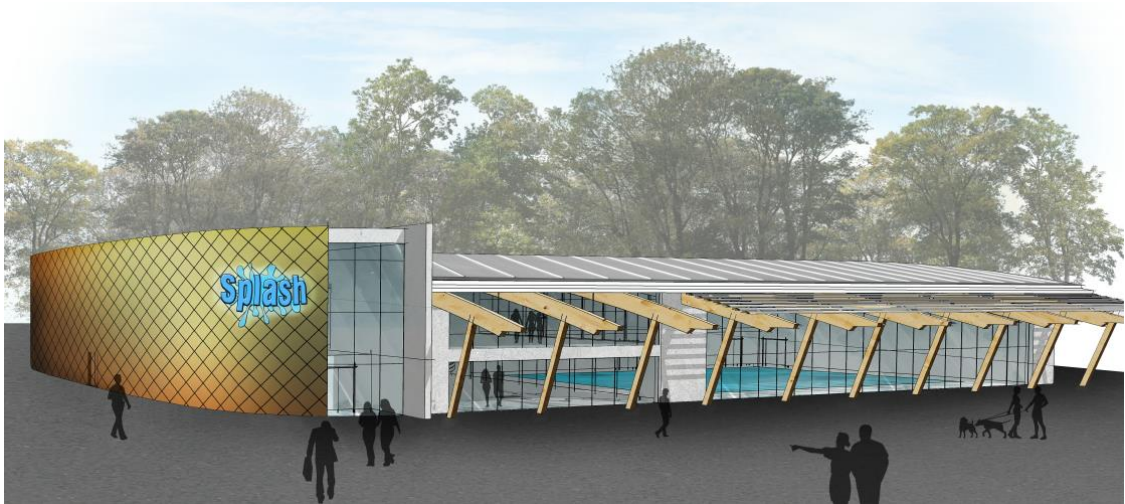
Figure 4.5 - First Floor Plan



4.14 Access to the first floor is via the DDA compliant Lift or Staircase. At first floor level the design incorporates an open plan Fitness Suite, Dedicated Spinning Studio, Sub-dividable Multi-Purpose Studio and Dry Changing Rooms.

- 4.15 Indicative 3D visual images of the facility have been created by Saunders Boston Architects to provide an impression of what the building could look like on-site (full copies can be found at Appendix B). These are indicative only at this stage as the project has not entered the design phase yet so should not be taken as an indication of the final appearance of the building.

Figure 4.6 - Indicative External Image



- 4.16 The external design looks to respect the well-loved existing centre with a 'barrel-vault' roof and glulam structure. Glazing across the front façade offers views in and out of the pool halls and fitness suite. An indicative image from the pool hall is set out below.

Figure 4.6 - Indicative Internal Image



5. Financial Modelling

CONTAINED IN THE CONFIDENTIAL APPENDIX.

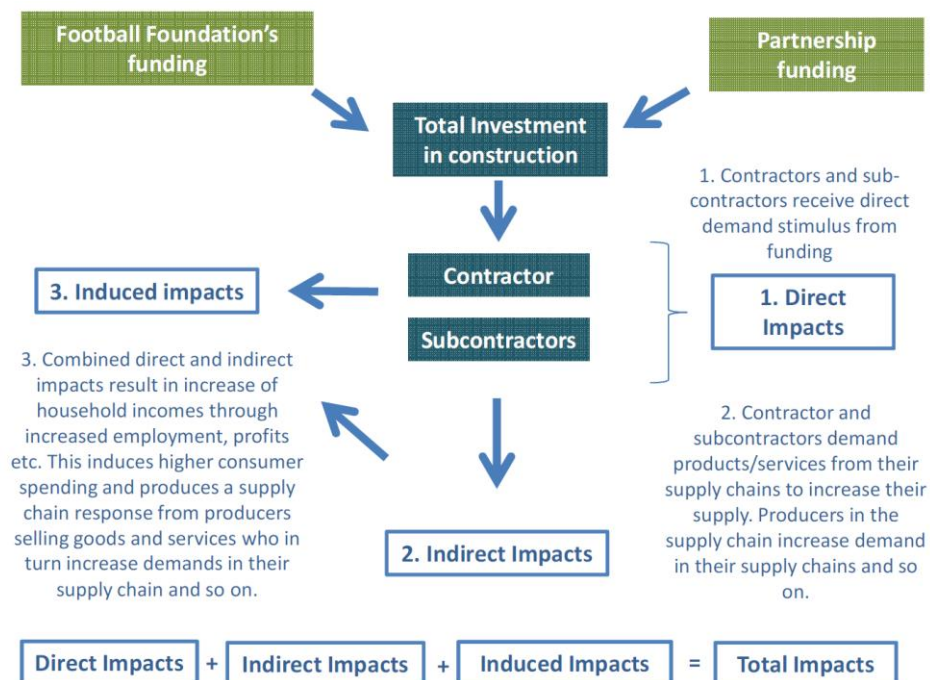
6. Economic Impact Assessment

06

Introduction

- 6.1 The building of new leisure facilities can have a considerable positive impact on a local community, in relation to jobs, skills, health and wellbeing and economic growth. Therefore, it is useful to understand these benefits accruing from investing in new facilities in North Norfolk to support the financial and demand assessment outlined in this report.
- 6.2 The economic benefits have been considered from the following aspects:
- Direct benefits accruing from construction of the new Splash;
 - Direct benefits accruing from operation of the new Splash;
 - Indirect and induced benefits - supply chains / local spend etc. (multiplier effect) from the Splash development; and
 - Sport England Economic value of sport indicator for North Norfolk
- 6.3 The Football Foundation, in association with the Centre for Economics and Business Research, produced a guide on the Macroeconomic Benefits of Investment in Grassroots Facilities in 2014. Figure 6.1 identifies the investment model developed for this work.

Figure 6.1 - Investment Model



Source: Cebr analysis

- 6.4 Whilst focused on investment in football facilities, the principles remain relevant to investment in other types of sport and leisure facilities and therefore provides a very useful overview of the levels of economic benefit that can accrue from new facilities.
- 6.5 The remainder of this section takes each aspect in turn. However, it should be noted that this is a headline review, based on existing comparator data and is not a locally developed economic impact study - this would need to be commissioned separately if the Council required a more detailed assessment to further support its decision-making and future funding bids.

Construction of the new Splash Leisure Centre

- 6.6 Direct multipliers measure direct impacts which are changes that occur in "front-end" businesses that would initially receive expenditures and revenue as a direct consequence of the construction.
- 6.7 In relation to impact from construction of a new centre, many of the construction frameworks (for example SCAPE) also include key performance indicators that require use of local trades and labour on major projects. For example, a recent project FMG were involved with supplied over 80% of the labour from within 20 miles of the new site, providing significant local benefits.
- 6.8 In comparison, the estimates produced by the Football Foundation work suggested 7.5 Full Time Equivalent (FTE) jobs per £1m capital investment, with 73% local employment.

Job Creation Construction

- 6.9 An initial estimate of Full Time Equivalent (FTE) jobs generated during the construction of a new centre based on the current capital cost estimate is approximately **80 FTEs**.
- 6.10 With regard to expenditure, based on the current capital construction costs of £10.7m for the new Splash and 80% of this being retained locally, this provides a **net direct impact of approximately £8.56m**.

Operation of the new Splash

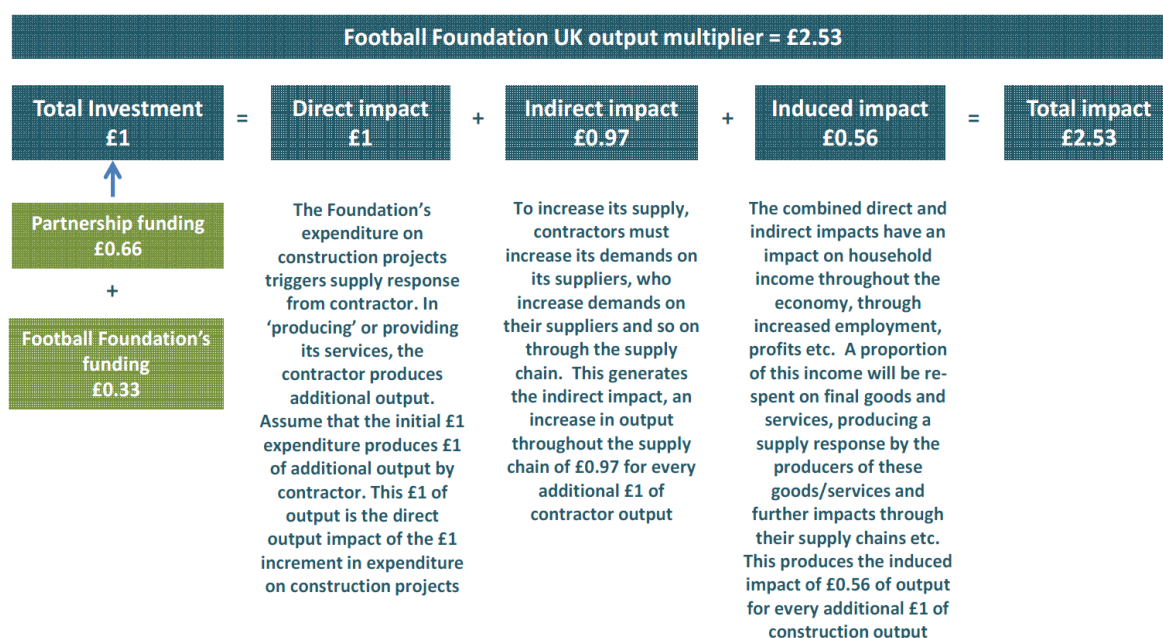
- 6.11 In relation to impact from operation of a new centre, many of the employees will be local - either existing residents or moving to the area as a result of the employment opportunity.
- 6.12 Recognising there are existing staff at the current Splash, we have provided the total Full Time equivalent staff anticipated to be employed at the new facility and then provided the additional benefit of extra staff. Whilst these are provided as full-time equivalents it is likely that a significant proportion of staff will be part time and therefore the impact on the overall number of people employed locally will be much greater than the FTE totals.
- 6.13 A new Splash facility is estimated to provide **25 FTE long term sustainable jobs**, for the area. It is important to recognise employment sustainability as well as the potential to generate new jobs from the development. In the case of the Splash development we estimate that there would be **6 additional FTE roles created** (compared to the existing Splash).

- 6.14 The annual maintenance budget of £51k for the new Splash by year 3 of the business plan is provided to support maintenance contracts with specialist providers. Based on 50% being bought locally, this provides a direct sustainable impact locally of **£25k per annum**, with the additional spend compared to the current Splash estimated at **£11k per annum**.

Indirect and Induced Benefits

- 6.15 Indirect multipliers measure indirect impacts arising from changes in activity for suppliers of the "front-end" businesses. This indirect multiplier creates the "ripple effect" in the economy and accounts for the impact on what the suppliers do to fulfil new incremental spending, i.e., fuel, transportation, equipment etc. It includes interactions with other suppliers and impact on increased labour demand.
- 6.16 Induced multipliers measure induced impacts arising from shifts in spending on goods and services as a consequence of changes to the payroll of the directly and indirectly affected businesses. Induced effects are measures of household spending and can include items such as food and clothes.
- 6.17 The Football Foundation study also produced an estimated multiplier arising from the initial investment, which is shown in Figure 6.2 below. In the absence of a locally calculated multiplier, this is a useful comparator given the similarities with the type of facility investment being considered.

Figure 6.2 - Output Multiplier



Source: Cebr analysis

- 6.18 Based on the capital investment noted earlier, this provides an indication of approximately **£16.4m additional indirect and induced benefits for North Norfolk**.

6.19 On a similar basis, the Football Foundation work provides an indication of the multiplier for employment, which suggests that for every direct FTE job created, the employment multiplier is 2.18. This could result in sustainable local employment opportunities of approximately 54.5 FTE of which 13.2 FTE would be additional.

Estimated Total Impact of new Splash

6.20 Combining the figures presented in relation to direct, indirect and induced impacts, there are clear benefits in terms of both spend and employment, as noted below:

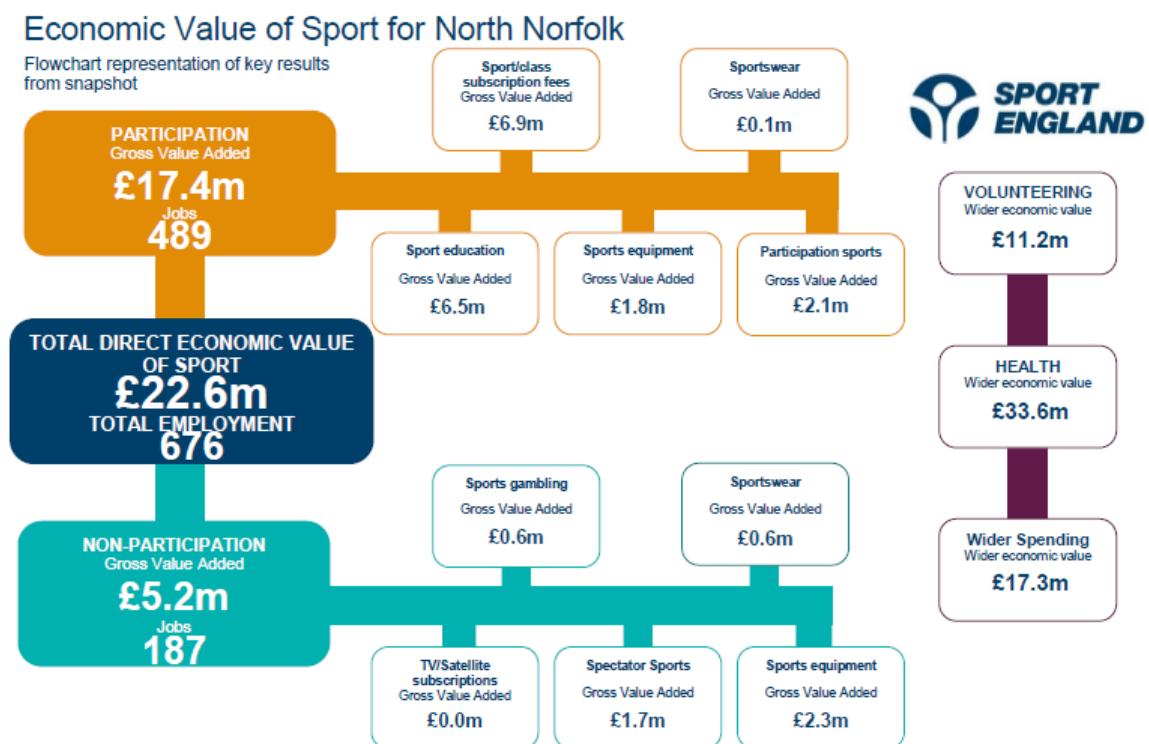
Approximately 80 FTE jobs generated during the construction of the new centre
 Approximately £24.96m total impact and 19.2 additional sustainable FTE Jobs

6.21 Whilst only estimates, this provides a useful context to some of the economic benefits arising from investment in the new Splash.

Sport England Economic value of sport indicator for North Norfolk

6.22 In addition, Sport England produce an Economic Indicator Tool that gives an overview of the economic benefit of sport to a local area. Figure 6.3 provides a summary for North Norfolk, indicating the different local benefits already derived, prior to investment in the new Splash, and providing key performance indicators which could provide a useful measure for future performance following investment.

Figure 6.3 - Economic Value of Sport for North Norfolk



- 6.23 Figure 6.3 provides an overview of current local benefits. The area is estimated to have 489 sport related jobs with a total direct economic value of sport of £22.6m. Wider economic values include £11.2m from volunteering and £33.6m from health.

Section 6: Economic Impact of Investment in the Splash - What does this mean for North Norfolk?

The building of new leisure facilities can have a considerable positive impact on a local community, in relation to jobs, skills, health and wellbeing and economic growth.

We have assessed high level economic benefits from potential investment in the new Splash utilising The Football Foundation, in association with the Centre for Economics and Business Research, macroeconomic investment model providing benefits of investment in grassroots facilities.

This included:

1. Direct benefits accruing from construction of the new Splash;
2. Direct benefits accruing from operation of the new Splash;
3. Indirect and induced benefits - supply chains / local spend ('the multiplier effect');
4. Sport England Economic value of sport indicator for North Norfolk

Estimated Total Impact of the New Splash

Combining the figures presented in relation to direct, indirect and induced impacts, there are clear benefits in terms of both spend and employment, as noted below:

Approximately 80 FTE jobs generated during the construction of the new centre

Approximately £24.96m total impact and 19.2 additional sustainable FTE Jobs

Whilst only an estimate, this provides a useful context to some of the economic benefits arising from investment in the new Splash.

7. Delivery Plan

07

Introduction

- 7.1 This section of the report sets out the delivery arrangements for the proposed facility. It highlights the procurement options and timetable implications for the delivery of the new centre and aligns this with the potential procurement of new operating arrangements considering the Council's existing contract with PFP expires on 31st March 2019.
- 7.2 A clear assumption has been made that the Council is planning to continue partnering with an external operator to manage its leisure facilities and is not thinking of bringing the management in-house or establishing a new leisure trust or local authority trading company to manage the facilities.
- 7.3 The available options for the Council are as follows:
- a) Procure a design, build, operate and maintain (DBOM) contract;
 - b) Procure separate operating and construction contracts.
- 7.4 If option b is followed, there are then a number of separate procurement routes for the construction contract that would need to be considered:
- Traditional Building Contract;
 - Design and Build Contract (1 Stage);
 - Design and Build Contract (2 Stage);
 - Use of a framework agreement.
- 7.5 There is an option whereby the Council could consider extending the contract with its existing operating partner, PFP. Legal advice would be required if the Council wishes to consider this however we do not believe this would be possible through the DBOM route as it would fundamentally change the character of the previous contract (by adding construction elements).
- 7.6 It may be possible to procure a separate design and build contract for the construction elements and extend with PFP for the operating contract element however legal advice would be required. Extensions to existing contracts are permitted within procurement regulations in specific circumstances but the Council would need to take legal advice regarding the circumstances in this instance. There may be a risk in extending the existing contract because of the likely value and length (10 years plus) of the extended contract.
- 7.7 In addition, the Council would miss out on benefitting from the competitive tendering market that is currently resulting in positive surplus payments to local authorities and would also miss out on updating its leisure management contractual arrangements which should be replaced with modern, fit for purpose contractual documents which put significant additional demands on operators that would be beneficial to the Council and would allow the Council to share in any excess profit generated from the Contract (which it is not currently doing).

7.8 An overview of each option is set out below.

Design, Build, Operate and Maintain (DBOM)

- 7.9 This approach is applicable where major capital works are to be included in a contract (for instance the building of a new Splash) along with operational requirements. This approach involves the local authority procuring a consortium (building contractor and operator) that will take the lead and take on the risk in the design, construction and the operation of the new facility.
- 7.10 It is a so called 'one stop shop' where the local authority issues an output specification covering the 'facilities requirements' and 'technical requirements' - standards of construction, the requirements for the facilities (pool, gym etc.) - and services specification for the operating requirements (e.g. opening hours, programming, cleaning, quality accreditation etc.).
- 7.11 Consortia bid for the contract, which is normally a long-term contract of 15 plus years, and between them, deliver an optimum solution (in terms of design, construction and operation) balancing capital costs and revenue costs.
- 7.12 These types of contracts can take 18 - 24 months to procure, following which the selected consortium will obtain planning and commence construction of the new facility.
- 7.13 This option is likely to be less resource intensive for the Council to manage as it is a one-stop-shop approach (as opposed to managing two separate procurement processes for operating and construction partners) and also puts the delivery and cost risk onto the bidder. However, it does mean that the Council will have less control over the design of the facility. There are also less leisure operators in the market for this type of project (as opposed to lower risk operating-only contracts), so if the Council wants to maximise operator interest in its next leisure operating contract, this may not be the most suitable option.

Separate Operating and Construction Contracts

- 7.14 An alternative approach, which would result in the new facility being delivered sooner than under the DBOM route, is to procure separate construction and operating contracts which would allow the Council to proceed with the design and planning application process for the new facility sooner, rather than wait for the operator procurement process to be completed.
- 7.15 Separating the two components will allow the Council to maintain control over the design of the facility (under the Traditional or D&B approach) whilst benefiting from a faster procurement process than the DBOM, resulting in an earlier start on site for the new facility and reduce the risk of failure of the current facility.
- 7.16 It may also result in the Council being able to individually select its preferred partners in each of the areas (construction and operation), as opposed to a consortium bid, and improve competition, by allowing submissions from parties without formal consortia arrangements in place.
- 7.17 The disadvantage of this option is that there may not be an opportunity for bidder / operator input into the facility design (or it may be limited) which can result in increased operating costs in the future. This risk can be mitigated by employing an experienced leisure architect and consultant team with experience of designing and operating leisure facilities.

- 7.18 Sometimes the two processes (build and operating contract) can be twin tracked to an extent allow the preferred operator some form of input into the design however, considering the timescales involved with this project, it would not seem sensible to delay the design work to wait for the operator procurement process.
- 7.19 It may be possible to allow all bidders the opportunity to comment on the emerging designs during the operator procurement process to ensure that the Council is not making any design decisions that will result in increased revenue costs, however the final appointment of an operator may come too late for them to influence the design beyond the final fit-out of fixtures, fittings and equipment (FF&E).
- 7.20 If the Council does want to follow this twin track approach, the options for procuring the construction of the new facility are set out below.

Traditional Build Contract

- 7.21 If the Council wishes to develop and fund the new facility, it could consider three routes; a traditional building contract or two different forms of design and build contracts. In the traditional design then build construction project, the Council enters into contracts with a design professional (typically an architect) to design the facility. The architect may employ other "sub-consultants" such as engineers to assist in the development of the design stages.
- 7.22 When the design is complete and approved by the Council, tender documentation is prepared by the design professional and bids are solicited from building contractors. The Council then enters into a separate contract with a building contractor for a fixed price to construct the facility. This process therefore requires two EU compliant procurements - firstly for the design team and secondly for the construction team (three, if we include the separate operator contract that could be required).
- 7.23 In this approach, there may be practical risks around the build-ability of the design (as the construction partner will have limited opportunity to influence the design) and the Council will need to input a high level of resources into the design process. This can be mitigated by engaging a building contractor early to provide input into the design before it is "completed" by the relevant design consultants. However, this requires early selection of a building contractor before a fixed price for the construction works can be agreed.
- 7.24 Under this process the Council retains responsibility for any delay in providing design information from its professional consultants to the building contractor.
- 7.25 Even where designs are "complete" before the engagement of a building contractor, there is usually the need for continued detailing of design and approval of elements (particularly mechanical and electrical installations) from specialist contractors. There is a risk that this could allow 'cost creep' as the designs are finalised.
- 7.26 Using this approach allows the Council to develop its own design. However, the disadvantages include the costs / resource implications of three procurements (design team, building contractor and operator), timescales, impact on the VAT recovery on the Council's special exemption de-minimus limit and the Council retaining design risk.
- 7.27 There is also the risk relating to the interface arrangements between the building contractor and leisure operator. Under a DBOM contract the main contractor is responsible for all of the consortia whereas under this approach the Council may be left 'in between' a building contractor and leisure operator in disagreement.

Design and Build Contracts

- 7.28 In a design and build contract, the local authority enters a single contract with a building contractor who takes ultimate responsibility for both the design and construction of the facility.
- 7.29 In the first instance, the local authority will employ a professional team to develop the design and Employer Requirements to a specific design stage and then tender for a building contractor to undertake the works. Under this method of procurement, there is the opportunity to use a one or two stage tender process.
- 7.30 A one stage process is where the building contractor provides a price based upon the Employers Requirements (normally RIBA Stage 4) which is based upon the cost of construction, profit and preliminary costs.
- 7.31 The two-stage process firstly selects bidders to provide their preliminary costs and profit (based upon RIBA Stage 2/3) and the best priced bids are taken to a second stage where the bidders are asked to price for the construction based upon a further developed design (Stage 3/4) which has their input on build-ability etc. The latter option provides more cost certainty.
- 7.32 Following the appointment of the building contractor, the professional team may be novated across to the building contractor from the local authority. The building contractor may also employ architects or engineers.
- 7.33 Design and build contracts provide a single-point of responsibility for the local authority for the building works. However, there will still be the interface risks with the operator as described above.
- 7.34 The design-build process, unlike the traditional process, increases the likelihood that the facility will be constructed within the local authority's budget. The building contractor can conduct value engineering and 'constructability' analysis from the moment they are engaged in the process which can reduce the cost of the project.
- 7.35 Design and build projects are often completed sooner than traditional build only projects as a building contractor can start construction before the final design is completed. The building contractor can provide early project scheduling, and can order long-lead time items before the design is completed. In the traditional build only contracts, the design generally must be completed before construction tenders are let.
- 7.36 In a design-build contract, the local authority cannot rely on the architect to act as his or her representative during the construction process (following novation) and will need to retain the services of a construction project manager.
- 7.37 Under this type of procurement, a separate exercise is usually still required to procure an operator.

Use of Framework Agreements

- 7.38 As the public sector has developed the use of constructing buildings and infrastructure, there have been many frameworks from which local authorities can find a suitable building contractor or design and build contractor. These frameworks will have been procured under the Public Procurement Regulations and all the organisations will have been through a Pre-Qualification process and in most cases agreed their profit, overhead and preliminary costs.

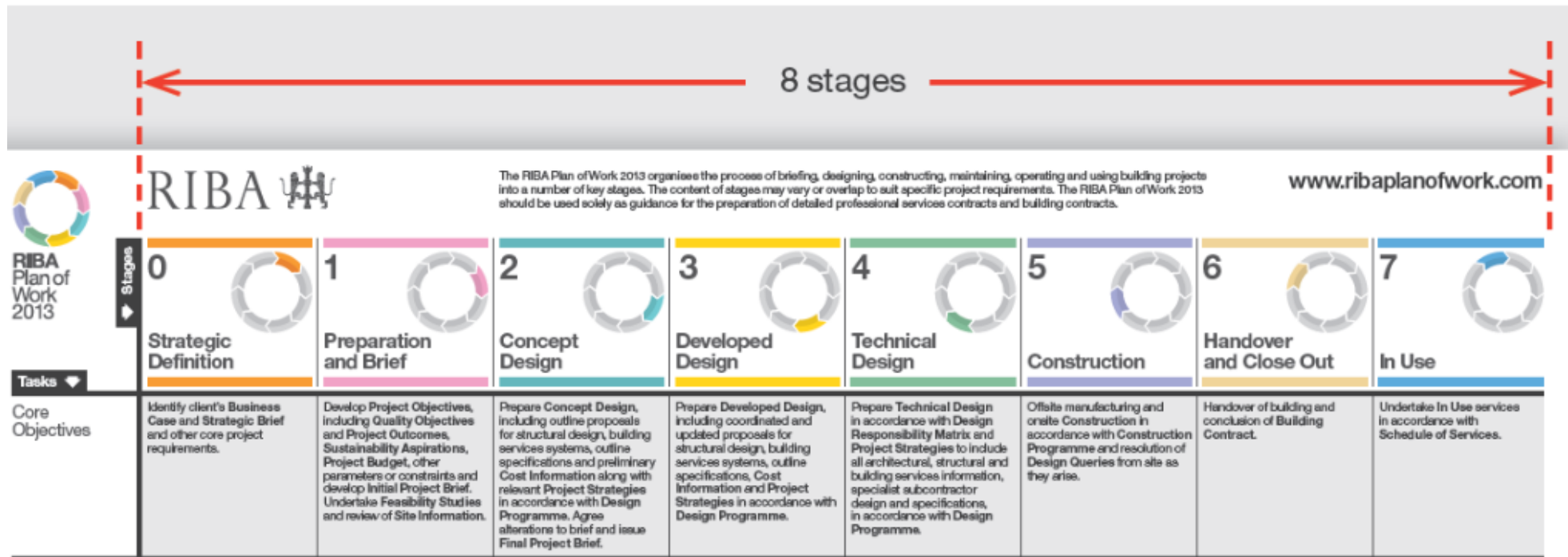
- 7.39 The use of these framework agreements can save time, as a local authority does not have to advertise or go through a pre-qualification phase. In some cases, a percentage of the capital costs are paid to the organising local authority(s). However, the use of a framework can reduce the range of potential contractors as some frameworks are limited in their range of contractors to choose from.
- 7.40 Examples of the types of frameworks available for construction contracts are Scape, the UK Leisure Framework, Pagabo etc.

Professional Support

- 7.41 Regardless of the delivery route selected, the Council will require professional support to implement the project. We have set out below the various difference roles that the Council is likely to require support delivering. Although the Council could consider delivering some of the services in-house, we would strongly advise that dedicated resource with direct experience of delivering similar major leisure projects should be utilised in order to deliver the project on time, on budget and to the highest of standards.
- 7.42 Typical roles that the Council is likely to require external support to deliver are as follows:
- Project management - the project will require a technical project manager to oversee the appointment of a professional team, sub-consultants and a construction partner and to work on the client-side for the Council once the construction partner is in place.
 - Design Services - the Council will need to utilise an experienced leisure architect to take the project through the RIBA design stages (see figure 7.1 below);
 - Cost consultant - a quantity surveyor experienced in developing leisure facilities will need to be utilised to provide cost estimates as the design progresses;
 - Leisure consultant - there are several linked tasks for a leisure consultant:
 - Working with the architect and QS (see below) in the design stages of the project to ensure that the emerging detailed designs are efficient from an operational perspective and do not negatively impact on the overall business case for the scheme;
 - Managing the leisure operator procurement process for the Council;
 - Working with the Council to deliver capital funding bids (if required).
- 7.43 There are various other secondary consultant roles that may also be required as the project progresses. These are likely to be delivered via a combination of direct appointments by the Council and / or sub-consultant appointments by the team set out above. These include experts in planning, structural engineers, drainage, mechanical and electrical engineering, arboriculture, transport, clerk of works and others.
- 7.44 The estimated fees for the professional team to deliver the project are incorporated within the capital cost projections for the new Splash with the exception of the leisure consultant role. The leisure consultant cost usually comes from a revenue budget as the role is primarily concerned with the procurement process for an operator and linking the two processes together to ensure overall viability (i.e. the construction and operator procurement projects) and, as such, is not directly linked to the capital cost involved with developing the new facility.

7.45 For information, the RIBA design stages are summarised in the diagram below.

Figure 7.1 - RIBA Design Stages

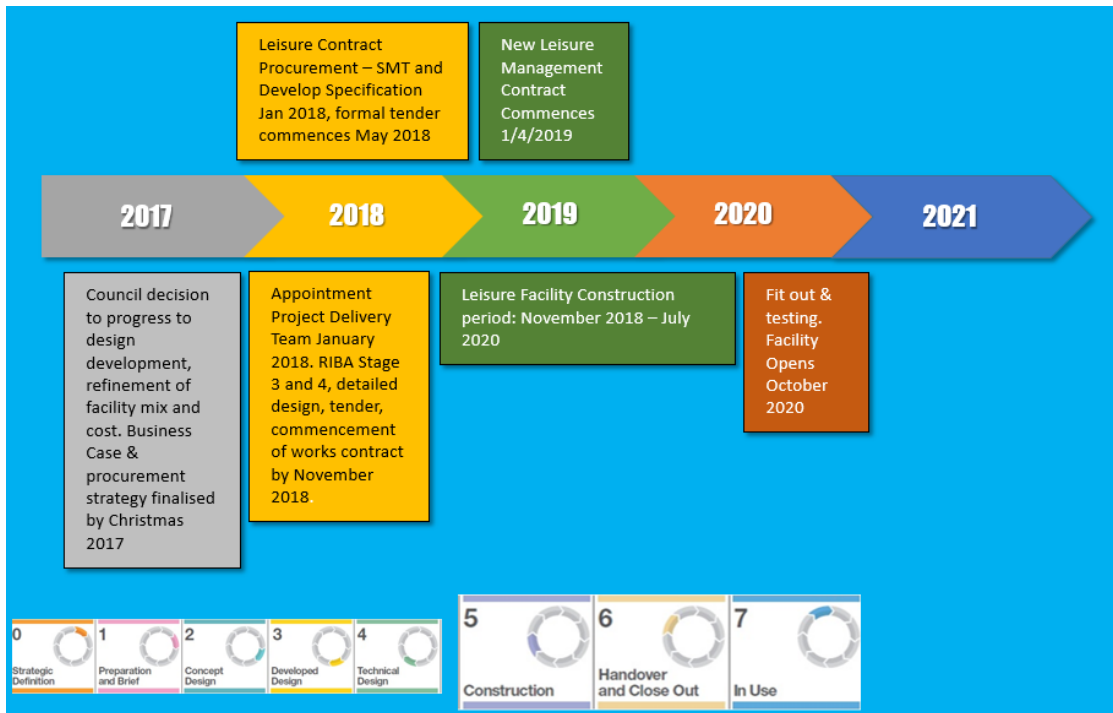


Recommendation

- 7.46 Based on the time available before the commencement of a new operating contract in April 2019 and the potential lack of control and choice that a DBOM process provides, we would recommend that the Council proceeds with separate twin-tracked operating and design and build contracts.
- 7.47 We understand that the timescales linked to the design and build of the leisure centre will be influenced strongly by the potential hotel development on the site and the hotel operators view on timescales, location on site and phasing of any developments. As we are not aware of those views at this stage, we have set out our ideal recommended timescales from a leisure facility perspective, but we will revise these when more information is available on the views of the potential hotel operators.

- 7.48 It should be noted that we have not considered an option whereby the hotel and leisure facility construction are procured in one package at this stage as we are not sure of the findings that will emerge from the hotel operator market testing process i.e. who will build the hotel (Council or operator) and when it will be timed / phased. The two construction processes could potentially be combined however we would urge the Council to ensure that a contractor that is experienced in developing leisure facilities is appointed for the leisure element. This can be considered in more detail once further information has emerged from the hotel market testing process however, at this stage, we do not believe that combining the hotel and leisure facility construction processes would provide best value.
- 7.49 The project plan in Appendix F sets out how the timetable could be achieved and both construction and operator procurement projects delivered within our recommended timeframes. It identifies a small window of potential overlap whereby potential operators taking part within the bidding process for the operating contract could provide feedback on the designs before they are finalised in order to ensure that there are no issues arising that would have a negative impact on the management fee the Council receives as part of the new contract.
- 7.50 However, it should be noted that the process does not allow for the potential preferred bidder on the operating contract (or final two bidders) to fundamentally influence the design of the Splash and make material changes / add their own design input into the scheme. This would involve the Council in significant extra time and cost to deliver the project in this way and would not allow the operator and construction projects to be twin-tracked in the way in which they are currently envisaged as the construction process would need to wait for the successful completion of the operating contract before construction could commence, thereby causing a delay to the construction process and potentially also the operating procurement.
- 7.51 We recommend that the Council can minimise any risks from a lack of operator input into the design by doing the following:
- Employing an experienced leisure architect who has designed many leisure facilities;
 - Input from an experienced leisure consultant;
 - Input from its current operating partner, PFP (to the extent that it does not prejudice any operator procurement process);
 - Site visits to best practice leisure facilities that have recently been constructed and are now operational;
 - Through the soft market testing process with potential operating partners;
 - Through the early stages of the procurement process by seeking feedback from the operators interested in bidding, which may elicit common feedback to aid the design without letting one party have direct influence over how the building is designed.
- 7.52 The indicative high-level timescales are summarised in the diagram overleaf. A detailed project plan reflecting these timescales is included in Appendix F.

Figure 7.2 - High-Level Project Timetable



8. Risk Assessment

08

Introduction

- 8.1 In this section we explore the main risks associated with delivery of the new Splash informed from our work during this project, and from our experience of working on similar projects across the UK.

Risks

- 8.2 A detailed risk register will need to be developed if the Council decides to proceed with the project however we have identified a number of key risk areas at this early stage as follows:
- public objections to the new mix of facilities;
 - the facility has to be developed on the site of the existing Splash, resulting in redundancies and potentially impacting negatively on the business plan for the new Splash;
 - planning permission is not achieved / significantly alters the scheme;
 - currently unknown constraints on the site increase the capital cost;
 - uncertainty of capital funding or funding constraints that limit the development impacting on the ability to generate an operating surplus;
 - Council breaches its de-minimis limit;
 - project requirements and design specification that outstrip the capital available;
 - market forces (e.g. Brexit) negatively impact on construction prices;
 - the impact of project changes on both capital and revenue estimates;
 - not achieving sufficient market interest or the revenue payment required from the leisure operator procurement process;
 - competition from other sport and leisure providers that impact on the income and expenditure projections provided in the business plans;
 - building failure of the existing Splash before the new Splash is developed.
- 8.3 Further consideration of the main risks to the successful delivery of this project and steps that can be taken to manage them successfully are shown in the table overleaf.

Table 8.1 - Management of Risk

Risk Name	Risk Type	Risk description	Risk Level (Probability)	Risk Level (Impact)	Risk Mitigation
Negative public opinion	Reputational	Members of the public may object to aspects of the new facility (e.g. loss of leisure water and badminton court) leading to negative publicity for the Council.	Medium	Medium	<p>A public consultation process should be carried out in the next design stage (at the end of RIBA Stage 2) if the Council decides to proceed with the project.</p> <p>The Council carried out a detailed built facilities strategy which justifies the facility mix, which was supported by the recent feasibility study and the views of key stakeholders such as Swim England and Sport England.</p> <p>Agreement of key messages for the Council to use in work with their own stakeholders. Coordination and agreement of key messages / media releases etc.</p>
Site location	Reputational & financial	If the Council is forced to proceed with Site Concept 1 or 2 which locates the new facility on the site of the existing Splash, the existing Splash will need to close for circa 18 months resulting in staff redundancies and negatively impacting on the revenue business plan.	High	High	<p>Continue to investigate all possible site masterplans (see Site Concept 3) in partnership with the potential hotel operator(s).</p> <p>Ensure the final site plan and design maximises the leisure facilities prominence on the site as far as possible without negatively impacting on the financial arrangements with the hotel operator.</p> <p>If there is no option but to close the existing Splash during construction, work with the operator to minimise redundancies through redeployment or establishing temporary facilities (e.g. a temporary gym) elsewhere in the area.</p>

Risk Name	Risk Type	Risk description	Risk Level (Probability)	Risk Level (Impact)	Risk Mitigation
Planning approval	Financial, deliverability, reputational	The planning process either results in the scheme being rejected or significant changes to the scheme that increase the capital cost.	Low	High	<p>Planners are already aware of the potential scheme and do not see it is a major risk project as long as the building is sensitive to its surroundings. The principle of leisure amenity development on the site is already established through the Splash and the new building footprint would be smaller.</p> <p>Retain on-going consultation with planners throughout the design process.</p> <p>Consider obtaining planning pre-application advice.</p> <p>Consider appointment of specialist planning consultant if the project progresses.</p>
Site constraints	Financial, deliverability	Unknown site constraints are revealed by detailed surveys (e.g. ground conditions, protected wildlife etc.) which delay the project and increase capital costs.	High	High	<p>Carry out detailed site surveys if the project moves to the next stage.</p> <p>Appointment of profession technical team to manage risks.</p>
Capital funding	Financial, deliverability	Assumed grant funding from Sport England or the capital contribution from the hotel operator does not materialise, impacting on the affordability of the scheme or resulting in design changes to the scheme that compromise the business plan.	High	High	<p>Neither of the two capital funding sources are guaranteed at this stage. Project documentation should be framed to emphasis the alignment with Sport England's current strategy and the outcomes that will be delivered. A contingency plan should be developed. Potential solutions include:</p> <ul style="list-style-type: none"> • Use of capital reserves; • Improved management fee from operator procurement (over and above levels projected in this business case);

Risk Name	Risk Type	Risk description	Risk Level (Probability)	Risk Level (Impact)	Risk Mitigation
					<ul style="list-style-type: none"> • Use of other revenue sources to fund further borrowing e.g. hotel business rates; • Sale of other land to raise capital receipts or use of CIL / Section 106 monies; • Value engineering of the design to reduce costs e.g. removal of spectator seating and fun water play space etc.
De-Minimis Limit	Financial, deliverability	The Council breaches its de-minimise limit due to increased borrowing which negatively impacts on its ability to recover VAT on expenditure.	Medium	High	Continued monitoring by Council finance team to ensure this does not occur. Use of other funding sources before borrowing if possible e.g. reserves.
Specification	Financial, deliverability	The project requirements and / or the design specification increase and negatively impact on capital cost.	Medium	High	Employment of experienced leisure architect, quantity surveyor and technical project management team. Continued review of the business plan / business case as the design progresses to ensure specification or design changes are not negatively impacting on the overall affordability of the scheme.
Price inflation	Financial, deliverability	External market forces (e.g. Brexit, interest rates etc.) negatively impact on the ability to attract construction partners within the Council's affordability limit and / or push the cost of the project up.	High	High	Inflation has been built into the business case capital costs to Q3 2019. This is a prudent position to take however the risk of Brexit (capital cost risk) and potential interest rate rises (cost of borrowing risk) add uncertainty. Appointment of experienced leisure quantity surveyor and continued revising of the capital costs and affordability model at each design stage of the project is recommended.

Risk Name	Risk Type	Risk description	Risk Level (Probability)	Risk Level (Impact)	Risk Mitigation
Project changes	Financial, deliverability	Design changes will inevitably occur as the projects develop (e.g. following public consultation or planning feedback). The budgetary impact of all the changes on the capital and revenue costs and on the business plan will need to be monitored carefully to ensure they do not negatively impact on affordability.	Medium	Medium	<p>Continually review the business plan and business case when changes are made to the project to ensure that a design change does not negatively impact the business plan (or if it does, it reduces the capital cost accordingly to keep the project affordable).</p> <p>Consider value engineering as the design progresses if the budget comes under pressure.</p> <p>Use consultants and the Council's current leisure operator to provide feedback as the design progresses.</p> <p>Use the procurement process (where possible) to seek operator feedback on the designs.</p>
Operator procurement	Financial, deliverability	There is insufficient interest in the leisure management contract from the operator market and / or the management fee offered does not provide the required level of savings.	Medium	High	<p>Business plans developed using experienced operator input and knowledge of numerous procurement processes managed and new facilities developed.</p> <p>Soft market testing used on on-going basis as project develops to ensure the operator market is aware of the project and the target timescales. Feedback continually sought to ensure high levels of interest.</p> <p>Continued refining of the business plan as the design progresses to ensure affordability of the project is maintained.</p>

Risk Name	Risk Type	Risk description	Risk Level (Probability)	Risk Level (Impact)	Risk Mitigation
External competition	Financial, deliverability	The business plan is compromised due to new external leisure facility competition entering the local area.	Low	High	<p>The demographics of the local area do not lend themselves to major private sector brands establishing themselves in this market as they generally seek catchments with greater populations and younger or more affluent demographics.</p> <p>Continual monitoring of local market to ensure aware of any competing operator changes / improvements.</p> <p>Ensure current Splash is kept open and fit for purpose as far as possible so as not to open obvious opportunity for a competitor.</p>
Building Failure	Reputational, financial	Existing Splash closes early due to building failure. Loss of members, potential redundancies and negative impact on new Splash business plan.	Medium	High	<p>Continued maintenance of current Splash to ensure remains operational.</p> <p>Worst case scenario, put a contingency plan in place to utilise other centres and potentially provide temporary gym in Sheringham.</p>
Project delays	Reputational, financial, deliverability	Delays in moving forward with the project could have a negative impact on affordability as building cost inflation and interest rates increase. Could be caused by procurement delays or lack of resource or internal decision-making delays.	Medium	High	<p>Employ a strong and experienced professional team to support the project.</p> <p>Nominate an internal project manager and project sponsor.</p> <p>Set up an internal project board.</p> <p>Devise and agree a procurement strategy.</p>

Risk Name	Risk Type	Risk description	Risk Level (Probability)	Risk Level (Impact)	Risk Mitigation
Stakeholder buy-in	Reputational, financial	Key users (e.g. swimming club) or key partners (e.g. public health, Sport England etc.) do not feel that their views are being heard and become disenfranchised.	Medium	Medium	It will be essential to maintain and increase stakeholder buy-in, ensuring that the key requirements of the stakeholders can be delivered through the project. Regular consultation and communication with key partners is key. Draw up a project comms plan. Include key partners such as Sport England public health on the project board.
Procurement challenges	Reputational, financial, deliverability	Either the construction or operator procurement process is challenged causing delays and potential cost overrun.	Low	High	Develop a procurement strategy clearly setting out the approach to each procurement and a detailed delivery plan. Adequately resource the project board and project team. Work with experienced leisure consultants to mitigate risk.
Negative media profile	Reputational	Failure to maintain a positive media profile	Low	Medium	The preparation and coordination of media releases at key project stages can help maintain a positive media profile perhaps focussing on individuals who could benefit from the new facility by 'telling their story'. Keep the public informed by producing video updates, project fly-throughs, newsletters etc. Utilise all forms of media, e.g. print, web, social etc.
Lack of resource	Deliverability, financial	The project team is not resourced sufficiently to manage and deliver the project on time and on budget.	Medium	High	Establish an internal project board / steering group and project team. Report to Council Members on a regular basis for key check and challenge. Identify an internal project manager (client side).

Risk Name	Risk Type	Risk description	Risk Level (Probability)	Risk Level (Impact)	Risk Mitigation
					<p>Work with an external project manager (technical) and professional team of consultants (architect, QS, leisure etc.) that have experience in delivering similar leisure schemes.</p> <p>Ensure succession of knowledge and understanding within organisations if change in personnel is planned.</p>

Risk Assessment - What does this mean for the Project?

The key risk areas at this stage from a deliverability perspective relate to the funding of capital, the scale of the capital costs required and the speed of delivery (resource, capacity and skills etc.).

Early engagement with Sport England and hotel operators is key to identify the risk level relating to the potential capital funding sources.

Great care has been taken in the development of the business model which has been developed with outline programmes, local performance analysis, relevant benchmarks, supply and demand analysis and from our consultant experience.

Whilst we believe that the business plan provided is deliverable, it should continue to be refined and developed as the project develops.

A key risk relates to the resourcing of the project. The Council will need to ensure that it has sufficient resource (internal and external) and management / reporting processes and procedures in place to deliver the project on time and on budget.

9. Summary and Recommendations

09

Summary

- 9.1 The Splash Leisure and Fitness Centre in Sheringham was built in 1988 and has the highest operating costs of the Council's three leisure facilities. The 2015 Indoor Leisure Facilities Strategy recommended maintaining the Splash as a swimming facility either through a rebuild or modernisation project.
- 9.2 Following the development of a feasibility study which examined new build and refurbishment options, the Council opted to proceed to the business case stage on the basis of a new build option.
- 9.3 The core proposed facility mix comprises of a 25m 6 lane pool, learner pool, splash pad / fun water, 50 station health and fitness suite, 1 large dividable studio, a spin studio, 2 treatment rooms and a café / reception. In addition, Council Members have requested that a second option which expands these facilities to incorporate added health suite facilities (sauna, steam, hydrotherapy, toning and relaxation areas) not be discounted at this stage.
- 9.4 The design and facility mix for the new Splash will provide a wider range of flexible facilities that will offer the local population a far greater programme of wide-ranging health and wellbeing activities to take part in. The improved access and availability will help the local community begin, regularly use and continue to use the facility for generations to come. The consequential health and wider economic benefits of this are clear and accord strongly with local and national strategic aims.

Financial Modelling

CONTAINED IN THE CONFIDENTIAL APPENDIX.

Economic Impact

- 9.5 The building of new leisure facilities can have a considerable positive impact on a local community, in relation to jobs, skills, health and wellbeing and economic growth.
- 9.6 We have assessed high level economic benefits from potential investment in the new Splash utilising The Football Foundation, in association with the Centre for Economics and Business Research, macroeconomic investment model providing benefits of investment in grassroots facilities. This included:
 1. Direct benefits accruing from construction of the new Splash;
 2. Direct benefits accruing from operation of the new Splash;
 3. Indirect and induced benefits - supply chains / local spend ('the multiplier effect');
 4. Sport England Economic value of sport indicator for North Norfolk.

- 9.7 Combining the figures presented in relation to direct, indirect and induced impacts of a new Splash, there are clear benefits for North Norfolk in terms of both spend and employment, as noted below:
- Approximately 80 FTE jobs generated during the construction of the new centre;
 - Approximately £24.96m total impact and 19.2 additional sustainable FTE Jobs.

- 9.8 Whilst only an estimate, this provides a useful context to some of the economic benefits arising from investment in the new Splash.

Risk Assessment

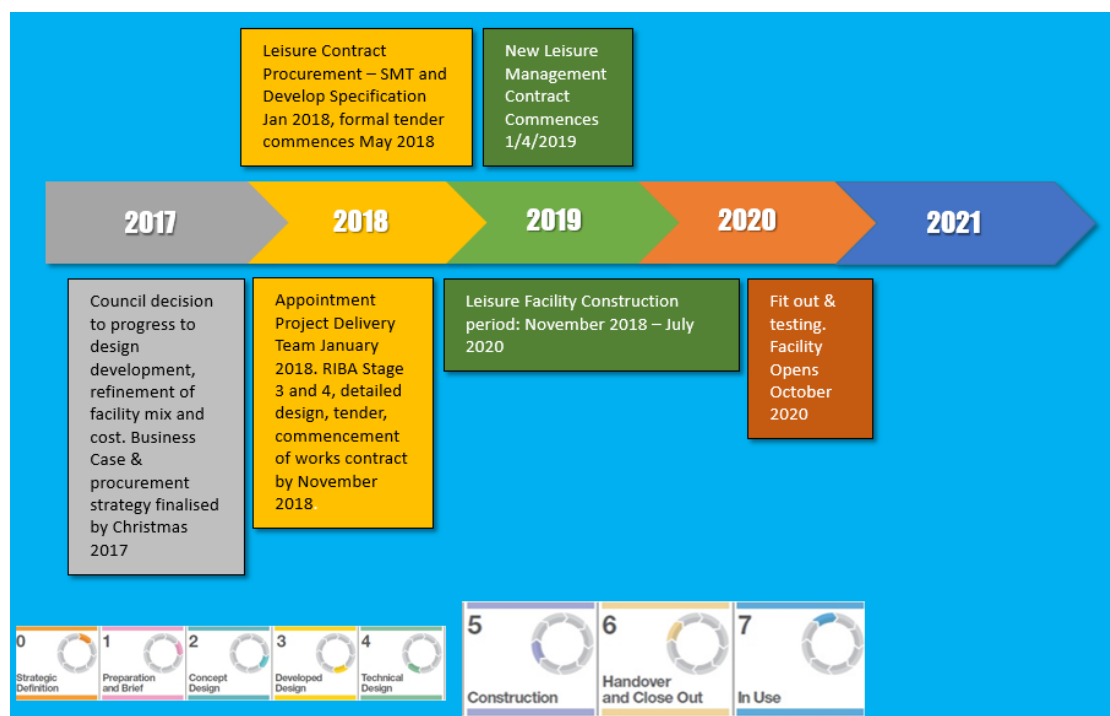
- 9.9 The key risk areas at this stage from a deliverability perspective relate to the funding of capital, the scale of the capital costs required and the speed of delivery (resource, capacity and skills etc.).
- 9.10 Early engagement with Sport England and hotel operators is key to identify the risk level relating to the potential capital funding sources.
- 9.11 Great care has been taken in the development of the business model which has been developed with outline programmes, local performance analysis, relevant benchmarks, supply and demand analysis and from our consultant experience.
- 9.12 Whilst we believe that the business plan provided is deliverable, it should continue to be refined and developed as the project develops.
- 9.13 A key risk relates to the resourcing of the project. The Council will need to ensure that it has sufficient resource (internal and external) and management / reporting processes and procedures in place to deliver the project on time and on budget.

Procurement and Delivery

- 9.14 In terms of procurement options for the delivery of the new centre, this needs to be aligned with the potential procurement of new operating arrangements considering the Council's existing contract with PFP which expires on 31st March 2019.
- 9.15 Based on the time available before the commencement of a new operating contract in April 2019 and the potential lack of control and choice that a DBOM process provides, we would recommend that the Council proceeds with separate twin-tracked operating and design and build contracts.
- 9.16 We understand that the timescales linked to the design and build of the leisure centre will be influenced strongly by the potential hotel development on the site and the hotel operators view on timescales, location on site and phasing of any developments. As we are not aware of those views at this stage, we have set out our ideal recommended timescales from a leisure facility perspective, but we will revise these when more information is available on the views of the potential hotel operators.

- 9.17 It should be noted that we have not considered an option whereby the hotel and leisure facility construction are procured in one package at this stage as we are not sure of the findings that will emerge from the hotel operator market testing process i.e. who will build the hotel (Council or operator) and when it will be timed / phased. The two construction processes could potentially be combined however we would urge the Council to ensure that a contractor that is experienced in developing leisure facilities is appointed for the leisure element. This can be considered in more detail once further information has emerged from the hotel market testing process however, at this stage, we do not believe that combining the leisure facility and hotel construction processes would provide best value.
- 9.18 The project plan in Appendix F sets out how the timetable could be achieved and both construction and operator procurement projects delivered within our recommended timeframes. It identifies a small window of potential overlap whereby potential operators taking part within the bidding process for the operating contract could provide feedback on the designs before they are finalised in order to ensure that there are no issues arising that would have a negative impact on the management fee the Council receives.
- 9.19 However, it should be noted that the process does not allow for the potential preferred bidder on the operating contract (or final two bidders) to fundamentally influence the design of the Splash and make material changes / add their own design input into the scheme. This would involve the Council in significant extra time and cost to deliver the project in this way and would not allow the operator and construction projects to be twin-tracked in the way in which they are currently envisaged as the construction process would need to wait for the successful completion of the operating contract before construction could commence, thereby causing a delay to potentially both processes.
- 9.20 We recommend that the Council can minimise any risks from a lack of operator input into the design by doing the following:
- Employing an experienced leisure architect who has designed many leisure facilities;
 - Input from an experienced leisure consultant;
 - Input from its current operating partner, PFP (to the extent that it does not prejudice any operator procurement process);
 - Site visits to best practice leisure facilities that have recently been constructed and are now operational;
 - Through the soft market testing process with potential operating partners;
 - Through the early stages of the procurement process by seeking feedback from the operators interested in bidding, which may elicit common feedback to aid the design without letting one party have direct influence over how the building is designed.
- 9.21 The indicative high-level timescales are summarised in the diagram overleaf. A detailed project plan reflecting these timescales is included in Appendix F.

Figure 9.1 - High-Level Project Timetable



Recommendations

- 9.22 If the Council recommends that the project should be progressed to the design stage, the Council should proceed with the development of a procurement strategy as the next step.
- 9.23 Appendix F sets out a detailed project plan but a high-level summary of key short-term actions for the Council is as follows:
- Form a formal project board (steering group) and project management (working group) structure (November / December);
 - Develop a procurement strategy for the delivery of the building and operating contracts (November / December);
 - Continue discussions with Sport England and potential hotel operators in order to gain greater certainty around the potential for capital contributions (November / December);
 - Once the procurement strategy is signed off, appoint a professional team (project manager, architect and quantity surveyor) to develop the design to RIBA stage 3 and gain planning permission (January 2018);
 - Whilst the professional team is working up the design through the RIBA stages, begin work on preparing the contract documentation for the leisure management procurement process (January onwards).

- 9.24 The rest of the stages to deliver a separate operator procurement and two-stage design and build construction contract are set out in Appendix F. The timescales for delivery are tight so making a prompt start in terms of the appointment of project management structures and professional advisors is key to ensuring that the timescales do not slip early on in the process.
- 9.25 Please contact Damien Adams (damienadams@fmgconsulting.co.uk) for any queries related to the contents of this report.

Splash - Appendix 2 - Terms of Reference for Project Boards

Officer/Member Board

Ref	Element	Detail
1	Board membership	<p>Members: Portfolio members for Property, Procurement and Leisure Opposition Member/s to maintain political balance</p> <p>Officers: Corporate Director and Head of Paid Service Monitoring Officer s151 Officer Project Manager Other officers as required</p>
2	Responsibilities	<p>Project aims:</p> <ul style="list-style-type: none"> • To secure the provision of a new Leisure Centre on the Splash site in Sheringham • To procure a new Leisure Services Management Contract • Review and maintain progress
3	Actions	<ul style="list-style-type: none"> • Sign off key project documents • Identify and provide sufficient resources for the procurement of the contract(s) • Receive regular reports from the Project Board • Sign off regular reports relating to the project • Monitor procurement budget • Set milestones for the project • Monitor progress
4	Reporting framework	<p>Sign off written reports to:</p> <ul style="list-style-type: none"> - Cabinet - Overview and Scrutiny - Council
5	Administration	<p>Oversee key corporate administrative processes related to the procurement:</p> <p>Timetable of meetings Agenda preparation Minutes - prepare draft and full minutes Progress chasing</p>
6	Risk and mitigation	<p>Sign off risk analysis for the corporate and project risk registers</p>
7	Governance	<p>Regular reports from the Project Director to Cabinet and Overview and Scrutiny as necessary Project Director to Overview and Scrutiny as required</p>
8	Housekeeping	<p>All work is to be undertaken within the framework of the corporate policies of the Council Ensure confidentiality of papers provided to the Project Board where necessary</p>

Project Group

Ref	Element	Detail
1	Group membership	Officers: Corporate Director and Head of Paid Service (as required) Head of Economic and Community Development Leisure and Localities Manager Chief Financial Accountant Legal support (as required) Communications support External consultancy support – Leisure, Design, Construction and Project Management Project Manager
2	Responsibilities	To prepare all key project documents as required. Ensure timely reporting to Member and Officer Board
3	Actions	<ul style="list-style-type: none"> • Provide a detailed timetable for the project • Identify the resources required manage the project phases • Provide evidence as required for proposals to the Officer/ Member Board. • Undertake the necessary work to deliver the project
4	Reporting framework	<ul style="list-style-type: none"> • Prepare reports for the Officer/ Member Board and CLT, Cabinet, Overview and Scrutiny and Full Council • Provide ad hoc reports and updates to stakeholders
5	Administration	<ul style="list-style-type: none"> • Establish and maintain a framework for coordination of the actions and reporting requirements of the Board • Timetable meetings • Maintain an up to date contact list of all parties involved in the project
6	Risk and mitigation	Prepare a risk matrix for each element of the project identifying mitigation Monitor and report to the Officer/ Member Board
7	Governance	Lead Officer to ensure that all actions raised with the Officer/ Member Board are dealt with and responses fed back to the Project Group

North Norfolk Community Sports Hub

Summary:

This report is brought to allow members to move forward the opportunity of developing a Community Sports Hub at the Cromer Dual Use Sport Centre via the provision of an indoor tennis facility and new gym and fitness centre, along with different management arrangements, in partnership with both Cromer Academy and Cromer Tennis Club.

The Council's Indoor Leisure Facility Strategy identified an opportunity to better manage the public sports facilities at Cromer Academy, and the adjacent tennis club, in both of which the Council is a key stakeholder.

The Strategy also identifies the need for an indoor tennis facility and the best venue for this is at the Cromer Academy site.

The key partners in this project will be Cromer Academy, Cromer Tennis Club and the Lawn Tennis Association, as well as the Council. A full feasibility and needs analysis study has now been completed, that details the viability of the project.

Conclusions

The Council's Indoor Leisure Facility Strategy has recommended that a Community Sports Hub should be set up, that provides improved management of the sports facilities on and adjacent to the Cromer Academy site. The Strategy also identifies that a 2-3 court indoor tennis facility is needed in the district. Together, these two recommendations present a compelling case for this facility to be built at the academy site, especially now that significant grant funding is available for such a project from the Lawn Tennis Association.

There is now an opportunity for the Council to improve the sports offer at the Academy site, with the development of the Community Sports Hub and construction of the indoor tennis facility and associated gym and fitness centre. At the same time, because of the significant revenue generation capacity of the new facility, this should be able to be completed with only a small impact on the Council's revenue position in terms of its sports and leisure budget.

In addition, there is an opportunity for the Council to provide additional improvements to other tennis courts in the district. This will form part of a wider transformation project for tennis in North Norfolk partly, funded by the Lawn Tennis Association.

Detailed feasibility work has been completed that confirms the viability of the project, to the extent that the Council can now progress the project.

Recommendations

- 1. To accept the findings of the feasibility study into the principle of developing a North Norfolk Community Sports Hub based on the Cromer Academy/Cromer Tennis Club site.**
- 2. To delegate to the Corporate Director and Head of Paid Service (Nick Baker) authority to:**

- a) procure FMG leisure consultants to complete the designs and Planning Application/s for the proposed facility as detailed in this report, and to provide the necessary support the Council in its funding bid to the Lawn Tennis Association.

Note: this will require the waiving of Financial Standing Orders, on the basis of FMG's expertise and earlier involvement in this project.

- b) negotiate property related matters with the interested parties and enter into such property and service contractual agreements as are necessary to allow the project to proceed.
 - c) subject to the external funding being made available, procure construction related professionals to take forward the construction project.
 - d) subject to the external funding being made available, procure the construction contract to build the new facility.
3. For Group Leaders to appoint Members to the Joint Officer Member Board as described at 6.5 in the report.
4. To recommend to Full Council, the approval of the necessary capital budget for the project, subject to the external funding being made available, as described in the report:
- (a) The approval of the necessary capital budget to support the delivery of a Community Sports Hub at an estimated cost of £2.681m, and additional tennis facility improvements at an estimated cost of £250k, as detailed in this report, subject to the necessary external funding being in place
 - (b) That the provisional financing be agreed as follows;
- | | |
|--|---------|
| Lawn Tennis Association Grant
(25% of tennis related cost) | £733k |
| Capital receipts/reserves | £1.465m |
| Lawn Tennis Association Interest free loan
(25% of tennis related cost, to be funded from capital receipts) | £733k |
- (c) That delegated authority is given to the Head of Finance and Assets to adjust the financing outlined above if required to maximise the value for the tax payer.

Reasons for the recommendations:

To provide the necessary framework around, finance, procurement and governance for the project to be able to move forward.

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 Judy Oliver, Property Portfolio Member Cllr Maggie Prior, Wellbeing Portfolio Member	Ward(s) affected: Suffield Park specifically but impacts on all of Cromer and across a wide part of the district and beyond.
Contact Officer, telephone number and email: Nick Baker, 01263 516221, nick.baker@north-norfolk.gov.uk Karl Read, 01263 516002, karl.read@north-norfolk.gov.uk	

North Norfolk Community Sports Hub

1. Introduction

- 1.1 This report discusses the potential to better co-locate and operate the sports facilities at the Cromer Academy/Dual Use Sports Centre and Tennis Club site, by forming a Sports Hub around a new indoor tennis facility along with a gym and fitness centre.
- 1.2 This will complement the existing facilities on the site, so securing their sustainability, whilst at the same time, providing additional improvements to existing tennis facilities across the District.
- 1.3 It is anticipated that these facilities can be provided with a small increase in the Council's sports and leisure budget and a recommendation is provided to this effect.

2. Background

- 2.1 The Council manages and operates three dual-use sports facilities: at Cromer, North Walsham and Stalham. They are all operated on school or Academy sites, for use of the wider community when the schools are closed.
- 2.2 The dual use offer is well used in all locations by many local sports clubs and individuals, but requires a significant subsidy, of around £2.00 per personal use of the facilities.
- 2.3 The Cromer Academy Dual Use site is adjacent to the Cromer Tennis Club, which boasts some of the best grass tennis courts in the country and which the Council leases to the Club on a long lease. Cabbell Park sits behind the site, a facility which the Council now owns and manages. Cromer Academy also has very limited gymnasium facility, which it hires out to the community.
- 2.4 The Council produced an Indoor Leisure Facility Strategy, which was adopted in October 2015. This Strategy included two recommendations relating to the current proposal:
 - 1) that the Council should create a 'Community Sports Hub' by amalgamating the Academy's sports facilities, the (Dual Use) Sports Centre and Tennis Club and the Hub should be operated by one organisation (instead of three).
 - 2) that there is sufficient demand to build a 2 or 3 court indoor tennis facility (in the District). This facility should be situated at either the Cromer Hub or Gresham's School.
- 2.5 Officers have now taken these recommendations forward in respect of the facility being based in Cromer, where the Council already has a significant interest in the site concerned. The resulting feasibility study has shown an extremely positive outlook, especially given the current funding programme available from the Lawn Tennis

Association, which allows 25% of the capital to be funded by grant and a further 25% via an interest free loan.

3 Key Issues

3.1 Tennis facility

3.1.1 The Council discussed the possibility of a Sports Hub and indoor tennis facility with Cromer Academy, which has been well received. The Academy has indicated that it is willing to allow the use of its own land for the provision of the tennis facility, should this be required.

3.1.2 Officers have also met with representatives of Cromer Tennis Club, who have been equally supportive, given that the proposal would allow tennis all year round and, not only build on the existing facility in Cromer, but provide tennis improvements across the District.

3.1.3 The Council has been in dialogue with the Lawn Tennis Association (LTA) to discuss the potential feasibility of the project. The LTA is very supportive, and has indicated the potential for capital grant and interest free loan, as described at 2.5 above, is very likely to be available for this project. The LTA announced a new capital funding scheme for community tennis facilities in June 2017, which will run from 2018, with the deadline for the first tranche of grants at February 2018. The LTA has recommended that the Council submits an application in the February 2018 funding round.

3.1.4 One of the criteria for the LTA funding is that the tennis scheme needs to include more than one venue. The LTA funding for outdoor courts focusses on improving access to the sport, either via refurbishment of old courts and/or installation of floodlights in order to maximise availability to the public. An initial audit of other facilities in the district has already suggested that the outdoor tennis facilities at the following locations could all benefit from this wider project:

- Fakenham – The Gallows Sports Centre – re-surface and re-configure courts
- Wells - Tennis Club – floodlights
- Wells – Alderman Peel High School – refurbishment including floodlights
- North Walsham – High School – resurface courts, new fencing and floodlights

Indicative estimates suggest that it would cost c£250k to improve these facilities. The Council is advised that these improvements would again be eligible for grant and loan funding from the LTA as part of this overall project.

3.1.5 The LTA can and will assist in facility design and specification. It has other examples of similar indoor tennis projects around the country built on school sites that will help inform the development of this project, to ensure it benefits from lessons learned previously.

- 3.1.6 The LTA has advised that a 3-court facility would be the preferred option in the North Norfolk Community Sports Hub. This would allow greater flexibility of programming, greater increases in participation and therefore, greater revenue generation to ensure financial sustainability in the longer term. This view is supported by Sport England.
- 3.1.7 There is a current lease in place between the Council and Cromer Tennis Club which expires in 2033. The Council subsidises this facility by around £24k per annum to ensure the facility provides public access for tennis. This facility largely provides tennis in the summer months via its grass courts, which are in the top five in the country, but there are also four hard/artificial turf courts, which provide tennis for more of the year. The use of all of these courts is obviously weather dependent and therefore limited.
- 3.1.8 This project proposal provides an opportunity to fully review the lease, operation and management of the Tennis Club facility in order to maximise public participation and accessibility.
- 3.1.9 An indoor facility at the centre of a Community Sports Hub would obviously provide an opportunity to massively increase participation in tennis in the area. In so doing, this would help the club become more financially sustainable, with anticipated less reliance on the Council's financial support. A new indoor tennis facility would provide all year round tennis to the community, and would build on the existing tennis participation. It would also provide an opportunity to bring new participants into the sport.

3.2 Dual Use Sports Centre

- 3.2.1 The Council's use of the Academy's sports facilities provides a positive benefit to the Academy of c£30k per annum contribution to its own overheads for the site. Likewise, it provides a very well used facility for community level sport at reasonable cost to the users. As well as the lease costs, the Council funds c£66k per annum in salaries of the centre staff and running cost contributions. These are partly offset by user payments with a net cost to the Council of £49k pa based on the 2016/17 outturn figures.
- 3.2.2 The proposed Community Sports Hub would see the Dual Use arrangements augmented by a three court indoor tennis facility with full ancillary facilities such as changing and social area. In addition, the proposal includes a 20 station gym and fitness area, for which there is proven demand.
- 3.2.3 Importantly, the proposal also allows for a new reception area for the Dual Use facility, which would be designed to maintain safeguarding around access to the Academy's sports facilities, whilst allowing public use for tennis (with a subsequent revenue stream), for much of the school day.
- 3.2.4 Early discussions with the Academy have centred on a three way "land swap", where in principle, it has been agreed that the Council will take on the land to use for the Community Sports Hub and in return will demolish some disused Academy buildings and reinstate the land for car parking, and the Tennis Club will give up two hard courts to re-provide the Academy's netball and basketball area.

3.2.5 Again, in principle, it has been agreed that the Academy would have reasonable use of, and the members of the Tennis Club certain preferential user fees for, the Community Sports Hub tennis facility.

3.3 Sports Hub Management and Governance

3.3.1 The proposed layout of the existing sites creates the ideal opportunity for a community sports hub to be operated and managed by a single organisation, as recommended by the Indoor Facilities Strategy. Given its scale and complexity, the future operation of the facility is best undertaken by the Council, broadly in accordance with the existing arrangements for the dual use facility.

3.3.2 This would mean that the Council would operate the booking system for all use of the facilities across the community sports hub and would administer payments, access, etc. In turn, this would ensure that all payments were collected, with the relevant lease fees and subsidies then paid to the Academy and the Tennis Club accordingly.

3.3.3 In this model, the Tennis Club would still run as normal, with the grass court maintenance being undertaken by the Club, but with the court bookings undertaken by the Council. Likewise, the Academy would still maintain its own buildings with the Council paying for the maintenance of the Community Sports Hub tennis building.

3.3.4 The governance structure should allow for all key stakeholders to be involved; the main stakeholders being the Council, Cromer Academy and Cromer Tennis Club, with these forming a higher level Board. Other major users would form a management group, with a user forum to give a voice in the operation of the facility to all users. This type of model is much preferred by Sport England, which has wide experience in assisting such schemes.

4 Benefits

4.1 It is widely accepted that sport and physical activity play an important role in maintaining a healthy lifestyle. This is the reason for the Corporate Plan's Health and Wellbeing priority featuring sport and active leisure.

4.2 It is well documented that any new sports facility creates an influx of new participants, who will tend to then stay active, so a Community Sports Hub with new facilities is likely to increase participation in the sports available.

4.3 Due to its relatively low impact, tennis is a sport that allows access to a wide range of the community. Many people play tennis to an advanced age, much older than most other sports. This correlates well to the district's demographic profile, and new indoor facilities, along with improved outdoor ones, would undoubtedly increase participation across the District.

4.4 A Community Sports Hub operated by one organisation for the benefit of several, would provide some obvious economies of scale. This should be led by the Council,

which has the professional leisure management expertise to operate what will become a significant community sports facility.

- 4.5 There is an argument for perhaps placing the Community Sports Hub into the Leisure Management Contract, which is about to be re-procured. Our consultants have initially advised against this, mainly on the grounds of the complexity of a contractor having to deal with third parties and then having to move the other two Dual Use centres into the Contract.
- 4.6 There is little doubt however, that a contractor with good marketing skills is likely to drive up membership and usage by a higher level although the costs and profit associated with this are as yet unknown. It is therefore suggested this is something which should be considered, perhaps initially as a separately costed option when the Council procures the Leisure Management Contract, assuming the Community Sports Hub project moves forward.
- 4.7 The Sports Hub would enable cross-fertilisation of participation across the sports, increasing overall participation in physical activity and related social enjoyment.
- 4.8 A new indoor tennis facility would be a valuable asset that will greatly enhance the sports offer at both the Academy and for other local schools. It could operate as a flexible indoor space for schools and, whilst it would only be marked out as a tennis facility, there is potential for it to be utilised to deliver a number of different school PE/sport activities if required.

5. Feasibility and Needs Assessment Study

- 5.1 The Council commissioned FMG Consulting, recognised experts in this field, to undertake a comprehensive feasibility study which is appended at Confidential Appendix 1 with the following objectives assumed for any new facility:
 - To increase participation in sport and active leisure;
 - To provide options for the management of the tennis club, sports centre, indoor tennis facility and other school sports facilities within one cohesive structure;
 - To protect and develop the widest stock of facilities at one location that achieves the most significant benefits;
 - To provide a modern facility that provides the community and visitors to the district a quality experience;
 - To allow the Council to provide good facilities with minimal negative effect on the Council's revenue budget.
- 5.2 A consultation exercise was undertaken with a wider group of stakeholders in order to better understand the future needs moving forward and potential growth in participation.
- 5.3 The results of the study indicate that, through the increased usage of a new Sports Hub at the Cromer site, and the amalgamation of facility management, there is very

significant revenue generation that would largely support the capital cost of the proposal.

5.4 The study concluded that this facility proposal in Cromer:

- a) has a high strategic fit with national and local economic and health strategies;
 - b) is strongly supported by local consultation;
 - c) is justified in respect of demand and market analysis;
 - d) is very likely to significantly drive up participation rates, addressing levels of inactivity, with positive health and economic benefits;
- The analysis of supply of indoor tennis with relevant catchment profiles, provides a demonstrable opportunity to provide an indoor tennis centre in Cromer, providing an all year facility to existing players, as well as providing an opportunity for new users to participate. Furthermore, the study has also identified an opportunity for the Council to consider the development of a complimentary health and fitness facility to further enhance the site from a health and financial perspective.
 - Tennis is a demanded sport in the Cromer area, with current membership at the Club of around 300 adults and 125 children. The demand analysis has shown that up to 1,525 people would like to play tennis within a 20 minute catchment of Cromer.
 - The proposed facility mix includes a three court, indoor tennis facility, toilets, changing rooms, reception area (for both the Dual Use facilities and tennis), storage area and a meeting room. In addition, it is proposed that a social area and along with a gym and fitness suite is also provided.
 - The capital cost analysis has shown that a 'framed fabric' indoor tennis facility with 'traditional build' ancillary facilities could be provided for £2.681m; roughly half the cost of a fully traditional build facility.
 - FMG have identified opportunities for significant revenue generation, from both the proposed new and existing facilities, and through the introduction of web based payment, booking, and membership systems. It is anticipated that even taking a very prudent view, this would cover the majority of the capital cost leaving a revenue budget impact of £27k per annum required to cover the remainder.
 - There is an existing multi-use games area at the school where the suggested location for the new indoor tennis centre would be built and therefore the school expects that this will be re-provided. Provision within the capital cost plan has therefore been made to re-provide a new multi-use games area by converting the two 'omni turf' tennis courts currently on Council land as part of the Tennis Club facility. This could have the added benefit of being available for community use in the evenings and weekends.

6. Project Management and Governance

6.1 Assuming the Council agrees to move forward with the project, the next step will be to procure the relevant consultancy support to ensure that:

- the project is taken forward with full knowledge of the likely funding streams and likely management structures, including support for the LTA grant funding application. It is proposed that FMG Consultants should be procured to provide this service, with Financial Standing Orders waived on the basis of their expertise and current involvement.
- the design is taken to Planning Application stage and fully costed. This will require the appointment of architects and construction cost consultants, and could be done either competitively, or through an extension of FMG's current involvement, with Financial Standing Orders waived as above.

6.2 Assuming then, that the external funding is forthcoming and the financial elements remain positive, the project would move to the construction phase with additional support required to ensure that:

- the Council is properly represented as client during the construction, by a project supervisor. It is likely that this would need to be procured via a competitive process.
- project management remains clear throughout the project through to a successful delivery. This may be provided from within the Council, but may require external support.

6.3 The anticipated timeline for this project, assuming the LTA grant application is made by the end of February 2018, could see the facility completed by mid to late 2019. However, there are a number of influencing factors involved, including working on a live educational site, which would need to be overcome to enable this.

6.4 Because of the size of this project, it is suggested that as with a number of key corporate issues, a joint Member/Officer Board should be established to oversee its delivery. This would contain the key corporate level officers, alongside the relevant portfolio members with other members to give appropriate political balance. This will then be supported by an Officer Project Group, which will work a more operational level.

6.5 It is therefore proposed that the Officer Project Group should deal with the everyday delivery of the project and should consist of the following:

- Head of Community and Economic Development
- Leisure and Localities Manager

- Procurement Officer
- Chief Accountant – as and when required
- Legal support – as and when required
- Corporate Project Manager
- Administrative support

The Project Board would include:

- Corporate Director and Head of Paid Service
- Head of Community and Economic Development
- s151 Officer
- Monitoring Officer
- Relevant portfolio member/s
- Other members to provide appropriate political balance

The Terms of Reference for the above groups will be found at Appendix 1.

- 6.6 A formal recommendation to appoint members to this Board is contained within the report.

7 Financial Implications and Risk

- 7.1 Given the size of the project and commercial sensitivity, the Head of Finance's report, including sensitivity analysis, is contained within the Confidential Appendix 2. In general terms, however, the total capital cost will be in the region of £2.681m with a net revenue cost of £27k per year.

8. Sustainability

- 8.1 Any new build will rely on low energy use to minimise utility costs of the facility to assist long term financial sustainability.

9. Equality and Diversity

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

- 9.2 Any new facility will be fully accessible for those with disabilities to encourage participation by all.

10. Section 17 Crime and Disorder considerations

- 10.1 There are no negative Crime and Disorder implications resulting from the recommendations or options considered in this report. However, there are likely to be significant positive implications as it is well known that young people engaged in sporting and physical activity are far less likely to become engaged in anti-social behaviour.

11. Conclusions

The Council's Indoor Leisure Facility Strategy has recommended that a Community Sports Hub should be set up, that provides improved management of the sports facilities on and adjacent to the Cromer Academy site. The Strategy also identifies that a 2-3 court indoor tennis facility is needed in the district. Together, these two recommendations present a compelling case for this facility to be built at the academy site, especially now that significant grant funding is available for such a project from the Lawn Tennis Association.

There is now an opportunity for the Council to improve the sports offer at the Academy site, with the development of the Community Sports Hub and construction of the indoor tennis facility and associated gym and fitness centre. At the same time, because of the significant revenue generation capacity of the new facility, this should be able to be completed with only a small impact on the Council's revenue position in terms of its sports and leisure budget.

In addition, there is an opportunity for the Council to provide additional improvements to other tennis courts in the district. This will form part of a wider transformation project for tennis in North Norfolk partly, funded by the Lawn Tennis Association.

Detailed feasibility work has been completed that confirms the viability of the project, to the extent that the Council can now progress the project.

12 Consultation with Overview and Scrutiny

- 12.1 The feasibility report was presented to the Overview and Scrutiny Committee on 8 November, for pre-scrutiny, to enable Members comments to be taken forward to Cabinet. The Member comments and actions arising from the meeting, which are not covered in the report, are contained in the table below:

Comment	Action
That the proposed facility would be perceived as being too "Cromer centric".	Officers advised that the district could only support one such facility for indoor tennis and that the proposal met the co-location criteria with the Academy and the Tennis Club, all in public ownership. In addition, that the LTA grant requirements demanded additional outdoor tennis venues were also considered.
The need to maximise low cost public use of the facilities under consideration.	A comprehensive development plan regarding wider use in the District would be drawn up as part of the Lawn Tennis Association funding application.

North Norfolk Community Sports Hub - Appendix 1 - Terms of Reference for Project Boards

Officer/Member Board

Ref	Element	Detail
1	Board membership	<p>Members: Portfolio members for Property, Procurement and Leisure Opposition Member/s to maintain political balance</p> <p>Officers: Corporate Director and Head of Paid Service Monitoring Officer s151 Officer Project Manager Other officers as required</p>
2	Responsibilities	<p>Project aims:</p> <ul style="list-style-type: none"> • To secure the provision of the North Norfolk Community Sports Hub in partnership with the Cromer Tennis Club and Cromer Academy • Review and maintain progress
3	Actions	<ul style="list-style-type: none"> • Sign off key project documents • Identify and provide sufficient resources for the procurement of the contract(s) • Receive regular reports from the Project Board • Sign off regular reports relating to the project • Set budget parameters for procurement. • Monitor procurement budget • Set milestones for the Project Board • Monitor progress
4	Reporting framework	<p>Sign off written reports:</p> <ul style="list-style-type: none"> - Cabinet - Overview and Scrutiny - Council
5	Administration	<p>Oversee key corporate administrative processes related to the procurement:</p> <p>Timetable of meetings Agenda preparation Minutes - prepare draft and full minutes Progress chasing</p>
6	Risk and mitigation	<p>Sign off risk analysis for the corporate and service risk registers.</p>
7	Governance	<p>Regular reports from the Project Director to Cabinet and Overview and Scrutiny as necessary Project Director to Overview and Scrutiny as required</p>
8	Housekeeping	<p>All work is to be undertaken within the framework of the corporate policies of the Council Ensure confidentiality of papers provided to the Project Board where necessary</p>

Project Board

Ref	Element	Detail
1	Board membership Note: this will be a joint officer group with any other procurement partners.	Officers: Corporate Director (as required) Head of Environmental Health Environmental Services Manager External Procurement/Technical Waste support Finance support Legal support Project Manager
2	Responsibilities	To prepare PID, specification, tender, evaluation and acceptance criteria for sign off by the Senior Officer/Member Board.
3	Actions	<ul style="list-style-type: none"> • Provide a detailed timetable for each element of the PID. • Identify the resources required manage the project phases • Provide evidence of proposed service delivery models to the senior Officer/ Member Board. • Undertake the necessary work to deliver the identified phases of the project
4	Reporting framework	<ul style="list-style-type: none"> • Prepare written reports for submission to the Senior Officer/ Member Board and CLT, Cabinet and Council. • Provide ad hoc reports and updates to stakeholders.
5	Administration	<ul style="list-style-type: none"> • Establish and maintain a framework for coordination of the actions and reporting requirements of the Board. • Timetable meetings. • Maintain an up to date contact list of all parties involved in the project.
6	Risk and mitigation	Prepare a risk matrix for each element of the project identifying mitigation. Rank the list. Monitor and report to the Senior Officer/ Member Board
7	Governance	Lead Officer to ensure that all actions raised with the Senior Officer/ Member Board are dealt with and responses fed back to the Project Board. Publish the action plan(s)

SUTTON MILL LOAN PROPOSALS

Summary:

The Society for the Protection of Ancient Buildings (SPAB) mills section wants to acquire and refurbish the “At Risk” Grade 2* Listed Sutton Mill and establish a national millwrighting centre at the mill to ensure the traditional skills of millwrighting and milling are preserved for future generations. A community interest company (CIC) has been set up to take this project forward.

Total project costs, excluding site purchase, but including refurbishment, training costs and staff amount to £2.5m. SPAB have pledged £100k towards the site purchase and £400k towards the repair of the mill.

A private investor, a director of the CIC, has pledged £100k. The CIC is currently investigating funding sources including the Architectural Heritage Fund and Heritage Lottery.

The CIC have also approached the District Council to seek funding in the form of a loan for £350k to be repaid over a period of 8 years (or sooner if funds permit) and this is considered in more detail below.

This report seeks approval to provide loan finance of £350,000 to the National Millwrighting Centre CIC to acquire and refurbish Sutton Mill. Any loan would have to be provided on a commercial basis to comply with State Aid.

Options considered:

Provision of loan facilities to the CIC. Alternatively the Council could take the decision not to support this project.

Conclusions:

The proposed project has a number of benefits in terms of safeguarding a heritage building which is on the Historic England Building at Risk Register and creating a skills training facility and visitor centre in a part of the District with unrealised tourist potential.

While there is an outline business case in place to support the proposals moving forward and support in place in respect of a number of capital funding sources there remains a deficit in the overall funding of the project.

The CIC have therefore approached the Council to seek funding in the form of a loan for £350k to be repaid over

a period of 8 years (or sooner if funds permit) to enable the scheme to progress.

Recommendations:

Cabinet recommend to Full Council that;

- 1) the Council provides loan funding as detailed in this report to the National Millwrighting Centre CIC to facilitate the acquisition and improvement of Sutton Mill to be finance from capital receipts**
- 2) that, following the due diligence process, delegated authority is given to the Corporate Director and Head of Paid Service (Steve Blatch), in conjunction with the Portfolio Holder for Economic Development, to agree the final terms of any loan**

Reasons for Recommendations:

To support the project to deliver the benefits in terms of economic regeneration and also in respect of the redevelopment and enhancement of the Grade 2* listed building which is currently on the Buildings at Risk Register, increasing tourist visitors to the east of the district.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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Cabinet Member(s) Cllr Nigel Dixon, Portfolio Member for Economic Development Cllr Wyndham Northam, Portfolio Member for Finance	Ward(s) affected Stalham and Sutton
Contact Officer, telephone number and email: Steve Blatch - Corporate Director and Head of Paid Service, Steve.blatch@north-norfolk.gov.uk , 01263 516232 Rob Young - Head of Economic & Community Development, Rob.young@north-norfolk.gov.uk , 01263 516162	

1. Introduction

1.1 The Society for the Protection of Ancient Buildings (SPAB) mills section, wants to establish a national centre to ensure the traditional skills of millwrighting and milling are preserved for future generations.

- 1.2 The Grade 2* Listed Sutton Mill has been identified as the preferred location for this project and a community interest company (CIC) has been set up to take this project forward. A firm of London lawyers have agreed to work on a pro-bono basis to support the project.
- 1.3 Sutton Mill originally dates back to 1789, although it was partly rebuilt in 1859 following fire. It features nine storeys and has previously laid claim to being the tallest windmill in England. More importantly it contains much of its original machinery and workings and is therefore comparatively rare nationwide. This completeness, although justifying its higher listing grade, has also proved to be a major obstacle in finding appropriate re-use options. Indeed, Historic England has consistently objected to any proposals which involve converting the tower into any form of habitable accommodation. This has prompted the current owners (a development company) to rethink their plans and sell the site.
- 1.4 Following intervention by the Council's Enforcement Board, the mill currently has a temporary cap in place to overcome concerns over its safety and condition. It also has an extensive want of repair which will need to be addressed by any purchaser. This work is logistically challenging and will require specialist skills to restore the mill to its former glory. It is therefore an extremely positive development that the country's leading source of milling expertise, the SPAB, have chosen Sutton as the location for their national Heritage Centre project. Rather than motivated by financial returns, the not-for-profit project would instead have the preservation of the mill at its heart. Hence, it would offer a truly authentic restoration which would see the tower reinstated as a working mill. It would also deliver the re-use of the separately listed grade II granary as part of the wider scheme. This would lead to the mill being removed from Historic England's Heritage at Risk register (where it has sat since its inception in 2008) and provide a more stable and sustainable future going forward.
- 1.5 The project will create a National Centre for Traditional Milling and Millwrighting. The commercial activities of the proposed Heritage Centre will fund the National Centre for Traditional Milling and Millwrighting.
- 1.6 The project will protect and promote two endangered traditional crafts which SPAB believes are as vital today as they were 150 years ago. In completing the project, the CIC will restore and repair Sutton Mill, a Grade 2* listed building currently on the Buildings at Risk Register. Importantly, it will generate local jobs and provide exciting opportunities for community engagement and volunteering.
- 1.7 The project will create:
 - The UK's National Centre for Traditional Milling and Millwrighting, a scheme with an accredited qualification, which will train up to 5 professional and volunteer millwrights at any one time;
 - A commercial millwrighting workshop to service the mills of East Anglia with, it is hoped, a direct working relationship with the Norfolk Mills and Pumps Trust (an organisation with 21 mills in Norfolk in their care);

- A permanent ‘physical’ presence for traditional mills and milling from which to reach a new audience to promote and protect our national traditional milling heritage;
 - A location for complimentary organisations to run residential courses covering a wide range of topics and subjects;
 - A new Heritage Centre – a regional tourist attraction comprising:
 - A commercial working windmill;
 - Holiday accommodation in the form of 10 shepherd huts/ glamping;
 - An artisan bakery and artisan bakery school;
 - Shop and centre for local food;
 - A café with up to 50 covers;
 - Workshops for local craftspeople.
- 1.8 A plan detailing the investment and facilities proposed at the site is attached as an appendix to this report.

2. Project description and deliverables

- 2.1 The proposed project has a number of benefits in terms of economic regeneration and also in respect of the redevelopment and enhancement of the Grade 2* listed building which is currently on the Buildings at Risk Register.
- 2.2 Sutton Mill is the tallest windmill in the county of Norfolk. The establishment of a National Centre of Excellence will raise the profile of this area of north Norfolk and will have the potential to act as a catalyst to help maintain and support the local tourism offer and small businesses. The economic benefits of this project should be felt in a number of sectors.
- 2.3 The mill restoration and associated facilities will support and enhance the local tourism offer, local food producers, local artisans and small businesses.
- 2.4 The establishment of a commercial workshop means that this part of Norfolk will fulfil orders using local people who have gained higher-level skills. The centre will provide specialist skills to trainee Millwrights and in the long term may also deliver apprenticeships in this field.
- 2.5 The inclusion of artisan / business units will allow for local employment opportunities from start-ups to established businesses.
- 2.6 The provision of an on-site café and associated tourism facilities creates employment for local people. In addition, local food producers and artisans will have the potential for supplying and selling their produce in the facility.
- 2.7 While there is an outline business case in place to support the proposals moving forward and support in place in respect of a number of capital funding sources there remains a deficit in the overall funding of the project.
- 2.8 The CIC have therefore approached the Council to seek funding in the form of a loan for £350k to be repaid over a period of 8 years (or sooner if funds permit) to enable the scheme to progress.

3. Project funding

- 3.1 The total project costs, excluding site purchase, but including refurbishment, training costs and staff amount to £2.5m. SPAB have pledged £100k towards the site purchase and £400k towards the repair of the mill.
- 3.2 A private investor, a director of the CIC, has pledged £100k. The CIC is currently investigating funding sources including the Architectural Heritage Fund and Heritage Lottery.
- 3.3 The CIC have also approached the Council to seek funding in the form of a loan for £350k to be repaid over a period of 8 years (or sooner if funds permit) and this is considered in more detail below.

4. Implications and Risks

- 4.1 There is a risk that if the proposed scheme does not progress that the mill will fall into further disrepair.
- 4.2 Furthermore the benefits highlighted within paragraph 1.7 of the report will not be realised.

5. Financial Implications and Risks

Loan proposals

- 5.1 The organisation has requested a loan facility of £350k which will enable them to complete the site purchase and cover stamp duty, legal fees, insurance, improvements to site security and some work to improve electrical safety and commissioning of essential services. It will also enable them to make an immediate start on urgent repair work on the mill.
- 5.2 While the initiative to set up a training academy and restore Sutton Mill is a Society for the Protection of Ancient Buildings (SPAB) initiative, the mechanism for delivery is a not-for-profit Community Interest Company (CIC) which has been established specifically for this purpose. The loan would therefore be provided to the National Millwrighting Centre CIC.
- 5.3 They have requested that the loan be made on an interest only basis, payable annually and have requested that the term of the loan be for 8 years, at which point the capital would be repaid.
- 5.4 Further to this it has also been requested that there is an option included within the agreement for the loan to be repaid early if funds permit.
- 5.5 The organisation have indicated that the conveyancing process is in hand and that they could be in a position to complete the purchase around the end of the year or very soon after Christmas.
- 5.6 While these are the terms which have been requested it is within the gift of the Council to propose alternative arrangements if required. Once terms have been agreed the Council would need to undertake the necessary due diligence in conjunction with our treasury advisors Arlingclose, to ensure that any proposed terms do not breach State Aid rules. The work undertaken by Arlingclose would also help to determine the interest rate for the loan.

- 5.7 Arlingclose have indicated that the due diligence report would cost in the region of £3,000, which could be passed to the National Millwrighting Centre CIC. It is recommended that delegated authority is given to the Corporate Director and Head of Paid Service (Steve Blatch) in conjunction with the Portfolio Holder for Economic Development to agree the final terms of any loan subject to the due diligence process.
- 5.8 National Millwrighting Centre CIC is a newly incorporated company, and as such does not have any audited annual accounts for inspection by the Council's Accountancy team or Arlingclose to make judgements on the viability of the company. However, a strategic business case has been provided and the due diligence process will be undertaken on this basis. There is a risk that if costs have been understated or income overstated, that this may materially impact on the ability of the company to repay the loan, and may put them in a default position.
- 5.9 As part of the strategic business case, National Millwrighting Centre CIC have indicated that they have a total capital requirement of £3m. Taking into account funding that they have already secured and assuming that the Council make the loan, this will reduce the requirement to £2m. The strategic business case does not go into detail about where this funding will be obtained from. If this funding is not granted, it would put the whole project, including the Council's loan investment, at risk of going unpaid.
- 5.10 When previous loan arrangements have been agreed, the legal advice sought considered whether there would be any State Aid or procurement requirements of providing commercial loans. The legal advice at the time indicated that as long as the loan is on a commercial basis where the terms of the loan in terms of interest charges, repayment arrangements, collateral taken and the term of the loan are reflective of commercial loans, then the loan would not be considered as State Aid.
- 5.11 There is a risk that the organisation could default on the loan or become insolvent. While the due diligence process will include an assessment of the financial capacity of the organisation to repay the loan it is understood that the organisation to which the loan would be made has only been recently registered which makes this assessment somewhat more difficult.
- 5.12 In addition the Council should consider the requirement for collateral in the form of a legal charge against property (the mill) which will be at least 110% of the value of the Council's loan. The level of charge will be higher if required based on an assessment of the level of risk.

Accounting provisions

- 5.13 The provision of any commercial loan would need to be financed as capital expenditure in the same way as any other capital project would need to be funded. The capital financing could come from a variety of sources including capital receipts, Capital Projects Reserves, revenue contributions (or other revenue earmarked reserves if available), internal borrowing (from cash resources), unsupported or prudential borrowing.
- 5.14 The advancing of a loan must be treated as capital expenditure by the Council. This expenditure will give rise to a Capital Financing Requirement (CFR). If there are no useable capital receipts, revenue or reserves

immediately available then a charge known as a Minimum Revenue Provision (MRP) must be made to the Revenue Account over the life of the underlying asset (which would impact upon the council tax payer).

- 5.15 If the loan was to be repaid on the basis of interest and principal over the length of the terms then the repayment of the principal could be used to offset any MRP charge. However, if the terms as requested are agreed with the repayment of the principal only being made at the end of the 8 year loan term, then it would be necessary to either make a charge to the revenue account of just over £43k a year or alternatively apply other sources of funding (capital receipts etc) to offset this charge until the principal is repaid upon expiry of the loan.
- 5.16 This MRP charge would have to be passed to the taxpayer through the Council's General Fund, so would have an effect on the level of Council Tax required to be set.
- 5.17 Under new rules coming into effect in 2018/19, the Council will be required to make a provision for expected credit losses with respect to its loans and other investments. A charge to the Revenue account, to be borne by the taxpayer, would be required to reflect the uncertain nature of the income from this loan, and to accurately show the risk involved in the Financial Statements. For a new company without much security, this could represent a significant charge to meet the requirements for prudence. Advice would be sought from Arlingclose as to the necessary level of this charge.

Loan Funding

- 5.18 If the Council uses capital receipts and cash resources to fund the provision of the loan, any need for capital expenditure which cannot be funded from remaining resources or capital receipts arising during the period of the loan will either not be met in full or will need to be funded using prudential borrowing. This may present a financial risk, in terms of increased borrowing costs, but also reputational risk if capital projects stall due to lack of funds although given the size of this loan this is not currently considered to be a significant risk.
- 5.19 If internal borrowing was the method of funding this loan, then there would be loss of interest on monies currently invested on a short term basis. The table below shows net interest receivable per annum as result of providing a commercial loan assuming an interest rate of 5% on the loan and an opportunity lost from lost interest from investments of 2.6% (as per the 2017/18 budget assumptions for investment income).

Commercial loan Interest per annum (£350k @ 5%)	£17.5k
Interest lost per annum (£350k @ 2.6%)	(£9.1k)
Net increase in interest receivable per annum	£8.4k

- 5.20 Should external borrowing be required to finance this loan then the net interest figure above would be reduced further by the amount of interest paid on that external borrowing.
- 5.21 Following discussions with the director of the company (Ken Jackson) Members are requested to note the following;

- The mill site purchase is ongoing pending the loan funding that is the subject of this report, with an indicative completion date at some time around Christmas. The purchase price of the mill currently provides adequate cover for 110% of the value of the proposed loan, which gives security comparable to other loans made by the Council.
- There are plans to secure further funding using crowdfunding and by applying for grants. Grant applications will be subject to the purchase of the mill. Other funding would not be secured on the mill itself, but would possibly be ring-fenced for certain activities such as refurbishment of the mill or millwright training.
- A draft business case has been provided to NNDC, which will be used for the basis of the due diligence report by Arlingclose. The draft business case shows a large cash deficit in the early years, consequently the National Millwrighting Centre CIC are keen to keep loan repayments to a minimum, being interest only and possibly delaying interest payments for the first couple of years.

6. Sustainability

- 6.1 There are no sustainability implications directly resulting from the recommendations or options considered in this report.

7. Equality and Diversity

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

8. Section 17 Crime and Disorder considerations

- 8.1 There are no crime and disorder implications directly resulting from the recommendations or options considered in this report.

TRANSFER OF TOURIST INFORMATION SERVICES IN HOLT TO HOLT TOWN COUNCIL

- Summary:** This report proposes the transfer of the Tourist Information Centre (TIC) service in Holt to Holt Town Council (HTC), supported by a one off capital grant in order to support HTC in its wider community aspirations for supporting local business and at the same time, achieve a long term revenue saving.
- Options considered:** Maintaining the current arrangements, which would not support that community objective and where there is no scope for revenue savings.
- Conclusions:** This proposal supports the delivery of our Corporate Plan priorities, in terms of maintaining services whilst reducing costs, and collaborating with communities, including where practical, the transfer of services to community organisations.
- Importantly, the proposal will allow for much longer opening hours as the intention is to provide the service throughout the year.
- This proposal will provide support to local businesses and the community of Holt by working with HTC to provide the TIC services in a wider community initiative at Shrive Hall. This proposal also offers efficiencies by collaborating and developing local solutions by working with others and reducing our long term revenue costs.
- Recommendations:** **That Cabinet approves the transfer of the Tourist Information Centre services in Holt, to Holt Town Council and that;**
- a) a capital grant of £100,000, less any staff related costs, is paid to Holt Town Council to support that service delivery; to be funded from the Invest to Save Reserve**
 - b) a contract and service agreement is entered into to secure the TIC service delivery**
 - c) delegated approval is given to the Corporate Director and Head of Paid Services (NB) to complete the contractual negotiations to allow this proposal to proceed.**
- Reasons for Recommendations:** The recommendation helps the delivery of our Corporate Plan priorities by supporting collaborative working with communities whilst offering service efficiencies in via a local, community based solution.

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)

Correspondence between the Council and HTC
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Cabinet Member(s) Cllr Becky Palmer – Customer Service Cllr Nigel Dixon - Tourism	Ward(s) affected: Holt
Contact Officer, telephone number and email: David Williams, 01263 516415, David.Williams@north-norfolk.gov.uk	

1. Introduction

1.1 Background

The Council has previously sought community engagement in the provision of the services that have traditionally been provided by the Council at its Tourist Information Centres (TICs) and to date, the Council has transferred the operation of the TICs at Wells-next-the-Sea and Sheringham to local organisations; namely the Wells Maltings Trust and the North Norfolk Railway.

The Council currently retains responsibility for delivering the TICs at Holt, in a leased shop unit, and in Cromer at the North Norfolk Information Centre on the edge of The Meadow car park. The Holt TIC has been historically operated by the Council seasonally from Easter through to October opening at various hours throughout the six month summer season, six days a week from Monday to Saturday.

Following on from informal discussions over the past year, Holt Town Council (HTC) have expressed an interest in taking on the provision of Tourist Information Services in Holt on a similar, community centred arrangement as the Council has achieved in the previous successful transfers in Wells and Sheringham.

2. Proposal from Holt Town Council

2.1 HTC have offered to take on the provision of the tourist information service in Holt from spring 2018 as part of a wider project to improve their office location and provide a community focussed building for Holt.

HTC have proposed that the Council support them to take over the delivery of the TIC services in Holt, in support of their wider community initiative, by

giving a one off capital grant equivalent to five years' revenue cost of the current TIC service, at a total cost to the Council of £100,000. HTC will use the grant to assist their purchase and renovation of the Shrives building in the town centre, from where they intend to deliver the TIC services as part of the wider services they make available to the community.

Both parties would enter into a contract that will include the minimum standards to be met by HTC in the provision of the TIC services, for example signage, and hours of opening. In general terms, the contract proposed will require HTC to provide the TIC services in Holt for a minimum term of five years.

However, it is understood that HTC's ambitions are to run the TIC into the long term, past this initial five year period. It is also proposed that the service would operate for a much longer opening period over the year than at present, although this has not yet been finalised contractually.

Holt Town Council have provided the following specific details in their proposal:

Proposal

Holt Town Council (HTC) are in negotiations to purchase the Shrives building in Holt. This will be an excellent location for both the Town Council office and the Tourism Information Centre.

HTC will take on the management of the Tourism Information Centre with no future revenue costs liable to NNDC in return for a capital grant (see below). Holt Town Council would guarantee this service for five years.

HTC will provide adequate signage and advertising to ensure the TIC service is used increasingly with new technology and greater access to information from NNDC and others.

HTC will enable increased opening times, including staying open in the Winter as well as extended summer openings.

HTC will endeavour to recruit some volunteer staff to run the TIC, discussions have already taken place with the Holt Society.

The new building will also have the facility to hold special exhibitions with material from the Holt Society and other local groups. The former will be enabled by the storing of the large and varied collection of exhibits that are in the possession of The Holt Society.

Benefits

This proposal is a win, win for both Councils. Holt Town Council needs a larger more centrally located office, as the Town is predicted to double in size over the next few years. HTC can share increased overheads while providing a better service for

tourism. NNDC will be able to reduce costs while providing a prompt, easy interface through new technology.

This proposal will ensure a more modern approach to Tourism and other information from other agencies such as NNDC, which will include an element of self-help.

The proposed building is in a prime position with room for the Town Council to grow and have a strong presence on the High Street and bring various Town groups together.

HTC have a vision of this building being a central hub for activities and services in Holt.

3. Financial Implications and Risks

3.1 Financial Implications

The Holt TIC is operated on a net revenue budget of £24,504 for 2017/18.

The proposal from HTC is that a one off capital grant is given to HTC of £100,000; the equivalent to five years' future TIC revenue budget, to enable purchase renovation and fitting out of the building.

There is a one off staff related cost of c£5,000 to enable the transfer to take place as planned and it is therefore proposed that the Council should subtract this from the requested capital grant, giving a revised figure in the region of £95,000.

3.2 Key Decision

Due to the overall financial impact, this proposal is the subject of a key decision. However, the proposal was not presented in time for the normal 28 day advertisement to allow the report to come before the December Cabinet meeting. This would have some negative consequences on the Town Council's development of the new facility which could mean delays in commencing the new arrangement.

Therefore, in accordance with the relevant sections of the Constitution, the Chairman of Overview and Scrutiny has been notified of the need for a shorter period in this case.

3.3 Risks

One risk has been identified; that HTC are unable to provide the standard of TIC services required by the contract, which will be mitigated by the terms of the contract between this Council and HTC.

The contract negotiations should be able to be completed very quickly, in order to give certainty to both parties, and it is recommended that this be completed under delegated powers.

4. Conclusion

This proposal supports the delivery of our Corporate Plan priorities, in terms of maintaining services whilst reducing costs, and collaborating with communities, including where practical, the transfer of services to community organisations.

Importantly, the proposal will allow for much longer opening hours as the intention is to provide the service throughout the year.

This proposal will provide support to local businesses and the community of Holt by working with HTC to provide the TIC services in a wider community initiative at Shrive Hall. This proposal also offers efficiencies by collaborating and developing local solutions by working with others and reducing our long term revenue costs.

FEES AND CHARGES 2018/19

- Summary: This report recommends the fees and charges for 2018/19 that will come into effect from April 2018.
- Options considered: Alternatives for the individual service fees and charges now being proposed will have been considered as part of the process in arriving at the fees presented within the report.
- Conclusions: The fees and charges as recommended will be used to inform the income budgets for the 2018/19 budget. Approval for the fees ahead of presenting the detailed budgets allows for implementation of changes where applicable and also informs the 2018/18 budgets.
- Recommendations: **That Cabinet agree and recommend to Full Council:**
a) The fees and charges from 1 April 2018 as included in Appendix A.
b) That Delegated Authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Heads of Service, to agree those fees and charges not included within Appendix A as required as outlined within the report
- Reasons for Recommendations: To approve the fees and charges as set out in the report that will be used to inform the 2017/18 budget process.

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)

Current fees and charges

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

1. Introduction

- 1.1 The setting of the fees and charges for the next financial year forms part of the annual budget setting process. The reason for presenting them for approval ahead of the detailed budget report provides a lead in time where applicable to allow implementation of the revised charges from 1 April 2018

and also to ensure that income budgets can be updated accordingly and reflected in the budget for 2018/19 and future projections.

2. Fees and Charges 2018/19

- 2.1 Fees and charges proposals for 2018/19 have been circulated to the relevant budget managers so that income budgets can be updated as part of the budget process. Appendix A to this report provides the detail of the proposed charges for 2018/19 from 1 April 2018 and have been discussed and agreed with the relevant portfolio holders.
- 2.2 Approval to these charges in advance of the approval of the budget for the 2018/19 financial year enables Officers to make preparations for the new financial year and also enable more accurate projections for income to be factored into the budget for 2018/19 which will be presented to Members in February 2018. Any further work in this area will be reported in the budget reports in February 2018.
- 2.3 Where applicable the proposed increase to fees and charges is around 3% for 2018/19 (in line with inflation) or to the nearest sensible figure after allowing for rounding. The exceptions to this are for those fees and charges which are set by central government, for example planning and premises licence fees. Also a number of the Council's fees are calculated on a cost recovery basis and will be excluded for example Land Charges, Building Control and the majority of our locally set licence fees. In addition Council facilities operated by an external contractor will also be excluded as the Council has no discretion on the setting of these fees.
- 2.4 Some fees are not published as part of this process such as those relating to trade waste collection and garden bin fees. This is due to the fact that some of our costs are not known this early in the year and in order to ensure that the services operate in a financially effective manner, the setting of the associated fees is done separately under delegated powers once we are more certain of future costs.

3. Conclusion

- 3.1 The report makes recommendations for the fees and charges that will come into effect from 1 April 2018. These will inform the service income budgets that will be included within the detailed 2018/19 budget when it is presented for recommendation and approval in February 2018.

4. Financial Implications and Risks

- 4.1 For demand led services there is a risk that income will not be received as budgeted. When producing income budgets assumptions will be made around the level of income to be achieved from services, these will be based on

5. Sustainability – none as a direct impact.

6. Equality and Diversity – none as a direct impact.

7. Section 17 Crime and Disorder considerations - none as a direct impact.

Fees and Charges - 2018/19

The following pages detail the current fees and charges along with three previous years

The last two columns are proposals for the 2018/19 based on a 3.0% increase where applicable and rounded to nearest £ or 50p as applicable for administration purposes.

Timetable for Fees and Charges Recommendations:

- 18th September to 6th October 2017 - consideration by service areas - finalise proposals
- 21st November - Cabinet Pre agenda meeting for December Cabinet
- 4th December 2017 - Cabinet report on 2018/19 Fees and Charges
- 20th December 2017 - Full Council recommendation for 2018/19 Fees and Charges

(Note - the reason for making recommendations on the fees and charges in December as opposed to February within the budget report is to ensure sufficient time for implementation and notice where applicable)

Corporate Leadership Team / Corporate Service Area

	V	2017/18 Charge	2018/19 Proposed Charge	2018/19 Confirmed Charge	Notes	Key
	A					
	T	£ : p	£ : p	£ : p		
ELECTIONS						
Statutory Charges						
Sale of Edited Register of Electors - Printed Copy - Basic Charge (per <u>first</u> 1,000 names, or part thereof)	O	15.00	15.00	£15.00		
Printed copy as above, extra 1,000 names or part thereof	O	5.00	5.00	£5.00		
Sale of edited Register of Electors - Data Form - Basic Charge (per <u>first</u> 1,000 part thereof)	O	21.50	21.50	£21.50		
Data form as above, extra 1,000 names or part thereof	O	1.50	1.50	£1.50		
Supply of Full Register and monthly updates (to credit reference agencies and departments) - Printed Copy - Basic Charge (per <u>first</u> 1,000 names or part thereof)	O	15.00	15.00	£15.00		
Printed copy as above, extra 1,000 names or part thereof	O	5.00	5.00	£5.00		
Supply of Full Register and monthly updates (to credit reference agencies and government departments) - Data Form - Basic Charge (per <u>first</u> 1,000 names or part thereof)	O	21.50	21.50	£21.50		
Data Form as above, extra 1,000 names or part thereof	O	1.50	1.50	£1.50		
Sale of Marked Registers - Printed Copy - Basic Charge	O	10.00	10.00	£10.00		
Printed copy of Marked Registers - 1,000 names or part thereof	O	2.00	2.00	£2.00		
Data form of Marked Registers - 1,000 names or part thereof	O	1.00	1.00	£1.00		
Sale of Overseas Elector List - Printed Copy - Basic Charge (per <u>first</u> 100 names thereof)	O	15.00	15.00	£15.00		
Printed copy as above, extra 100 names or part thereof	O	5.00	5.00	£5.00		
Sale of Overseas Elector List - Data Form - Basic Charge (per <u>first</u> 100 names or thereof)	O	21.50	21.50	£21.50		
Data form as above, extra 100 names or part thereof	O	1.50	1.50	£1.50		
Non Statutory Charges						
Certificate of Registration	O	12.50	12.50	£12.50		

No increases assumed based on last years
comments - confirmed by Oli 22/09/17.
Statutory Instrument 2001 / 341 still applies

Customer Services & ICT Service Area

	V A T	2017/18 Charge £ : p	3.00% Increase	2018/19 Proposed Charge £ : p	2018/19 Confirmed Charge £ : p	Notes	Key red amount = price change black amount = price same as 17/18 blue amount = definition change
TOURIST INFORMATION CENTRES							
Concessionary Fares							
Application processing	T	£7.00		£7.00	£7.00	Concessionary fares charges set by NCC.	
Renewals (Lost)	T	£10.00		£10.00	£10.00		
FILMING*							
TV drama/advertisements/feature films							
<i>*These figures are for guidance only and any enquiries could be subject to further negotiation. Prices quoted exclude VAT.</i>							
Per Day	T	£1,550.00	£1,596.50	£1,596.50	£1,550.00		
Per Hour	T	£250.00	£257.50	£257.50	£250.00		
Documentaries and charities (depending on nature of organisation, subject and crew size)							
Per Day	T	From £500.00			From £500.00		
Per Hour	T	From £100.00			From £100.00		
Administration Charge (only charged where a fee and/or contract is appropriate)							
Standard	T	£36.00	£37.08	£37.00	£36.00		
Less than 7 day's notice	T	£87.00	£89.61	£89.50	£87.00		
Stills (specifically commercial advertising with props, etc.)	T	£100 - £500		£100 - £500	£100 - £500		
Education/news/weather/student/individual photographers or 'in the interest of the district'	T	Discretionary		Discretionary	Discretionary		
Parking (if required)	T	£15.00	£15.45	£15.50	£15.00		
PHOTOCOPYING							
A4 and below - black and white	T	£0.12	£0.12	£0.15	£0.15		
A4 and below - colour	T	£0.18	£0.19	£0.20	£0.20		
A3 - black and white	T	£0.30	£0.31	£0.30	£0.30		
A3 - colour	T	£0.60	£0.62	£0.60	£0.60		
Colour Copying - Staff (A4)	T	£0.60	£0.62	£0.60	£0.60		
Colour Copying - Staff (A3)	T	£0.60	£0.62	£0.60	£0.60		
A2 - black and white	T	£0.60	£0.62	£0.60	£1.20		
A2 - colour	T	£1.20	£1.24	£1.25	£2.40		
A1 - black and white	T	£1.20	£1.24	£1.25	£2.40		
A1 - colour	T	£2.40	£2.47	£2.50	£4.80		
A0 - black and white	T	£2.10	£2.16	£2.15	£3.60		
A0 - colour	T	£3.60	£3.71	£3.70	£7.20		

Economic & Community Development & Leisure Service Area

Appendix A

		V	2017/18		2018/19	2018/19
		A	Charge	3.00%	Proposed	Confirmed
		T	£ : p	Increase	Charge	Charge
					£ : p	£ : p
CAR PARKING						
Pay & Display Car Parks between 08:00 - 18:00						
<i>Coastal Car Parks</i>						
Cromer	- Runton Road	T				
East Runton	- Beach Road	T				
Happisburgh	- Cart Gap	T				
Mundesley	- Beach Road	T	60p for 30		60p for 30	60p for 30
Overstrand	- Pauls Lane	T	minutes only,		minutes only,	minutes only,
Sea Palling	- Clink Road	T	£1.50 per hour		£1.50 per hour	£1.50 per hour
Sheringham	- Beach Road	T	thereafter. £7 for		thereafter. £7	thereafter. £7 for
	- Station Road	T	24 hours		for 24 hours	24 hours
Wells	- Stearmans Yard	T				
Weybourne	- Beach Road	T				
<i>Other Car Parks</i>						
Cromer	- Cadogan Road	T				
	- Meadow	T	60p for 30		60p for 30	60p for 30
	- Promenade (Disabled only)	T	minutes only,		minutes only,	minutes only,
Holt	- Albert Street	T	£1.30 for the first		£1.30 for the	£1.30 for the first
	- Station Road	T	hour, £1 per hour		first hour, £1 per	hour, £1 per hour
Sheringham	- Chequers	T	thereafter. £7 for		hour thereafter.	thereafter. £7 for
	- Morris Street	T	24 hours		£7 for 24 hours	24 hours
Wells	- Staithe Street	T				
Fakenham	- Bridge Street	T				
	- The Limes	T	50p for 30		50p for 30	50p for 30
	- Queens Road	T	minutes only,		minutes only,	minutes only,
North Walsham	- Bank Loke	T	£1.00 for 2 hours,		£1.00 for 2	£1.00 for 2 hours,
	- New Road	T	70p per hour		hours, 70p per	70p per hour
	- Vicarage Street	T	thereafter. £5 for		hour thereafter.	thereafter. £5 for
	Mundesley Road	T	24 hours		£5 for 24 hours	24 hours
Stalham	- High Street	T				
CAR PARKING						
Other Charges						
Coach Parking (where permitted)	- Half day (up to 4 hours)	T	£5.00	£5.15	£5.00	£5.00
	- All day ticket	T	£10.00	£10.30	£10.50	£10.00

Economic & Community Development & Leisure Service Area

		V	2017/18		2018/19	Appendix A
		A	Charge	3.00%	Proposed	2018/19
		T	£ : p	Increase	Charge	Confirmed
		T			£ : p	Charge
		T				£ : p
Carnival Day (Runton Road)	- Per Car, Per Entry	T	£7.00	£7.21	£7.00	£7.00
	- Per Motorcycle, Per Entry	T	£4.00	£4.12	£4.00	£4.00
Weekly Permit		T	£28.00	£28.84	£29.00	£28.00
Annual Permit	- 3 hour permit	T	£56.00	£57.68	£57.50	£56.00
	- 24 hour permit	T	£204.00	£210.12	£210.00	£204.00
Half Year Permit	- 3 hour permit	T	£31.00	£31.93	£32.00	£31.00
	- 24 hour permit	T	£122.00	£125.66	£125.50	£122.00
Quarter Year Permit	- 3 hour permit	T	£16.00	£16.48	£16.50	£16.00
	- 24 hour permit	T	£66.00	£67.98	£68.00	£66.00
Penalty Charge Notice	- Full	T	£50.00	£51.50	£51.50	£50.00
	- Prompt Payment	T	£25.00	£25.75	£26.00	£25.00

All prices include VAT

MARKETS

Site = 4m Frontage x 5m Depth

Cromer, Stalham and Sheringham (Weds) - Per Site

Weekly	- April, May, June, Oct, Nov, Dec	T	£19.00	£19.57	£19.50	£19.00
	- July, August, Sept	T	£28.00	£28.84	£29.00	£28.00
	- Jan, Feb, March	T	£15.00	£15.45	£15.50	£15.00
Quarterly	- April - June	T	£138.00	£142.14	£142.00	£138.00
	- July - September	T	£224.00	£230.72	£230.50	£224.00
	- October - December	T	£102.00	£105.06	£105.00	£102.00
	- January - March	T	£82.00	£84.46	£84.50	£82.00
Half Yearly (Up to 2 pitches, £ per pitch)	- April - Sept	T	£255.00	£262.65	£262.50	£255.00
	- October - March	T	£133.00	£136.99	£137.00	£133.00
Half Yearly (3rd pitch +, £ per pitch)	- April - Sept	T	£204.00	£210.12	£210.00	£204.00
	- October - March	T	£102.00	£105.06	£105.00	£102.00

Sheringham (Saturday) - Per Site

Weekly	- April, May, June, Nov, Dec	T	£31.00	£31.93	£32.00	£31.00
	- July, August, Sept, Oct	T	£41.00	£42.23	£42.00	£41.00
	- Jan, Feb, March	T	£22.00	£22.66	£22.50	£22.00
Quarterly	- April - June	T	£306.00	£315.18	£315.00	£306.00
	- July - September	T	£469.00	£483.07	£483.00	£469.00
	- October - December	T	£224.00	£230.72	£230.50	£224.00
	- January - March	T	£179.00	£184.37	£184.50	£179.00

Economic & Community Development & Leisure Service Area

		V	2017/18		2018/19	Appendix A
		A	Charge	3.00%	Proposed	2018/19
		T	£ : p	Increase	Charge	Confirmed
		T			£ : p	Charge
		T				£ : p
Half Yearly (Up to 2 pitches, £ per pitch)	- April - Sept	T	£592.00	£609.76	£610.00	£592.00
	- October - March	T	£306.00	£315.18	£315.00	£306.00
Half Yearly (3rd pitch +, £ per pitch)	- April - Sept	T	£449.00	£462.47	£462.50	£449.00
	- October - March	T	£230.00	£236.90	£237.00	£230.00
Yearly			£872.00	£898.16	£898.00	£872.00
Other Charges						
Full Annual Payment in Advance		T	10% discount		10% discount	10% discount
Refunds - Administration Fee		T	£15.00	£15.45	£15.50	£15.00
New Traders Discount (conditions apply)		T	25% discount		25% discount	25% discount
CHALETs & BEACH HUTS						
Chalets						
<i>Sheringham</i>						
Old Chalets		T	£485.00		£505.00	£505.00
New Chalets (inc. electricity)		T	£595.00		£615.00	£615.00
<i>Cromer</i>						
West Beach		T	£580.00		£600.00	£600.00
East Beach		T	£630.00		£650.00	£650.00
<i>Weekly Lets - Cromer & Sheringham</i>						
Low Season		T	£75.00		£85.00	£85.00
High Season		T	£180.00		£210.00	£210.00
<i>Weekly Lets - Cromer East & Sheringham New (Serviced)</i>						
Low Season		T	£90.00		£95.00	£95.00
High Season		T	£220.00		£260.00	£260.00
<i>Winter Lets</i>						
Per Month		T	£65.00		£65.00	£65.00
Per Week		T	£21.00		£21.00	£21.00
40 Week Lets (October - July)	Cromer West	T	£520.00		£535.00	£535.00
40 Week Lets (October - July)	Cromer East	T	£570.00		£585.00	£585.00
Hut Sites						
<i>Cromer, Overstrand & Sheringham</i>						
One Year (Excluding Rates)		T	£300.00		£400.00	£400.00
Mundesley		T	£290.00		£390.00	£390.00
Huts						
<i>Weekly Lets</i>						

Economic & Community Development & Leisure Service Area

		V	2017/18		2018/19	Appendix A
		A	Charge	3.00%	Proposed	2018/19
		T	£ : p	Increase	Charge	Confirmed
		T			£ : p	Charge
		T				£ : p
Low Season		T	£60.00		£70.00	£70.00
High Season		T	£165.00		£195.00	£195.00
Mundesley - Seasonal Let		T	£575.00		£590.00	£590.00
Termination of Licence (early - mid-term)	Admin Fee	T	£40.00		£45.00	£45.00

HOLT COUNTRY PARK

School visits where Ranger's assistance required (Per Child)		E	£5.00			£6.00
Car Park						
Per car per occasion		T	£2.00	£2.06	£2.00	£2.00
Annual Permit Removed.						

SPORTS CLUBS AND HUBS

Price per session		E	£1.00	£1.03	£1.00	£3.00
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DUAL USE SPORTS FACILITIES

Cromer	Sports Hall	T	£25.00	£25.75	£26.00	
	Badminton Court	T	£10.00	£10.30	£10.00	
	All Weather 5-a-side	T	£30.00	£30.90	£30.00	
	All Weather full	T	£45.00	£46.35	£50.00	
	1.5 hour birthday party	T	£70.00	£72.10	£75.00	
	2 hour birthday party	T	£90.00	£92.70	£95.00	
	Toddler party	T	£120.00	£123.60	£125.00	
North Walsham	Sports Hall	T	£25.00	£25.75	£26.00	
	Badminton Court	T	£10.00	£10.30	£10.00	
	Tennis Court (per person)	T	£2.00	£2.06	£2.00	
	Tennis Court	T	£8.00	£8.24	£8.00	
	Gymnasium	T	£16.00	£16.48	£18.00	

Economic & Community Development & Leisure Service Area

		V	2017/18		2018/19	Appendix A
		A	Charge	3.00%	Proposed	2018/19
		T	£ : p	Increase	Charge	Confirmed
		T			£ : p	Charge
		T				£ : p
	1.5 hour birthday party	T	£70.00	£72.10	£75.00	
	2 hour birthday party	T	£90.00	£92.70	£95.00	
	Toddler party	T	£120.00	£123.60	£125.00	
Stalham	Sports Hall	T	£25.00	£25.75	£26.00	
	Badminton Court	T	£10.00	£10.30	£10.00	
	Multi Use Games Area (MUGA)	T	£25.00	£25.75	£25.00	
	Tennis Court (per person)	T	£2.00	£2.06	£2.00	
	Tennis Court	T	£8.00	£8.24	£8.00	
	1.5 hour birthday party	T	£70.00	£72.10	£75.00	
	2 hour birthday party	T	£90.00	£92.70	£95.00	
	Toddler party	T	£120.00	£123.60	£125.00	

Finance & Assets Service Area**PARKLANDS CARAVAN SITE**

Site Per Year	Increased by RPI as under Mobile Homes Act.	T			Increased by RPI as under Mobile Homes Act.	Increased by RPI as under Mobile Homes Act.
			£1,075.63			

Environmental Health

		2017/18		2018/19	2018/19	Notes	Key
	V A T	Charge £ : p	3.00% Increase	Proposed Charge £ : p	Confirmed Charge £ : p		red amount = price change black amount = price same as 17/18 blue amount = definition change
HMO LICENSE FEES							
HMO License application fee (up to 6 units of accommodation)	O	£525.00	£540.75	£541.00	£525.00		
Additional unit charge	O	£25.00	£25.75	£26.00	£25.00		
ENVIRONMENTAL PROTECTION SERVICES							
Statutory release fee - Dogs (Charge includes VAT)	T	£25.00		£25.00	£25.00		
Land Enquiry (Charge includes VAT)	T	£31.00	£31.93	£32.00	£32.00	Increased by inflation rate.	
Environmental Health							
TAXI LICENCE FEES							
Taxi Licences							
Licence to Drive Hackney Carriages or Private Hire Vehicles	O	£173.00	£178.19	£178.00	£173.00		
	O	£173.00	£178.19	£178.00	£173.00		
Licence to Drive Hackney Carriages or Private Hire Vehicles	O	£173.00	£178.19	£178.00	£173.00		
	O	£173.00	£178.19	£178.00	£173.00		
Hackney Carriage Vehicle Licence	O	£149.00	£153.47	£153.50	£149.00		
Hackney Carriage Vehicle Licence	O			New Line	£149.00	Hackney Carriage and Private Hire Vehicle categories have been split. Price is the same for new licence.	
Hackney Carriage Vehicle Licence	O			New Line	£130.00	Renewal licence fee costs is now a separate charge at a lower price.	
Private Hire Vehicle Licence	O	£149.00	£153.47	£153.50	£149.00		
Private Hire Vehicle Licence	O			New Line	£149.00	Hackney Carriage and Private Hire Vehicle categories have been split. Price is the same for new licence.	
Private Hire Vehicle Licence	O			New Line	£130.00	Renewal licence fee costs is now a separate charge at a lower price.	
Private Hire Operators Licence	O	£153.00	£157.59	£157.50	£153.00		
Taxi Licence Charges							
Replacement Badge & Licence (Name Change)	O				£15.00	Name and Address change are now separate fees. Previously combined charge of £20 for name or address change.	
Replacement Licence (Address Change)	O	£20.00	£20.60	£20.50	£10.50	Name and Address change are now separate fees. Previously combined charge of £20 for name or address change.	
Replacement drivers badge holder with lanyard	O	£3.00	£3.09	£3.00	£3.00		
Windscreen pouches (additional or replacement)	O	£2.00	£2.06	£2.00	£2.00		
Replacement plate for vehicle	O	£39.00	£40.17	£40.00	£39.00		
Environmental Health							
OTHER LICENSING							
Premises Licence Fees - Gambling Act 2005							
Betting Premises (excluding tracks)	O	£2,800.00	£2,884.00	£2,884.00	£2,800.00		
	O	£560.00	£576.80	£577.00	£560.00		
	O	£1,400.00	£1,442.00	£1,442.00	£1,400.00		
	O	£1,130.00	£1,163.90	£1,164.00	£1,130.00		
	O	£1,130.00	£1,163.90	£1,164.00	£1,130.00		
	O	£2,800.00	£2,884.00	£2,884.00	£2,800.00		
	O	£1,130.00	£1,163.90	£1,164.00	£1,130.00		
	O	£25.00		£25.00	£25.00		
	O	£50.00		£50.00	£50.00		

Environmental Health

Band	Non-domestic rateable value	V A T	2017/18	3.00% Increase	2018/19 Proposed Charge £ : p	2018/19 Confirmed Charge £ : p	Notes	Key red amount = price change black amount = price same as 17/18 blue amount = defenition change
			Charge £ : p		Charge £ : p	Charge £ : p		
A	£0 - £4,300	O	£70.00		£70.00	£70.00		
B	£4,301 - £33,000	O	£180.00		£180.00	£180.00		
C	£33,001 - £87,000	O	£295.00		£295.00	£295.00		
D	£87,001 - £125,000	O	£320.00		£320.00	£320.00		
E	£125,001 and over	O	£350.00		£350.00	£350.00		
Personal Licence	- Initial Fee	O	£37.00		£37.00	£37.00		

Environmental Health**OTHER LICENSING CONTINUED****Additional Fees and Charges**

			2017/18 Charge £ : p		2018/19 Charge £ : p	2018/19 Charge £ : p		
Application for copy of licence or summary on theft, loss etc. of premises licence or summary								
Notification of change of name or address (holder of premises licence)		O	£10.50	£10.82	£11.00	£10.50		
Application to vary to specify individual as premises supervisor		O	£23.00	£23.69	£23.50	£23.00		
Application to transfer premises licence		O	£23.00	£23.69	£23.50	£23.00		
Interim authority notice		O	£23.00	£23.69	£23.50	£23.00		
Application for making of a provisional statement		O	£315.00	£324.45	£324.50	£315.00		
Application for copy of certificate or summary on theft, loss etc. of certificate or summary		O	£10.50	£10.82	£11.00	£10.50		
Notification of change of name or alteration of club rules		O	£10.50	£10.82	£11.00	£10.50		
Change of relevant registered address of club		O	£10.50	£10.82	£11.00	£10.50		
Temporary event notices		O	£21.00	£21.63	£21.50	£21.00		
Application for copy of notice on theft, loss etc. of temporary notice		O	£10.50	£10.82	£11.00	£10.50		
Application for copy of notice on theft, loss etc. of personal licence		O	£10.50	£10.82	£11.00	£10.50		
Notification of change of name or address (personal licence)		O	£10.50	£10.82	£11.00	£10.50		
Notice of interest in any premises		O	£21.00	£21.63	£21.50	£21.00		
Application for a minor variation to a premises licence or club premises licence		O	£89.00	£91.67	£91.50	£89.00		

Mobile Home Act 2013 (MHA 2013)

New Park Home Licence	Units - 1-5	O	£215.00	£221.45	£221.50	£210.00	Charge Reduced.
New Park Home Licence	Units - 6-24	O	£230.00	£236.90	£237.00	£225.00	Charge Reduced.
New Park Home Licence	Units - 25-29	O	£245.00	£252.35	£252.50	£240.00	Charge Reduced.
New Park Home Licence	Units - 100 plus	O	£275.00	£283.25	£283.50	£270.00	Charge Reduced.
Annual Licence Fee	1-3	O	£0.00	£0.00	£0.00	£0.00	Charge Reduced.
Annual Licence Fee	4-5	O	£122.00	£125.66	£125.50	£120.00	Charge Reduced.
Annual Licence Fee	6-24	O	£185.00	£190.55	£190.50	£180.00	Charge Reduced.
Annual Licence Fee	25-29	O	£245.00	£252.35	£252.50	£240.00	Charge Reduced.
Annual Licence Fee	100 plus	O	£275.00	£283.25	£283.50	£270.00	Charge Reduced.
Licence Transfer	n/a	O	£100.00	£103.00	£103.00	£97.50	Charge Reduced.
Licence Variation	n/a	O	£100.00	£103.00	£103.00	£97.50	Charge Reduced.
Deposit of Site Rules	n/a	O	£46.00	£47.38	£47.50	£45.00	Charge Reduced.

Legal & Democratic Service Area**LEGAL SERVICES****Legal Work (exclusive of VAT charged)**

Mortgage Redemption

Preparation of a new lease

Sale of land

Preparation of License

Private Mortgage

Quest re: second Mortgage

Agreement - section 18 Public Health Act 1936

Legal Work in connection with release of covenant

V
A
T2017/18
Charge

£ : p

T

At Solicitors
Hourly Rate2018/19
Proposed
Charge
£ : pAt Solicitors
Hourly Rate2018/19
Confirmed
Charge
£ : pAt Solicitors
Hourly Rate

Planning Service Area

		2017/18	3.00%	2018/19	2018/19	Notes Key	
	V A T	Charge £ : p	Increase	Proposed Charge £ : p	Confirmed Charge £ : p	red amount black amount blue amount	= price change = price same as 17/18 = defenition change
LAND CHARGES							
LLC1							
Official Search of - One Part	T	£0.00	£0.00	£0.00	£0.00		
Official Search of - Whole	E	£28.00	£28.84	£28.00	£28.00		
- Paper Search	E	£24.00	£24.72	£24.50	£24.00		
- Electronic Search	E	£2.00	£2.06	£2.00	£2.00		
- Additional Parcel							
CON 29 Enquiries							
One Parcel	T	£92.00	£94.76	£95.00	£92.00		
- Paper Search	T	£79.00	£81.37	£81.50	£79.00		
- Electronic Search	T	£17.50	£18.03	£18.00	£17.50		
- Additional Parcel							
Optional Enquiries							
Printed	T	£18.00	£18.54	£18.50	£18.00		
Additional	E	£20.00	£20.60	£20.50	£20.00		
Other Fees relating to Local Land Charges							
Registration of a charge in Part 11 of the Register (Light Obstruction Notice)	E	£74.00	£76.22	£76.00	£74.00		
Filing a judgement order or application for variation or cancellation of any entry in Part 11 of the Register (Light Obstruction Notice)	E	£7.00	£7.21	£7.00	£7.00		
Filing a definitive certificate of the Lands Tribunal under rule 10 (3) of the Local Land Charges Rules 1977	E	£3.00	£3.09	£3.00	£3.00		
Inspection of documents filed under Rule 10 in respect of each parcel of land	E	£3.00	£3.09	£3.00	£3.00		
Office copy of any entry in the Register (not including a copy or extract of any plan or document filed pursuant to 1977 Rules)	E	£0.00	£0.00	£0.00	£0.00		

Planning Service Area

		2017/18 Charge £ : p	2018/19 Proposed £ : p	2018/19 Charge £ : p	
PLANNING					
Pre-Application Service					
Major Applications					
These fees will be charged upon the submission of proposals for pre-application advice. For advice on the service provided see separate note.					
<u>Outline Applications</u>					
Site area up to 2.5 ha.	Per 0.1 ha.	T £120.00	£120.00	£120.00	
Site area over 2.5 ha.	Plus £36 per additional 0.1 ha (Maximum £36,000)	T £3,000.00	£3,000.00	£3,000.00	
<u>Erection of Dwellings (Full or Reserved Matters)</u> (including change of use to dwellings)					
10 to 50 dwellings	Per dwelling	T £120.00	£120.00	£120.00	Defenition change - "Up to 50" has become "10
Over 50 dwellings	Plus £36 per additional dwelling (Maximum £72,000)	T £6,000.00	£6,000.00	£6,000.00	
<u>Erection of Buildings (Non-residential)</u>					
Floor space 1,000 - 3,750 sq.m.	Per 75 sq.m.	T £60.00	£120.00	£120.00	Changed to 1000-3750 sq.m. from 40 - 3750.
Floor space over 3,750 sq..m.	Plus £36 per additional 75 sq.m. (Maximum £36,000)	T £120.00 £6,000.00	£6,000.00	£6,000.00	
<u>Erection of Agricultural Buildings</u>					
Floor space 1,000 - 4,215 sq.m.	For 1st 1000 sq.m.	T £120.00	£120.00	£120.00	Changed from 465 - 4215 sq.m. to 1000 - 4215
Floor space over 4,215 sq.m.	For each additional 75 sq.m. Plus £36 per additional 75 sq.m. (Maximum £72,000)	T £120.00 £6,000.00	£120.00 £6,000.00	£120.00 £6,000.00	
<u>Erection of Glasshouses</u>					
Floor space over 1000 sq.m.		T £60.00	£60.00	£600.00	Price corrected to £600 which was 17/18 charg

Planning Service Area

			2017/18 Charge £ : p	2018/19 Proposed £ : p	2018/19 Charge £ : p	
Erection, Alteration or Replacement of Plant or Machinery						
Site area up to 5 ha.	Plus £120 per additional 0.1 ha.	T	£120.00	£120.00	£1,200.00	Price corrected to £1,200 which was 17/18 cha
Site area over 5 ha.	Plus £36 per additional 0.1 ha. (Maximum £72,000)	T	£6,000.00	£6,000.00	£6,000.00	
Engineering or Other Operations						
	Per 0.1 ha.	T			£600.00	Changed from per 0.1 ha. To over 1 ha.
Car Parks and Service Roads for existing uses						
		T	£60.00	£60.00	£60.00	
Change of Use of Land or Building to Dwellings						
10 to 50	Plus £120 per new dwelling	T	£120.00	£120.00	£1,200.00	Changed from up to 50 to 10 to 50.
Over 50	Plus £36 per dwelling (Maximum £72,000)	T			£6,000.00	
Other Changes of Use						
**		T	£120.00	£120.00	£120.00	
Bronze						
Householder - up to 50 sq. metres		O	£114.00	£117.42	£117.50	
1-9 dwellings - up to 999 sq. metres		O	£114.00	£117.42	£117.50	£95.00
Commercial floorspace 51 - 499 sq.m. and telecommutation masts		O	n/a	n/a	n/a	£295.00
Other (listed building, tree advice, advert, agricultural, telecoms)		O				£195.00
						Free
Silver						
Householder - up to 50 sq. metres		O	£234.00	£241.02	£241.00	£195.00
1-9 dwellings - up to 999 sq. metres		O	n/a	n/a	n/a	£595.00
Commercial floorspace 51 - 499 sq.m. and telecommutation masts		O				£395.00
Other (listed building, tree advice, advert, agricultural, telecoms)		O	£234.00	£241.02	£241.00	Free

Please note - Gold and Platinum have been ren

Using our pre-application service could improve your chances of having your development proposals approved.

We can provide you with detailed comments relating to your proposed development, identifying any issues at an early stage, so they can be addressed before a formal planning application is made.

Level of Service:

Bronze - Written response covering 'in principle' issues - **10 working days**

Silver (Household) - Site visit and written response assessing proposal with basic advice provided as to how to overcome any issues, e.g. design changes (where possible). - **20 working days**

Silver (Small residential/commercial) - Site visit and written response assessing proposal with basic advice as to how to overcome any issues, e.g. design changes (where possible). This will include the outcome of consultations with consultees within the Council. Please note, only other departments of North Norfolk District Council will be consulted under this level of service. For advice from Highways and other Statutory Consultees you may need to approach them direct. - **40 working days**

There are also a number of planning fees that are set direct by central government, these will be updated early in 2018 and will be

Planning Service Area			2017/18 Charge £ : p		2018/19 Proposed £ : p	2018/19 Charge £ : p	
<u>Extras:</u>							
Additional Plans			£114.00		£114.00	£95.00	Price lowered and now only one set fee for any number/amount of additional plans.
Additional Meeting			£114.00		£114.00	£95.00	Price lowered and now only one set fee for any number/amount of additional meetings.
Discharging of conditions	- Non householder permission	T	Statutory		Statutory	Statutory	
	- Householder permission	T	Statutory		Statutory	Statutory	
Building Control Fees	Hourly rate included within calculated fee.	T	£66.00	£67.98	£68.00	£60.00	Lowered price.
PLANNING - MISCELLANEOUS			£ : p		£ : p	£ : p	
High Hedges Complaint		T	£445.00	458.35	458.50	£445.00	
Supply of Information on Permitted Use/History							
Administrative Staff - per hour		T	£48.00	49.44	49.50	£49.50	Increased by inflation rate.
Professional Staff - per hour		T	£94.00	96.82	97.00	£97.00	Increased by inflation rate.
Check compliance with Conditions (for Solicitors, Agents)							
Administrative Staff - per hour		T	£48.00	49.44	49.50	£49.50	Increased by inflation rate.
Professional Staff - per hour		T	£94.00	96.82	97.00	£97.00	Increased by inflation rate.
General Research							
Administrative Staff - per hour		T	£48.00	49.44	49.50	£49.50	Increased by inflation rate.
Professional Staff - per hour		T	£94.00	96.82	97.00	£97.00	Increased by inflation rate.
Naming of new street, consultation process and notification	Single Street	T	£125.00	128.75	129.00	£125.00	
	2-5 Streets	T	£250.00	257.5	257.50	£250.00	
	5+ Streets	T	£500.00	515	515.00	£500.00	
Street numbering Schemes	1-5 Plots	T	£80.00	82.4	82.50	£80.00	
	6-10 Plots	T	£70.00	72.1	72.00	£70.00	
	11-50 Plots	T	£60.00	61.8	62.00	£60.00	
	50+ Plots	T	£50.00	51.5	51.50	£50.00	
Change of property name		T	£27.00	27.81	28.00	£25.00	Decreased

DETERMINATION OF COUNCIL TAX DISCOUNTS 2018/19

Summary: This report sets out alternative options for the level of council tax discounts which Full Council will resolve shall apply to second homes for the financial year 2018/19.

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

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

Conclusions: The legislation provides local authorities with the power to make changes to the level of council tax discount in relation to second homes. The Council has to approve its determinations for each financial year. The calculation of the tax base for 2018/19 will be made on the assumption that the determinations recommended below will apply.

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

Recommendation 1

- (a) the council tax discount for dwellings defined as being within Class 'A' remains at 50% for the year 2018/19;
- (b) the council tax discount for dwellings defined as being within Class 'A' be reduced to 10% for the year 2018/19;
- (c) the council tax discount for dwellings defined as being within Class 'A' be reduced to 5% for the year 2018/19;
- (d) the council tax discount for dwellings defined as being within Class 'A' be reduced to nil for the year 2018/19;

- (e) the council tax discount for dwellings defined as being within Class 'B' remains at 5% for the year 2018/19;
- (f) the council tax discount for dwellings defined as being within Class 'B' reduced to nil for the year 2018/19.

Recommendation 2

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

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

Reasons for Recommendations:

To set appropriate council tax discounts which will apply in 2018/19 in accordance with the legal requirements and to raise additional council tax revenue.

This review of discounts afforded to second home owners gives Members the opportunity to address residents' concerns over the high number of second homes in North Norfolk, and enables a council tax charge for a second home to be made which is more closely aligned to that of a main or sole residence.

Reducing Class A discounts would also more closely align discount policies with other Norfolk authorities.

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 Wyndham Northam	Ward(s) affected All

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

1. Introduction

- 1.1 Local Authorities are required to approve their Council Tax discount determinations each year. The legislation provides local authorities with powers to make changes to the level of council tax discount in relation to second homes.
- 1.2 All billing authorities are able to reduce or end the nationally set 50% council tax discount for second homes. The exception to this rule is that billing authorities cannot change the discount for second homes of people who are liable for council tax on dwellings provided by an employer, i.e. tied accommodation, as established under regulation 6 of the Council Tax (prescribed classes of dwellings) (England) Regulations 2003.
- 1.3 It is for the billing authority to determine whether changes on discounts apply to all or parts of its area. An area can be as small as one property (provided it can be defined geographically) and different discounts can apply in different parts of the area.
- 1.4 Since April 2013 North Norfolk District Council (as a billing authority) has had additional powers to vary the levels of council tax discount offered in the District. Reductions in the discounts offered will generate additional revenue for both the District Council and preceptors. The current position in respect of the council tax discounts offered by district councils in Norfolk for 2017-18 is shown in the table below.

District	Class A	Class B	Class C	Class D
	<i>Second homes where occupancy is restricted for a period of at least 28 days in a year</i>	<i>Second homes where there is no restriction on occupancy</i>	<i>Vacant properties (unoccupied and unfurnished)</i>	<i>Vacant properties requiring or undergoing major repair work or structural alteration</i>
Breckland	No discount	No discount	100% discount for one month	50% discount for twelve months
Broadland	No discount	No discount	No discount	No discount
Great Yarmouth	10%	No discount	100% discount for one month	No discount
King's Lynn and West Norfolk	No discount	No discount	100% discount for one month	25% discount for twelve months
North Norfolk	50%	5%	No discount	No discount
Norwich	5%	5%	No discount	50% discount for twelve months
South Norfolk	5%	5%	100% discount for one month	50% discount for twelve months

1.5 Members may wish to remove or reduce the discounts offered for second homes in order to move towards a harmonised position for discounts across Norfolk.

2. Return of second homes money from Norfolk County Council (NCC)

2.1 North Norfolk District Council, as a billing authority, has (since April 2004) powers to reduce the level of discount for second homes defined as Class B under Council Tax Regulations. These are properties which are not an individual's sole or main residence, are furnished and have no restrictions with regards to occupation.

2.2 Since 1st April 2013, billing authorities have been able to reduce the discount on Class B dwellings from the nationally set figure of 50%, to any level down to nil. North Norfolk District Council reduced the discount to 5% from that date (it had been set at 10% from 1st April 2004).

2.3 The following outlines the changes to the discounts for second homes in previous years:

Year	Charging ability – legislative		NNDC		Comments
	Mandatory Charge	Discretionary Charge	NNDC Charge for Second Homes	NNDC Discount for Second Homes	
April 2003 (2003/04)	50% (50%)	N/A	50%	50%	These were mandatory, ie no discretion to the billing authority to reduce the discount from 50%. Maximum charge was 50%.
April	50%	40%	90%	10%	Following on from the LG

2004 (2004/05)					Act 2003, this gave discretion to billing authorities to reduce the discount to 10% (from 50%).
April 2013 (2013/14)	50%	50%	95%	5%	Council Tax reforms introduced from the L G Finance Act 2012 providing greater flexibility to billing authorities to raise income from council tax.

- 2.4 The County Council has for a number of years agreed to return a proportion of its share of the additional council tax income generated from the 'discretionary' charge back to the billing authorities in Norfolk. The return of an element of the County Council's second homes council tax to the Districts is subject to annual approval by the County.
- 2.5 The amount returned is currently 25% of the discretionary charge income (i.e. 25% of the 45% charge) and has been since 2015/16. Prior to 2015/16 50% of the discretionary (ie 50% of the 45% charge) was returned by NCC to the billing authorities. The District Council currently therefore receives both its share of second homes council tax income (through the collection of council tax) and an element of the County share.
- 2.6 The amount anticipated within the 2017/18 budget for this returned element from the County is £564k. However at present it is anticipated that the share returned will reduce to 12.5% for 2018/19 which would equate to around £269k based on the current tax base with nothing forecast for 2019/20 onwards.
- 2.7 Since 2012 funds from the returned (NCC) second homes income have been allocated to the Big Society Fund Grant Scheme, alongside other community grants (for example transport grants) and supporting these and other community initiatives officer time in administering the scheme. In addition an allocation of £600k has been contributed towards the roll out of rural broadband provision. Any second homes money returned to the district (by NCC) that remains unspent and uncommitted at the end of each financial year has been allocated to an earmarked reserve for which the balance at 31 March 2017 was £1,197,179.

3. Options for consideration

- 3.1 The table below shows the potential impact of changes to the discounts for second homes.

	Potential Impact on Council Tax					
	Increase in Tax Base	Additional Council Tax	NCC	NPA	NNDC	Returned to NNDC from NCC
Class B						
Remove 5%	192	307,964	239,604	41,697	26,663	29,951

Class A						
Option 1 - Reduce 50% to 10%	212	340,044	264,563	46,040	29,440	33,070
Option 2 - Reduce 50% to 5%	239	383,351	298,259	51,904	33,190	37,282
Option 3 - Reduce 50% to nil	265	425,055	330,704	57,550	36,801	41,338

- 3.2 Based on the tax base for 2017/18, removing the remaining 5% discount currently offered on second homes where there is no seasonal prohibition (Class B properties) would generate an additional £26,663 in council tax for NNDC.
- 3.3 In addition the County Council currently return a proportion of their second homes council tax to NNDC. In 2018/19 the County Council will return 12.5% of the additional council tax generated by reducing the discount on second homes, and this would result in an additional £29,951 for NNDC (based on the 2017/18 council tax charge, so the figure would be higher if the council tax charge is increased) over and above any return already agreed based on current discounts.
- 3.4 As at September 2016 there were 1,012 second homes which currently receive a 50% discount. Legislation would prevent the District Council from reducing the discount on some 28 dwellings provided by an employer, therefore the table shows the maximum which could potentially be generated after also taking account of the seasonal prohibition period when the dwelling is exempt from council tax.
- 3.5 The table above also highlights the financial benefit of reducing or removing the discount currently given to Class A properties which ranges from £29,440 for reducing the discount from 50% down to 10% to £36,801 for removing the discount altogether. As with any changes to the Class B properties, at present there would also be additional income returned by the County Council in relation to their second homes council tax income, although as mentioned above this arrangement is anticipated to cease from 2019/20 onwards.
- 3.6 There is a risk that a valuable source of data could be lost if a nil discount is applied to second homes as there would be no reason for a second home owner to declare the property a second home. This could adversely affect the Council's position when securing Central Government funding such as the Communities Housing Fund monies.
- 3.7 The Revenues Team encourage long term empty property owners to place furniture in their properties as there is a 5% discount available. This helps keep long term empty property numbers low and there is a risk that empty property numbers would increase if the 5% discount was removed. A higher number of empty properties would adversely affect the amount of New Homes Bonus the District Council receives.
- 3.8 It is hard when there are no discounts available to encourage customers to notify the Revenues Team of some changes. If they are paying 100% charge already they don't always tell them that two adults have moved into the property as the charge is the same.

4. Classes of Property

- 4.1 The Regulations differentiate between classes of property as follows:

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

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

5. Formal Determinations

5.1 The Council has to approve its determinations for each financial year. It should be noted that the schedule of Class “B” property exceptions shown in Appendix A and referred to in recommendation 2) above, is believed to include all dwellings potentially entitled to retain a discount for the year commencing 1 April 2018 for the reason stated. Under the wording of the 2003 regulations, changes cannot be made to the schedule once the determinations have been made. Should further properties be notified to the Council for possible inclusion in the list for exemptions, they may only be added when the determinations for 2019/20 are made for operation from 1 April 2019.

6. Financial Implications and Risks

6.1 The calculation of the tax base for 2018/19 will be made based on the level of discounts approved by Members. Additionally potential funding support from Norfolk County Council for the Big Society Fund (which currently reflects a proportion of its share of council tax on second homes) is set out above.

7. Sustainability

7.1 This report does not raise any issues relating to Sustainability

8. Equality and diversity

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

9. Section 17 Crime and Disorder considerations

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

Appendix A

North Norfolk District Council
Reduction in Council Tax Discounts for Second Homes
Schedule of Class 'B' Property Exceptions for the year 2018/19

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

Property Reference	Property Name/ Number	Property Address	Post Code
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Anne Standard Way, Bacton, Norwich, Norfolk

710567	Alfrada, 3	Anne Standard Way, Bacton, Norwich, Norfolk	NR12 0HE
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Coast Road, Bacton, Norwich, Norfolk.

710365	42	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710444	Finnesterre	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0AA
710833	45	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710834	2	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710835	3	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710836	4	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710837	5	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710838	6	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710839	7	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710840	8	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710841	9	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ

710897	65	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710898	67	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710899	68	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710900	69	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710901	70	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710902	71	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710903	72	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710904	73	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710905	74	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710906	75	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710907	76	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710908	77	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710909	78	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710910	79	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710911	80	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710912	81	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710913	82	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710914	83	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710915	84	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710916	85	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710917	86	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710918	87	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ
710919	88	Coast Road Chalet Estate, Bacton, Norwich, Norfolk.	NR12 0EZ

Mill Lane, Bacton, Norwich, Norfolk

058339	1 The Warren	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HS
	5 New Zealand		
059157	Way	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
	3 New Zealand		
059716	Way	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
061605	Montana	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HN
	2 New Zealand		
772331	Way	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
710479	Resthaven	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HN
710573	Crest o Cliff	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HS
	9 New Zealand		
762797	Way	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
	6 New Zealand		
762930	Way	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
	7 New Zealand		
763225	Way	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
	8 New Zealand		
763260	Way	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
	4 New Zealand		
763261	Way	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW

Seaview Estate, Bacton, Norwich, Norfolk

710641	12	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710642	20	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710643	29	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710646	11	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710647	30	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710648	Popycott, 1	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH

710654	7	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710655	8	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710656	9	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710657	10	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710659	15	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710660	16	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710661	17	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710662	18	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710663	19	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710664	21	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710665	22	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710666	Brenholme	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710667	24	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710668	25	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710669	26	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710670	27	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710671	28	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710673	32	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710674	33	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
710676	35	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
760703	34	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH
763356	31	Seaview Estate, Bacton, Norwich, Norfolk	NR12 0HH

Watch House Lane, Bacton, Norwich, Norfolk

710777	Falaig M'Hara 2	Watch House Lane, Bacton, Norwich, Norfolk	NR12 0HL
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Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.

715599	Seagulls	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715604	Sea Shack	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715605	You & I	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715606	Lucky Break	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715608	Everne	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715609	Ynot	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715610	Barley Break	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715611	Idle Hours	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715614	Braemar	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715617	Wylaway	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715618	Lattice	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715621	The Old Kit Bag	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715622	Munden	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715624	Sandilands	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715626	Hill Side	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL

		Norfolk.	
715627	Fieldview	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715630	Oasis	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
715634	Fourwinds	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL
761175	Lisfannon	Beach Road, Eccles-on-sea, Lessingham, Norwich, Norfolk.	NR12 0SL

Bush Estate, Eccles-on-sea, Norwich, Norfolk.

012370	Alouette	Abbotts Way, Bush Drive, Eccles-on-sea, Norwich, Norfolk.	NR12 0TA
712376	Tranquility	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk.	NR12 0TA
712379	Freaneezy	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk.	NR12 0TA
712380	Gaytime	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk.	NR12 0TA
712382	Kingfishers	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk.	NR12 0TA
712385	Pamela	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk.	NR12 0TA
712392	St Ives	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk.	NR12 0TA
712397	Tresco	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk.	NR12 0TA
712403	Bennebroek	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk.	NR12 0TA
712404	Reviellie	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk.	NR12 0TA
756512	Amberwood	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk.	NR12 0TA
712438	Aingarth	Bush Drive, Eccles-on-sea, Norwich, Norfolk.	NR12 0SF
712473	Bali-Hai	Bush Drive, Eccles-on-sea, Norwich, Norfolk.	NR12 0SF
712476	Dresden	Bush Drive, Eccles-on-sea, Norwich, Norfolk.	NR12 0SF
712481	Sea Urchin	Bush Drive, Eccles-on-sea, Norwich, Norfolk.	NR12 0SF
712484	Dingly Dell	Bush Drive, Eccles-on-sea, Norwich, Norfolk.	NR12 0SF
712493	Endways	Bush Drive, Eccles-on-sea, Norwich, Norfolk.	NR12 0SF
712495	Badgers Set	Bush Drive, Eccles-on-sea, Norwich, Norfolk.	NR12 0SF
712496	Blue Bay	Bush Drive, Eccles-on-sea, Norwich, Norfolk.	NR12 0SF
712504	The Saltings	Bush Drive, Eccles-on-sea, Norwich, Norfolk.	NR12 0SF
712506	Redwing	Bush Drive, Eccles-on-sea, Norwich, Norfolk.	NR12 0SF
712498	Cedar Wood	Bush Drive, Eccles-on-sea, Norwich, Norfolk.	NR12 0SF

Church Lane, Eccles-on-sea, Norwich, Norfolk.

712407	Appleby	Church Lane, Eccles-on-sea, Norwich, Norfolk.	NR12 0SY
712410	Campanella	Church Lane, Eccles-on-sea, Norwich, Norfolk.	NR12 0SY
712413	Marinville	Church Lane, Eccles-on-sea, Norwich, Norfolk.	NR12 0SY
712414	Dunes edge	Church Lane, Eccles-on-sea, Norwich, Norfolk.	NR12 0SY
712415	Fairlight	Church Lane, Eccles-on-sea, Norwich, Norfolk.	NR12 0SY
712417	Majorica	Church Lane, Eccles-on-sea, Norwich, Norfolk.	NR12 0SY
712421	Sandsend	Church Lane, Eccles-on-sea, Norwich, Norfolk.	NR12 0SY
712424	Sea Whistle	Church Lane, Eccles-on-sea, Norwich, Norfolk.	NR12 0SY
712425	Sunnyside	Church Lane, Eccles-on-sea, Norwich, Norfolk.	NR12 0SY
712426	Sunray	Church Lane, Eccles-on-sea, Norwich, Norfolk.	NR12 0SY

712429	Campana	Church Lane, Eccles-on-sea, Norwich, Norfolk.	NR12 0SY
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Crowden Road, Eccles-on-sea, Norwich, Norfolk.

712455	Argus	Crowden Road, Eccles-on-sea, Norwich, Norfolk.	NR12 0SJ
712462	Sea Lowes	Crowden Road, Eccles-on-sea, Norwich, Norfolk.	NR12 0SJ
712463	Sparetime	Crowden Road, Eccles-on-sea, Norwich, Norfolk.	NR12 0SJ
712468	White Lodge	Crowden Road, Eccles-on-sea, Norwich, Norfolk.	NR12 0SJ
712470	Cliff Royal	Crowden Road, Eccles-on-sea, Norwich, Norfolk.	NR12 0SJ
712472	Zermatt	Crowden Road, Eccles-on-sea, Norwich, Norfolk.	NR12 0SJ

Hedgehog Walk, Eccles-on-sea, Norwich, Norfolk.

712607	Orkney	Hedgehog Walk, Eccles-on-sea, Norwich, Norfolk.	NR12 0SZ
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Beach Road, Happisburgh, Norwich, Norfolk.

061348	Forge Cottage	Beach Road, Happisburgh, Norwich, Norfolk.	NR12 0PP
724031	Felicity	Beach Road, Happisburgh, Norwich, Norfolk.	NR12 0PP
724045	Saltwood	Beach Road, Happisburgh, Norwich, Norfolk.	NR12 0PP
724137	10	Golden Beach Road, Happisburgh, Norwich, Norfolk.	NR12 0QL
724139	14	Golden Beach Road, Happisburgh, Norwich, Norfolk.	NR12 0QL
724141	O'Meara	Golden Beach Road, Happisburgh, Norwich, Norfolk.	NR12 0QL
724143	Eastward Ho, 11	Golden Beach Road, Happisburgh, Norwich, Norfolk.	NR12 0QL
724144	Pershore	Golden Beach Road, Happisburgh, Norwich, Norfolk.	NR12 0QL
724145	Romany	Golden Beach Road, Happisburgh, Norwich, Norfolk.	NR12 0QL
724147	Sea Drift	Golden Beach Road, Happisburgh, Norwich, Norfolk.	NR12 0QL
724148	Sea Edge	Golden Beach Road, Happisburgh, Norwich, Norfolk.	NR12 0QL
724149	The Brambles	Golden Beach Road, Happisburgh, Norwich, Norfolk.	NR12 0QL
724151	Jeckells Hyde	Golden Beach Road, Happisburgh, Norwich, Norfolk.	NR12 0QL

Bush Drive, Happisburgh, Norwich, Norfolk.

724196	Flamingo	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN
724197	Fourwinds	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN
724198	Greentiles	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN
724201	Holidays	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN
724202	Kirk-Cu-Brae	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN
724203	Leisure Hours	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN
724204	Linden	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN
724205	Puffin	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN
724206	Samphire	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN
724208	Sand Castle	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN
724212	Silver Sand	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN
724213	Slide Away	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN
724215	Surf Cottage	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN
724219	Windhill	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN
752939	Bruins Rest	Bush Drive, Happisburgh, Norwich, Norfolk.	NR12 0QN

Cart Gap Road, Happisburgh, Norwich, Norfolk

724376	The Bungalow	Cart Gap Road, Happisburgh, Norwich, Norfolk	NR12 0QL
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Wroxham Way, Happisburgh, Norwich, Norfolk

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

713184	The Bungalow	Hickling Broad, Hickling, Norwich, Norfolk	NR12 0YW
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Vale Road, High Kelling, Holt, Norfolk

060747	Lynton Loft at Lynton	Vale Road, High Kelling, Holt, Norfolk	NR25 6RA
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Bureside Estate, Horning, Norwich, Norfolk

062453	Bureville & Burevista, 9	Bureside Estate, Horning, Norwich, Norfolk	NR12 8JP
713987	Plot 15	Bureside Estate, Horning, Norwich, Norfolk	NR12 8JP
714003	Plot 1B	Bureside Estate, Horning, Norwich, Norfolk	NR12 8JP

Ferry View Estate, Horning, Norwich, Norfolk

061055	Oakdale	Ferry View Estate, Horning, Norwich, Norfolk	NR12 8PT
062364	Cresta Cottage	Ferry View Estate, Horning, Norwich, Norfolk	NR12 8PT
713848	Waters Edge	Ferry View Estate, Horning, Norwich, Norfolk	NR12 8PT

Horning Reach, Horning, Norwich, Norfolk

714037	The Bungalow	Horning Reach, Horning, Norwich, Norfolk	NR12 8JR
714025	Bonnington	Horning Reach, Horning, Norwich, Norfolk	NR12 8JR

Thurne Dyke, Horning, Norwich, Norfolk.

713919	Churne	Thurne Dyke, Horning, Norwich, Norfolk.	NR12 8QA
713920	Bishops Mill	Thurne Dyke, Horning, Norwich, Norfolk.	NR12 8QA
713922	Tide & Time	Thurne Dyke, Horning, Norwich, Norfolk.	NR12 8QA

Brimbelow Road. Hoveton, Norwich, Norfolk

714750	The Patch	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ
052371	Bure Banks	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ
774664	Willow Cabin	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ
059725	Rosemere	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ
059714	Bure Way	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ

058865	The Wherry	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ
773269	Sunrest	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ
057285	Summer Craft	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ
014776	Summer Haven	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ
014745	Summer Vista	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ
014744	Summer Vale	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ
774241	Summer Lodge	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ
014742	Summerville	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ
014730	Morlands	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ
014717	Burecroft	Brimbelow Road. Hoveton, Norwich, Norfolk	NR12 8UJ

Riverbank, Ludham, Great Yarmouth, Norfolk.

060955	Woodbine Cottage	Horse Fen Road, Ludham, Great Yarmouth, Norfolk	NR29 5QG
715988	Tonga	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
715989	Swan Haven	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
715990	The Willows	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
715991	Toorak	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
715992	Royston Plot 1D	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
715993	Pot Pourri	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
715994	Sunflowers	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
715996	Summertime Plot 2A	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
715997	Fairway	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
715998	Plot 2C	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
715999	Bluewaters Repps Reach Plot 2E	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716000	Terra Nova	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716001	Cedar Lodge	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716002	Plot 4A	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716003	Rania	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716004	Plot 5B	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716005	Leaside	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716006	Touchwood Plot 5A	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716385	Toad Hall	Horsefen Road, Ludham, Great Yarmouth, Norfolk	NR29 5QG
754931	Joybelle 1G	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
760276	Mands	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND

Paston Road, Mundesley, Norwich, Norfolk.

060979	8 East Cliff	Paston Road, Mundesley, Norwich, Norfolk.	NR11 8AW
733932	10 East Cliff	Paston Road, Mundesley, Norwich, Norfolk.	NR11 8AW
733934	4 East Cliff	Paston Road, Mundesley, Norwich, Norfolk.	NR11 8AW
733936	6 East Cliff	Paston Road, Mundesley, Norwich, Norfolk.	NR11 8AW
733937	7 East Cliff	Paston Road, Mundesley, Norwich, Norfolk.	NR11 8AW

River Bank, Potter Heigham, Great Yarmouth, Norfolk.

017014	Kalinda, 19	North East Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
017103	Rands (56-56A)	North East Riverbank, Potter Heigham, Great Yarmouth	NR29 5NE

057217	Windy Ridge	North East Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
057220	Mildene	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
057388	Patikipa	North East Riverbank, Potter Heigham, Great Yarmouth	NR29 5NE
058228	The Rosary	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
058378	Willow Creek	North East Riverbank, Potter Heigham, Great Yarmouth	NR29 5NE
058415	Sunnyside	North East Riverbank, Potter Heigham, Great Yarmouth	NR29 5NE
059675	Haven	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
060391	Four Es	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
061826	Woodstock	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
717005	Olken	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717007	Bath Hurst	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717008	Melrose, 85A	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717009	Eveholme	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717013	High's Mill	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717016	Restawhile, Plot 4	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717017	Risedene	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717019	Nine	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717020	Rosemary Cottage	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717021	St Elmo	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717040	Idleway	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717042	Dutch Tutch	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717043	Fishers Haven	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717044	Wee Ben	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717045	Dyde Down, 87 North East	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717046	Eastcote	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717047	Pachelbel, Plot 6	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717048	Little Quay	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717049	River Rest, 8 North West	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717050	Down River	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717051	Crystal Haven	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717052	Burton Garth	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717064	The Sanctuary	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717065	Rand View	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717067	Paddock Wood	River Bank, Potter Heigham, Great Yarmouth,	NR29 5ND

		Norfolk.	
717068	Thurnholm, 32	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717069	Plot 37	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717071	The Nook 57-58	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717073	Herongate	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717074	Maissonette	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717075	Willow Creek	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717076	Broad View	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717077	Tower View	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717078	Bullrush	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717079	Reedsmere	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717081	Heron Cottage, 70	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717082	Herwinia	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717083	The Fens	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717084	Sunnyside	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717086	Perfick	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717090	Carousel	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717093	Millway, 85C	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717095	Jokers Wild	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717096	Manderley	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717100	Tencholme	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717101	Four Winds	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717102	Fresh Fields	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717106	Ambleside, 86B	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
755550	Rivendell, Plot 79	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759012	Haven	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759643	St Clair	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759644	River Holme	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759645	The Rosary	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
759646	Marsh View	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759786	Primrose	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759787	Silver Ley	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759806	Ellesmere	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759893	Pastime	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE

760184	Le Chalet	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
760231	Mill View	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
760269	23 Riverside	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
760448	Octagon Lodge	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
761608	River View, 27	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
761764	Thurne View, North West	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
762518	Up River, North East	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
762883	Moon River Cottage	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
763336	Calypso, 82	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
764919	Vespers	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
766222	Deekside	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
715991	Toorak 1B	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND

Beach Road, Sea Palling, Norwich, Norfolk.

717930	Lenid	Beach Road, Sea Palling, Norwich, Norfolk.	NR12 0AL
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Clink Lane, Sea Palling, Norwich, Norfolk.

060037	2 Farmside	Clink Lane, Sea Palling, Norwich, Norfolk.	NR12 0UL
061552	Lark Cottage	Clink Lane, Sea Palling, Norwich, Norfolk.	NR12 0UL
717969	Nutshell	Clink Lane, Sea Palling, Norwich, Norfolk.	NR12 0UL
717970	Seaway	Clink Lane, Sea Palling, Norwich, Norfolk.	NR12 0UL
717975	The Retreat	Clink Lane, Sea Palling, Norwich, Norfolk.	NR12 0UL

Marram Hills, Sea Palling, Norwich, Norfolk.

061870	Meadow View	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718091	Oriel	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718093	Sea Home	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718094	Linga Longa	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718097	Sunnyside	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718098	Santa Monica	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718100	Kia Ora	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718101	Sandy Lodge	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718103	Tween Whyles	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718104	Pot Luck	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718105	Sea Breezes	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718106	Timbers	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718107	Vi La Vaer	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718108	Splinters	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718109	Peddlers Peace	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718110	Tramore	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718111	Stanfield	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN

718112	Hillcroft	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718113	Duneside	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718115	Brambledene	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718116	Jandola	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718117	Tiny Tots	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718121	Cliffside	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
758355	Hazeldene	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0TY
761287	Venta	Marram Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN

Sand Hills, Sea Palling, Norwich, Norfolk.

018035	Primary Guest House at The School	Waxham Road, Sea Palling, Norwich, Norfolk.	NR12 0UP
718062	La Siesta	Waxham Road, Sea Palling, Norwich, Norfolk.	NR12 0UN
718063	Grenut	Sand Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718065	Little House	Sand Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN

Moor Road, Sutton, Norwich, Norfolk

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

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

Hill Gap, Waxham, Norwich, Norfolk.

718086	Bide a Wee	Hill Gap, Waxham, Norwich, Norfolk.	NR12 0DY
718087	Shangri-la	Hill Gap, Waxham, Norwich, Norfolk.	NR12 0DY

Agenda Item No ____ 15 ____

MANAGING PERFORMANCE QUARTER 2 2017/18

Summary: The purpose of this report is to give a second quarter progress report of the performance of the Council. More specifically it reports on the delivery of the Annual Action Plan 2017/18 and progress against targets. It gives an overview, identifies any issues that may affect delivery of the plan, the action being taken to address these issues and proposes any further action needed that requires Cabinet approval.

Options considered: Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee.

Conclusions:

1. The majority of the 71 activities are on track or ahead of plan (63) and six activities have been completed successfully. One has some problems and one has been cancelled. The 71 activities reported on are 63 from the Annual Action Plan 2017/18 and eight activities from the Annual Action Plan 2016/17 that were not completed last year. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.
2. Of the 24 performance indicators where a target has been set 21 are on, above or close to target and three below target.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

Recommendations:

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

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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Cabinet Member(s) Tom FitzPatrick	Ward(s) affected All
Contact Officer, telephone number and email: Nick Baker, 01263 516221, Nick.Baker@north-norfolk.gov.uk	

1. Introduction

The purpose of the 'Managing Performance Quarter 2 2017/18 report is to identify good practice and disseminate it, highlight any performance issues to help the Council identify areas for discussion and take action to secure improvement in the future where it is needed.

It is a key part of the Council's Performance Management Framework.

2. Content of the Report

The second quarter performance report shows progress against the Corporate Plan 2015-2019 priorities together with any other relevant performance achievements and issues.

Each priority has a strategic assessment of progress achieved during the quarter in delivering the Annual Action Plan 2017/18 and achieving targets.

Performance information for each priority is broken into three sections:

- Summary, including assessment of overall performance within each priority
- Appendix 1 - Performance Indicators – progress reporting
- Appendix 2 - Progress in delivering each activity in the Annual Action Plan 2017/18

3. Conclusion

3.1 The majority of the 71 activities are on track or ahead of plan (63) and six activities have been completed successfully. One has some problems and one has been cancelled. The 71 activities reported on are 63 from the Annual Action Plan 2017/18 and eight activities from the Annual Action Plan 2016/17 that were not completed last year. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.

3.2 Of the 24 performance indicators where a target has been set 21 are on, above or close to target and three below target.

3.3 The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

4. Implications and Risks

Prompt action to deal with any performance issues identified by this report will reduce the risk to delivery of the Annual Action Plan and the achievement of the priorities in the Corporate Plan 2015-19. The recommendations of this report outline the action being taken to reduce or remove the risk of not delivering the Corporate Plan.

The Corporate Risk Register which includes the risk associated with non-delivery of the Corporate Plan is reviewed regularly by the Governance Risk and Audit Committee and the Risk Management Board.

5. Financial Implications and Risks

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

6. Sustainability

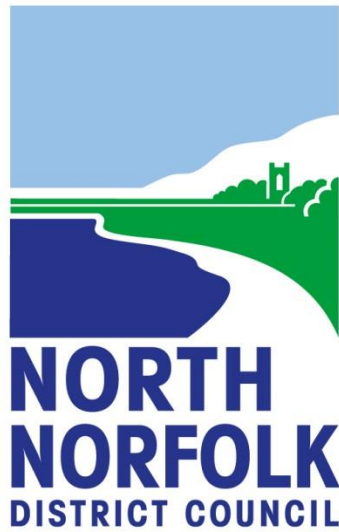
There are no sustainability implications of this report.

7. Equality and Diversity

There are no equality and diversity implications of this report.

8. Section 17 Crime and Disorder considerations

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



Managing Performance

Quarter 2 2017/18

Version 0.4

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

Contents

Contents	2
Introduction	3
Overview	4
01 - Jobs and the Local Economy	5
02 - Housing and Infrastructure	7
03 - Coast and Countryside	8
04 - Health and Well-being	11
05 - Delivering Service Excellence	14
Equalities	17
Appendix 1: Performance Indicators – progress reporting .	18
Appendix 2: Delivering the Annual Action Plan 2017/18	32
01 - Jobs and the Local Economy	33
02 - Housing and Infrastructure	39
03 - Coast and Countryside	44
04 - Health and Well-being	49
05 - Delivering Service Excellence	53

Introduction

The quarterly performance report for Cabinet shows progress against the Corporate Plan 2015-2019 priorities, together with relevant performance achievements and issues.

Each priority has a strategic assessment of progress achieved during the quarter in delivering the Annual Action Plan 2017/18 and achieving targets.

Performance information for each priority is broken into three sections:

- Summary - an assessment of overall performance, within each priority
- Appendix 1 - Performance Indicators to report progress
- Appendix 2 - Progress in delivering each activity in the Annual Action Plan 2017/18

The purpose of the report is to highlight any performance issues to help the Council identify areas for discussion and take action to secure improvement in the future, where it is needed.



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

Overview

1. The majority of the 71 activities are on track or ahead of plan (63) and six activities have been completed successfully. One has some problems and one has been cancelled. The 71 activities reported on are 63 from the Annual Action Plan 2017/18 and eight activities from the Annual Action Plan 2016/17 that were not completed last year. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.
2. Of the 24 performance indicators where a target has been set 21 are on, above or close to target and three below target.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

Activities

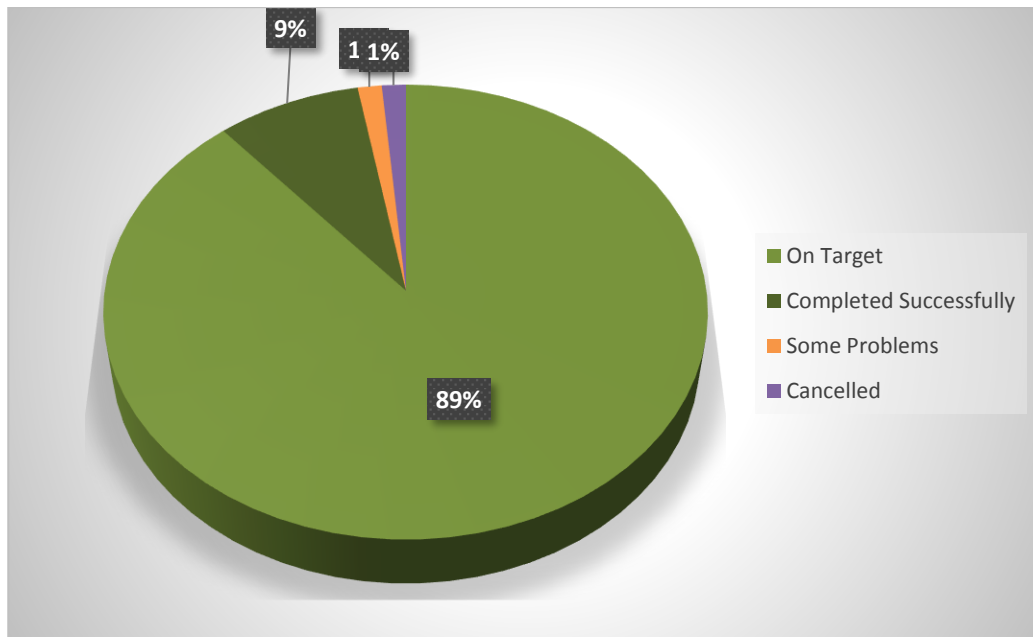


Chart 1 : Progress of the activities in the Annual Action Plan 2017/18

01 - Jobs and the Local Economy

Strategic Overview

Fifteen of our 16 projects are on target and one has completed successfully (100%)

Fifteen of the 16 activities are on track, ahead of plan, and one has successfully completed.

All indicators are new and targets have not been set; comparisons to past years are not yet available.

Our Achievements:

1. New Anglia Economic Strategy - The New Anglia LEP has recently drafted an Economic Strategy. This document sets out an ambitious vision for the future of Norfolk and Suffolk; identifying how the area can capitalise on its strengths and explore opportunities in the region. Local Authorities are presently being asked for their endorsement.
2. 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.
3. The Council sponsored the 'Local Flavours 2017' event on 27 September at the Norfolk Showground Arena. This is the largest food and drink industry event in Norfolk and supports around 120 producers by providing the opportunity to get in front of hundreds of buyers from the hospitality, catering, retail and tourism industries, including major players from across the UK. Officers from the Economic Growth and Commercial Teams will have a stand promoting the Council's support to the hospitality sector. They were joined by 26 North Norfolk food and drink businesses and first time exhibitors will benefit from a grant from the Council toward the cost of their stand.
4. The Council sponsored Screen on Sea events across the district in Blakeney, Wells, Cromer and Happisburgh – the idea was part of a nationwide project 'Britain on Film – Coast & Sea'. There were nearly 200 different screenings happening around Britain's coast this summer.
5. Ensured that about 850 North Norfolk businesses benefit from more than £1m in rate relief. The largest chunk of money will come in the form of the Local Discretionary Revaluation Relief scheme. This fund – worth more than £900,000 in North Norfolk – is designed to help businesses that received steep rises in their bills following rate revaluations earlier this year.

The bulk of this cash – more than £500,000 – will be distributed this year, with a tapering effect over the next few years. The vast majority of the

beneficiaries of this relief will see their rate increases cut by between 25% and 50% this year.

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.

02 - Housing and Infrastructure

Strategic Overview

11 of our 12 projects are on target (92%)

11 of the 12 activities are on track and one has been cancelled.

100% of our targets met or exceeded

Performance against all of the four targeted performance indicators are above or on target and none are below target.

Our Achievements:

1. A housing capacity study (HELAA) has now been published on our web site. A Housing & Economic Land Availability Assessment establishes the potential housing and economic land supply in North Norfolk over the next 20 years (the Local Plan period 2016-36).
2. By the end of September, 41 affordable dwellings had been provided across north Norfolk. Of these, 20 were provided as the final affordable housing requirement on market sites at Stalham and Wells-next-the-Sea. 9 shared ownership houses for sale on a shared ownership basis have now been completed at Roughton and are available for sale. The remaining 12 homes for rent are an Exception Housing Scheme at Roughton which meets the local housing need of Roughton and the adjoining parishes of Felbrigg, Hanworth, Northrepps, Southrepps, Sustead and Thorpe Market.
3. 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.

03 - Coast and Countryside

Strategic Overview

All of our 12 projects are on target (100%)

Activities and outcomes are being delivered against this priority. Two of the twelve activities have been successfully completed and a further ten are on track.

We are meeting 75% of our performance targets

Performance against three of the four targeted performance indicators is on target and one is below target.

Our Achievements:

1. Two public information drop in sessions were held at Walcott (12 July) and Bacton (13 July) to present the Sandscaping proposal and to seek feedback to input into the Environmental Impact Assessment. It is estimated close to 200 people attended over the two days with an overall positive response. On 10 July the North Norfolk Coastal Forum completed a visit and previewed the Sandscaping proposal. The scheme was presented to the North Norfolk Fishing Association to begin discussions with the fishing fraternity. Environmental Impact Assessment stakeholder meetings have begun.
2. On 7 September the Council signed a Development agreement with Shell UK and Perenco UK whereby the Council became the lead in delivering the Sandscaping Scheme. Over 40 people attended including Bacton Terminal Operators, The Crown Estate, Regional Flood and Coast Committee, Local Enterprise Partnership, Norfolk County Council, Marine Management Organisation and NNDC. Emma Howard Boyd (Chair Environment Agency), Sinead Lynch (UK Country Chair - Shell UK) and Cllr Tom Fitz-Patrick all spoke of the value of the scheme for the terminal, the nation and the villages whilst highlighting that the proposal represents the way forward nationally in delivering projects through innovation, partnership working and sheer hard work.
3. The draft proposed Mundesley Coastal Management Scheme was presented to the Local Liaison Group and Mundesley Parish Council alongside a request to the Parish Council for a contribution towards the scheme.
4. The final instalment of the Coastal Pathfinder grant for the construction of a new Village Hall outside of the coastal erosion risk zone was made to the newly formed Trimmingham Village Hall Trust. Alongside other funding sources this has enabled construction to begin.
5. Achieved a successful prosecution for fly tipping with a fine of £240 and contribution towards our costs.

6. The Council issued a second fixed penalty notice with support from the local community. A woman from Norwich has been fined £80 for not bagging and binning her dog's mess.
7. Held the annual Green Build event which attracted over 6,500 visitors and will be held at Felbrigg again next year on 8 and 9 September.
8. Development Management's focus remains firmly on exceeding the Government targets for major and non-major applications. Our last figure for majors is 91.08% (Government target is 60%) and for non- major 87.40% (Government target is 70%).
9. The Planning Inspector decisions in relation to the Bodham and Selbrigg Wind Turbines were overturned by the High Court. We wait to hear what happens next. Whilst the Sculthorpe appeal was dismissed, the applicant has lodged a legal challenge against the Planning Inspector's decision. It will be up to the Planning Inspectorate to defend their decision. The Council has offered its support to the Planning Inspectorate.
10. An innovative house in Heydon, near Saxthorpe, has won this year's Graham Allen Award. This year's overall winner was Wild Acres, on Holt Road, Heydon. The project involved the demolition of a bungalow and the clever re-siting and building of a new four bedroomed home using crisp and contemporary architecture. It was praised by judges for its intelligent reaction to site context, topography and landscape setting; visual interest portrayed by the curved form; low lying position and shallow pitch ensuring a discreet presence; and sustainable technology including ground source heating.
11. Following on from the recent Regional LABC awards the Council will be represented with the Pensthorpe Natural Park project for the Best Inclusive Building. The national event will be held in London on 10 November 2017.
12. The first Annual Report for Coastal Partnership East was published.
13. Following the success of the six Blue Flag awards for the North Norfolk beaches, the Council has now received confirmation from Keep Britain Tidy that they wish to hold the national Blue Flag Award presentations in May 2018 in Cromer. This is another great boost for the district's local economy and further puts North Norfolk District Council on the map. From this year visitors to north Norfolk will be encouraged to help keep more of the area's beaches in tip-top condition with the expansion of an international beach clean initiative to all of the district's Blue Flag award winning beaches. The scheme was launched in 2014 and encourages people to spend two minutes picking up litter and disposing of it when they visit the beach. ●
14. Held a beach safety campaign over the summer including a social media campaign in English and Polish, with each posting reaching hundreds of people. ●
15. Following the successful announcement of the retention of our three Green Flag awards the Countryside team has been delivering some wonderful events at our sites. These include the Massive mini beast hunt, ●

Goblin, Troll and Pixies trail, and natural trail of animals at Holt Country Park. The Fun Day Out, Explore The Woods, with the ranger at Pretty Corner Woods, and Sports Fun and Games at Sadlers Woods.

In addition, the Countryside and Sports teams have organised a series of successful beach events at Sea Palling, Cromer West, West Runton and East Runton. These events will contribute towards the retention of Blue Flag status across our coastline.

16. A large sea-life mural surrounding the new Cromer West Prom play area has been finished. The 26m-long mural has been painted on the walls around the recently opened shipwreck play area. In addition, new benches and picnic seating have been installed on roof-top platforms by the play equipment and Melbourne slope, offering far-reaching views.
17. The extension of the habitat management area on the cliffs at Cromer has been very successful with a significant reduction in the scrub vegetation in this area in addition to the goats being a popular tourist attraction.

Issues and Challenges:

1. A public Just Giving site was launched for public and business contributions towards the Bacton to Walcott Landscaping scheme. This has had a slow start and would benefit from a local champion.
2. Following a recruitment process, the Council and Coastal Partnership East were unable to appoint a Coastal Engineering Manager. The role has been represented and re-advertised.
3. The waiting list for the Garden Waste Service was removed following the successful variation of the contract. Progress, by Kier, in contacting those on the waiting list was initially quite slow however this has now accelerated significantly and the Council is offering support to ensure everyone on the waiting list is contacted swiftly.

04 - Health and Well-being

Strategic Overview

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

All of the ten activities are either on track (nine) or have been completed successfully (one).

We met or exceeded 66% of our targets

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

Our Achievements:

1. The Council's sports and leisure facilities have had a strong summer; with current figures are more than 9,000 visits than at the same point in 2016. The three dual-use sports facilities have had their best summer holiday activity programme in many years, with an 8% increase over 2016. Improvements planned to further increase these numbers include improved childcare arrangements and open days to highlight the variety of sports available.
2. The Sport England Lottery funded project is continuing to perform well through the 18 classes being organised in partnership with the local community, with over 300 individuals participating. August saw over 1,000 visits at the venues, including Gresham, Holt, Cromer, Hindringham, Kettlestone, Fakenham, Alderman Peel High School (Wells), Edgefield, Sheringham and Weybourne.

The Council has now secured an extension for a fourth year by Sport England, given that the project is delivering well against its targets. The fourth year will focus on providing sustainability to those venues and activities, so the team will be supporting the local communities to assess what is required in order to remain financially sustainable for their local participants. Figures are still on target to exceed the annual visit number by the end of the financial year

3. The Sheringham parkrun remains one of the finest examples of sustainable community events, organised in partnership by the Council with local organisations and the voluntary sector. Numbers continue to grow with the current total of 2,074 registered runners averaging over 127 participants each week. There has been a total of 251 events, 31,999 runs, 159,995 km covered with 5,791 individual runners from 562 clubs taking part!
4. North Norfolk District Council's Sports and Leisure Team was shortlisted for Best Service Team of 2017 in the coveted Association for Public Service Excellence (APSE) Awards.
5. North Norfolk District Council led tributes to the seafarers who played a key role during the war effort. Survivors of the merchant navy who did so much to support the war effort and relatives of those who died attended a

ceremony in North Norfolk to honour their sacrifice. A flag was hoisted during the event, which marked the bravery and the crucial role played by seafarers in the conflicts of the past century.

6. Warned residents across North Norfolk to avoid paying private companies that charge for appealing against council-tax bands - a service that is actually free for householders.
7. The Big Society Fund Panel met on 4 September 2017.
 - 7 applications totalling £59,103.27 were received
 - 1 application totalling £10,000 was ineligible and not presented to the Panel
 - 6 new applications totalling £49,103.27 were presented to the Panel
 - 1 deferred application totalling £8,651.20 was presented to the panel
 - 1 request for an increase in the grant previously awarded of £1,000 was presented to the Panel
 - 6 applications were approved, grants awarded totalled £37,829.95
 - 2 were declined
8. The County Council elections in May 2017 and the General Election in June 2017 were delivered successfully, with all statutory timetables adhered to and all Electoral Commission performances standards achieved. North Norfolk was chosen as one of eight constituencies to be observed by the Commonwealth Parliamentary Association UK for delivering the General Election and the feedback received was positive all round. Three parish by-elections and a District by-election have also been successfully delivered.
9. The 2017 Annual Household Canvass is progressing well. A 91% response has already been achieved and are on track to achieve the 95% response target by 1 December 2017 when the revised Electoral Register is published.

Issues and Challenges:

1. In response to the Grenfell fire tragedy, Officers were asked by Cabinet to review fire risk and fire related issues both internally and with housing providers. This is being considered by the Risk Management Board and if considered necessary to the Audit Committee thereafter.
2. The North Norfolk Safety Advisory Group (NNSAG) have had a busy summer supporting organisers to ensure public events run safely. Generally, events have run without incident, however, the Tom Jones concert at Holkham Hall resulted in local traffic delays. The NNSAG provided additional briefings and the UB40 event at Holkham Estate (27th Aug) passed off without incident.
3. The Out of Hours Duty officer, alongside other officers responded to the unauthorised encampment on the Runton Road car park in August, serving notices requiring the group to leave. The group left on Sunday afternoon and officers arranged a swift clear up operation. A Council and Police de-brief has taken place looking at the response around the Cromer disturbances over the weekend. A draft debrief report with

learning points and actions has been created and will be reported to the Risk Management Board.

4. For 2017/18, the Council received a 7% increase in the Disabled Facilities Grant budget. By the end of quarter two:
 - 97 Disabled Facilities Grant recommendations had been received
 - 67 Disabled Facilities Grants had been approved totalling £487,772
 - 64 Disabled Facilities Grants had been completed.The provision of Disabled Facilities Grants is demand led, it is however, noted that the number of grants which provide for more than one adaptation continues to be a larger part of the programme and the complexity of some grants is increasing. The focus continues to be on ensuring that adaptations meet the needs of the customer ensuring they can sustain their independence. The maximum grant limit remains at £30,000.



05 - Delivering Service Excellence

Strategic Overview

Twenty of our 21 projects are on target or completed successfully (95%)

18 of the 21 activities are on track, two have been completed successfully and one has some problems.

We met or exceeded 85% of our targets

Performance against 11 of the 13 performance indicators, where a target has been set, are above or on target. Two are below target.

Our Achievements:

1. Comparison of the first 6 months of 2016 with same period in 2017 shows that there has been an increase in the number of Planning Applications being received. Over the last 12 months the number of Planning Applications submitted in hard copy has remained relatively level whereas the number of Planning Applications made via the Portal has increased substantially (with the exception of July and August).
2. The Planning Department has introduced a charging structure for the provision of pre-application advice, currently this is only for minor applications but this is due to soon be expanded to also include Trees and Listed buildings in the next couple of months with Major applications following in the New Year. The pre-application advice service, as well as enabling us to recoup costs for providing pre-application advice, has enabled us to remove the counter Duty officer service. Customers now receive an appropriate level of advice from Customer Services staff or can decide to purchase formal pre-application advice if further guidance is required. This has freed our specialist planning staff to focus upon dealing with formal applications. Early indications are suggesting many customers are now simply proceeding to direct submission of planning applications without the need to trouble our staff for extra advice.
3. Two workshops were held on 7 and 12 July to assist planning agents in using the New Validation Checklist. This went live on 17 July and aims to drive the standard of applications up, and drive down the number of invalid applications.
4. Following the successful review of concessions undertaken by the Estates team earlier in the year Officers will be reviewing the Council's assets to identify where there may be further opportunities for additional concessions and implement a marketing strategy including advertising to promote concession opportunities to the wider potential market. This further review will happen later in the year with the release of additional new opportunities for the 2018 season.
5. Acquisition of a residential property and community shop in Itteringham has recently been completed. The residential property will be let for

holiday accommodation, which will start to generate rental income during 2018.

6. Eastlaw continues to meet its targets in respect of income generation and this month secured a contract for an additional £60,000 per annum of property related work.
7. Levels of Freedom of Information requests continue to remain high with the Council receiving 311 requests in the first two quarters of the year, 95% of those were dealt with within the 20 days allowed.
8. Eastlaw has been shortlisted for the Place category in the Lawyers in Local Government Awards 2017. This category reflects the contribution the team makes to preserving the unique environment of North Norfolk through managing the difficult and often competing interests of environmental and heritage protection and sustainable economic and community investment and development.
9. Six service areas have received the highest level of assurance following recent internal audits. Since the summer substantial assurance has been given across the six areas – from a Review of Income through to Accountancy Services, Beach Huts, our CIVICA application (covering Revenues, Benefits, System Admin and ICT), Performance Management and Building Control.

Issues and Challenges:

1. The way that local authorities can access financial services will change in January 2018 as a result of the second Markets in Financial Instruments Directive (known as MiFID II Client Categorisation of Local Authorities). Following a consultation last year, rules just published confirm that local authorities can only continue to be classed as professional clients if they have at least a £10m investment balance and staff with relevant experience. Local authorities not meeting the criteria will be reclassified as retail clients, which may mean reduced access to financial services or higher fees and greater administrative burden. Officers will continue to work closely with our treasury Advisors Arlingclose to ensure that any extra burden and cost is kept to an absolute minimum and we are also working closely with CIPFA at the present time who have introduced an online portal to support authorities with this issue.
2. 100% Business rates Retention is suspended at present with no plans for reintroduction. Following the recent Queen's speech the Department for Communities and Local Government (DCLG) have confirmed that there are no plans now to introduce the provisions of the Local Government Finance Bill. The DCLG will be in touch shortly with a plan regarding future funding. The Business Rates working group has been suspended. The 100% retention pilots in various areas are however still going on. At the very least it is anticipated that any introduction of the scheme would now slip a number of years and there is a growing view that the whole idea will no longer be taken forward which might require a new funding mechanism to be established unless the expectation is that this money can be raised from Council Tax but this is probably unrealistic. A new

prospectus for 2018/19 pilots has been produced and central government is keen for pilots to be undertaken in rural areas and also two tier areas so there may be an opportunity to consider a Norfolk wide pilot in further years.

3. In June 2017, Cabinet authorised officers to commence a formal procurement process for a new Waste and Related Services Contract. This is being conducted jointly with Breckland and Broadland District Councils and the Borough Council of Kings Lynn and West Norfolk. Officers are in the process of appointing consultants to support the process and an indicative timetable has been drafted which aims to ensure a new contract can commence in April 2019. This project will form a significant part of Environmental Health departments work over the next two years.

Equalities

Strategic Overview

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

Nine of the twelve activities are on track, two have been completed successfully and one has been cancelled.




We met or exceeded 67% of our targets

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

Appendix 1: Performance Indicators – progress reporting

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 quarterly target has been achieved and we are therefore on course to meet the annual target.


	Target achieved or exceeded
	Close to target
	Below target
M	These are measures listed that show levels of activity of services delivered by the Council or provide context for performance targets. These measures are included here for monitoring and information purposes. No symbol is shown for these. E.g. Big Society grants awarded.








Target achieved or exceeded	Close to target	Below target
20	1	3
83%	4%	13%








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





Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
01 Jobs and the Local Economy							
Grants awarded (£) (quarterly cumulative) J 025	01 A	-	0	145,213.00	Q2 17/18	M	-
Number of businesses engaged via events (quarterly cumulative) J 021	01 A, 01 B	-	150	297	Q2 17/18	-	-
Number of businesses supported (quarterly cumulative) J 022	01 A, 01 B	-	40	85	Q2 17/18	-	-
02 Housing and Infrastructure							
Number of homes granted planning permission (all tenure types) (monthly cumulative) HS 008	02 A	614	227	314	Sept 17/18	M	-
Number of affordable homes granted planning permission (monthly cumulative) HS 009	02 B	129	67	67	Sept 17/18	M	-
Number of affordable homes built (monthly cumulative) H 007	02 B, Equality	49	41	41	Sept 17/18	M	
There were 21 completions of affordable housing in August, with the next completions expected in November 2017.							
Numbers on the housing waiting list (monthly) HO 006	02 B	2,206	2,479	2,498 ^{*1}	Sept 17/18	M	-







Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
This level of waiting list is in line with national trends.							
Numbers on the Housing Register (monthly) HO 007	02 B	244	304	307	Sept 17/18	M	-
This level of waiting list is in line with national trends.							
Numbers on the Housing Options Register (monthly) HO 008	02 B	1,546	1,714	1,728	Sept 17/18	M	-
This level of waiting list is in line with national trends.							
Numbers on the Transfer Register (monthly) HO 009	02 B	416	461	463	Sept 17/18	M	-
This level of waiting list is in line with national trends.							
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	-	87.4%	88.7%	Sept 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	-	0.4%	0.4%	Sept 17/18	10.0%	

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
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	-	10	10	Sept 17/18	M	-
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	-	91.8%	92.0%	Sept 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%	0.0%	Sept 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	0	Sept 17/18	M	-
Number of households from the housing register rehoused (monthly cumulative) H 005	02 B, Equality	210	159	192	Sept 17/18	M	- 



Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
<p>In comparison to last year numbers are slightly down. However, this is due to a number of factors, primarily social landlords disposing of properties and customers not moving as frequently, factors which are outside of the Council's control.</p>							
Number of long term empty homes (6 months or more as at 1st working day of each month) (monthly) H 002	02 D	539	604	617	Sept 17/18	M	-
Number of very long term empty homes (2 years or more as at 1st working day of each month) (monthly) H 009	02 D	111	121	122	Sept 17/18	M	-
<p>The increase in the number of very long term empty properties is 13 compared to last month. This is broken down by an increase of 12 properties at Class C (empty 6-24 months) and an increase of 1 property at Levy stage (empty 2 years+).</p> <p>The Revenues Manager and the Corporate Enforcement Team Leader meet fortnightly to discuss progress and certain individual cases.</p> <p>Long Term Empty properties that have someone registered to vote have been identified and these have been passed to the Corporate Enforcement Team to investigate as a priority before the CTB1 Return is completed in early October 2017.</p>							
03 Coast and Countryside							
Number of Events Organized at Country Parks (monthly cumulative) LE 005	03 B	28	20	21	Sept 17/18	21	
Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative) LE 010	03 B	1,060	223	820	Sept 17/18	800	




Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
Number of Child Visitors to Parks and Countryside Events (quarterly cumulative) LE 011	03 B	1,182	444	1,127	Sept 17/18	1,100	 
The original Q2 targets have been revised downwards because events have been planned to take place at different times during the year than had been originally expected.							
Number of pollution enforcement interventions (quarterly cumulative) C 008	03 B, 03 D	19	6	9	Q2 17/18	M	-
Number of fixed penalty notices issued (quarterly cumulative) C 009	03 B, 03 D	9	8	12	Q2 17/18	M	-
Target response time to environmental pollution complaints (within 2 working days) (monthly cumulative) C 007	03 D	79.00%	67.00%	65.00%	Sept 17/18	80.00%	
There has been a slight improvement in the response time to Nuisance complaints (78% responded to within two working days), however the response time to fly tipping has remained the same at 51%. This has been discussed with Kier at contract meetings over the past quarter and there has been some recent improvement in Kiers performance overall and we anticipate seeing these within the next quarter statistics. Overall the percentage is increasing and we expect this to continue going forward. Kier have struggled with vehicle reliability alongside availability of drivers qualified to drive refuse collection vehicles							




Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
04 Health and Well-Being							
Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative) L 005	04 A, Equality	17	9	15	Q2 17/18	M	-
Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative) L 006	04 A, Equality	128,723.74	50,032.00	87,861.95	Q2 17/18	M	-
Number of Disabled Facilities Grants outstanding (monthly snapshot) HW 002	04 B	106	114	112	Sept 17/18	M	
Number of Disabled Facilities Grants completed (monthly cumulative) HW 003	04 B, Equality	66	55	64	Sept 17/18	M	
Number of Disabled Facilities Grants approved (monthly cumulative) HW 004	04 B	-	54	67	Sept 17/18	M	
Average Disabled Facilities Grant spend (£) (monthly snapshot) HW 005	04 B	-	80,200	77,123	Sept 17/18	M	





Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
Average time for processing new claims (housing benefit and council tax support) (monthly cumulative) RB 027	04 B, Equality, 05 A, 04 A	22.0	19.0	19.0	Sept 17/18	20.0	 
Speed of processing: change in circumstances for housing benefit and council tax support claims (average calendar days) (monthly cumulative) RB 028	04 B, Equality, 05 A, 04 A	25.0	14.0	14.0	Sept 17/18	14.0	 
Full recruitment to the staff establishment has produced a significant reduction in processing times.							
Participation at NNDC Sporting Facilities (monthly cumulative) LE 004	04 C, Equality	283,407	247,463	290,026	Sept 17/18	295,560	
05 Delivering Service Excellence							
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%	96.0%	96.0%	Aug 17/18	90.0%	
Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b	05 A	237	216	268	Aug 17/18	M	-

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
Number of Ombudsman referral decisions (monthly cumulative) PA 001	05 A	0	3	3	Sept 17/18	M	-
Percentage of Ombudsman referrals successful outcomes for the Council (monthly cumulative) PA 002	05 A	-	100.0%	100.0%	Sept 17/18	M	-
Visits to NNDC website (monthly cumulative) WG 005	05 A	278,324	254,863	301,057	Sept 17/18	M	-
The increased ability to transact business with the Council on the website through digital transformation continues to allow growth in this area.							
Unique Visitors to NNDC website (monthly cumulative) WG 006	05 A	185,623	182,359	215,544	Sept 17/18	M	-
The increased ability to transact business with the Council on the website through digital transformation continues to allow growth in this area.							
Number of Compliments (monthly cumulative) CS 050	05 A	26	2	2	Sept 17/18	M	-
Number of Complaints (monthly cumulative) CS 051	05 A	26	74	87	Sept 17/18	M	-
Number of MPs Letters (monthly cumulative) CS 052	05 A	127	130	169	Sept 17/18	M	-

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
Average wait time (minutes) - Customer Services (monthly) CS 057	05 A	2.26	6.37	6.05	Sept 17/18	10.00	
Average transaction time (minutes) - Customer Services (monthly) CS 058	05 A	6.54	8.36	9.13	Sept 17/18	M	-
<p>Performance remains within target however the upward trend is assumed to be short term as staff adjust to new IT systems and additional responsibilities transferred to CS from various service areas. Additional responsibility has resulted in increased transaction times and therefore an increase in customer wait times.</p>							
Average wait time (minutes) - Housing Options (monthly) CS 059	05 A	4.73	9.19	5.01	Sept 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	100.00%	100.00%	*4	Q2 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	100.00%	100.00%	*4	Q2 17/18	M	-

Indicator	Objective	Same period last year	Previous Periods Data	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	97.60%	100.00%	*4	Q2 17/18	M	-
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	05 A	100.00%	95.60%	*4	Q2 17/18	M	-
Planning Income (£) (monthly cumulative) DM 023	05 B	343,530	410,398	479,051	Sept 17/18	M	-
Building Control income (£) (monthly cumulative) BC 001	05 B	218,864	156,977	191,472	Sept 17/18	186,300	
Legal Services Fee Income (£) (monthly cumulative) LS 003	05 B	92,583	77,895	96,738	Sept 17/18	36,000	
Percentage of council tax collected (monthly cumulative) RB 009	05 B	56.11%	46.98%	55.69%	Sept 17/18	56.00%	
<p>Council Tax collection is £202k down against the target set. This is mainly because of re-billing of new liabilities as the backlog reduces. The backlog was outstanding when there were numerous vacancies in the service and as reported earlier in the year these have all now been filled. Any new bill will automatically re-spread instalments over the remaining months of the year with no loss of revenue to the Council.</p>							

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
Percentage of non-domestic rates collected (monthly cumulative) RB 010	05 B	59.92%	52.55%	61.66%	Sept 17/18	59.70%	
PM 32 Average Number of days Revenue Outstanding (Debtor Days) (monthly) RB 029	05 B	49.0	66.0	88.0*2	Sept 17/18	41.0	
Six high value invoices totalling £935,111 were raised in the last week of Quarter 2. These have all now been paid. By October this indicator has now reduced back down to 31.0 debtor days.in October, well within target.							
Occupancy Rate of Council Owned Rental Properties (monthly) PS 006	05 B	82.0%	84.8%	84.8%	Sept 17/18	80.0%	
Number of defaults issued to the waste and related services contractor (monthly cumulative) C 010	05 B, 03 D	271	542	784	Sept 17/18	M	-
Number of rectifications issued to the waste and related services contractor (monthly cumulative) ES 015	05 B, 03 D	294	482	571	Sept 17/18	M	-

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
		<p>The Environmental Services team continues to undertake enhanced levels of contract monitoring to ensure that service delivery is adequate and that the contractual failures are addressed promptly. Until mid-September, Kier's operational performance in terms of round completion was very poor, resulting in significant numbers of contract defaults and associated financial penalties. Kier has struggled with vehicle reliability alongside availability of drivers qualified to drive refuse collection vehicles. However, following a new Operations Manager joining Kier to oversee the contract, recent improvements have been seen. There remain other areas of the contract where performance has been inconsistent and occasionally poor in recent times. Kier's response to bin delivery instructions and fly tip reports have been highlighted to them as requiring immediate improvement. Officers continue to work closely with Kier across all areas of the contract to improve service delivery, ensure that response times are within the contractual requirements and prioritise high profile works.</p>						
Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative) V 001	05 B	80.0%	0.0%	100.0%	Q2 17/18	80.0%		
Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative) V 002	05 B	- *3	- *3	- *3	Q2 17/18	100.0%		
Percentage of audit days delivered (quarterly cumulative) V 004	05 B	34.0%	22.0%	55.0%	Q2 17/18	43.0%		
Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative) V 007	05 C	2.11	0.95	2.10	Q2 17/18	3.00		

*1 Snapshot as at 30 September 2017.








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

*3 No priority 1 (Urgent) recommendations.

*4 Survey early October 2017 to be reported in Quarter 3.






Appendix 2: Delivering the Annual Action Plan 2017/18

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.
Postponed, Delayed or On Hold		This is for activities that should have started by now but have not or activities that have started but have had to pause or are taking longer than expected.
Some Problems		Lead officers should have described the problems and the action being taken to deal with them.
Needs Attention/ Off Track/ Failed		Activity is off track (either by starting after the predicted start date or progress slower than expected), and it is anticipated that it will not be completed by the predicted end date. Attention is needed from the lead officer and others to get this activity back on track. Failed - Activity not delivered and there is no way that it can be.
		Signifies an action or target achieved that has an outcome that meets our equalities objectives for specified groups e.g. children etc.


01 - Jobs and the Local Economy

A - Work to maintain existing jobs and help businesses expand







Activity	Status		Progress/ Action Note
AAP 17/18 - 01 A 01 - Providing business grants and mentoring support - Report on business engagement programme outputs	On Track		Recent Coffee Means Business (CMB) Events have been held at Holkham Hall (July) and North Walsham (Sept). The programme is approaching 1 year and an annual evaluation is scheduled for October. To date average CMB attendee numbers have been 27 per event. A total of 48 businesses engaged the two Ready for Growth business support seminars.
AAP 17/18 - 01 A 02 - Providing business grants and mentoring support - Report on business support/ grants provided by third parties in North Norfolk	On Track		LEADER £100487.54, NAGH Growing Business Fund £31,500, NAGH Small Grant Scheme £13,226
AAP 17/18 - 01 A 03 - Ensuring our procurement practise supports small and medium sized businesses operating in the district - Review our current procurement guidance and support local procurement	On Track		The Council successful recruited a Procurement Officer back in September 2017 and part of their role will be to review and update procurement guidance and policies. An updated procurement strategy will be delivered in 2018 which will address local procurement issues and trading with small and medium sized entities (SME's).
AAP 17/18 - 01 A 04 - Supporting our market and coastal towns recognising their importance as economic hubs and local centres - Develop a forward programme of funding opportunities and regularly promote to the business community. To produce an NNDC list of schemes with potential match funding	On Track		A funding toolkit has now been prepared. This will help businesses to support their business growth aspirations and to seek out the most appropriate sources of funding.
AAP 17/18 - 01 A 05 - Working with partners to improve access to faster Broadband for all our communities including investing directly £1m over the next 2 years - Monitor future roll out. Investment and coverage will be	On Track		Coverage for North Norfolk provided via the Better Broadband for Norfolk rollout has now reached 85%. To the end of September 2017 the second contract has implemented 48 new fibre cabinets across North Norfolk District Council which have provided access to

Activity	Status		Progress/ Action Note
reviewed and reported on a six monthly basis			<p>fast broadband for over 6,500 North Norfolk District Council properties.</p> <p>5 more cabinets have begun implementation in North Norfolk District Council and a further 26 surveys have been completed.</p>





B - Increase the number and support for business start-ups

Activity	Status		Progress/ Action Note
AAP 16/17 - 01 B 01 - Providing a business start-up package of support and funding - Review funding and implement a new scheme from September 2016	Completed Successfully		The business start-up scheme is now in place as a part of a package of support delivered under New Anglia LEPS Growth Programme. NNDC shall continue to support, promote and host elements of this programme

C - Improve the job opportunities for young people within the district



Activity	Status		Progress/ Action Note	
<p>AAP 17/18 - 01 C 01 - Encouraging employers to offer apprenticeships - Ensure that information on apprenticeships is included within all business engagement activity</p>	<p>On Track</p>		<p>Processes have recently been put in place to contact North Norfolk businesses which are presently looking to employ an apprentice. Support includes promoting the opportunity directly within Schools/Colleges via identified key contacts, helping the business overcome any barriers to recruitment and identifying any recruitment issue trends within sectors/skill areas. In Q2 30 businesses were engaged through this process.</p>	
<p>AAP 17/18 - 01 C 02 - Encouraging employers to offer apprenticeships - Explore opportunities for further apprenticeships within the Council as an employer</p>	<p>On Track</p>		<p>We have recently recruited apprentices in Benefits, Systems Admin and Recreation. Two former apprentices have secured positions within IT and Finance.</p>	
<p>AAP 17/18 - 01 C 03 - Working with partners to bring businesses and schools together to ensure skills match needs and jobs - To co-ordinate all of the interested bodies and put together an action plan for North Norfolk</p>	<p>On Track</p>		<p>Progress has been made to support the development of Degree Level Apprenticeships. Officers have met with key deliverers of these schemes and are presently exploring ways to promote these opportunities to relevant businesses. Ongoing efforts are being made to develop links with employers as part of a programme of business engagement. Meetings with Key training providers delivering within North Norfolk are being made to ascertain information as to what current training is available to local employers.</p>	
<p>AAP 17/18 - 01 C 04 - Supporting provision of a North Norfolk centre for science, technology, engineering and maths (STEM) - We will consider the conclusions of the feasibility study to test the most effective model of delivery and develop an appropriate outline business case, with identified potential funding sources</p>	<p>On Track</p>		<p>Meeting being arranged with relevant local Members in November 2017 to consider the recommendations from the report and to discuss next steps moving forward.</p>	

- Support major business opportunities and take-up of allocated employment land across the district

Activity	Status		Progress/ Action Note	
<p>AAP 17/18 - 01 D 01 - Working with the New Anglia Local Enterprise Partnership (NALEP) to access funding streams - Produce a quarterly report of projects to be included in the LEP Project Pipeline and other sources such as Norfolk Business Rate Pool</p>	<p>On Track</p>		<p>A pipeline of potential projects for future delivery continues to be maintained and a high level meeting with the MD of NALEP recently took place in order to share knowledge of significant issues affecting North Norfolk businesses. Regular update meetings are to be scheduled. Close liaison is maintained with the New Anglia Growth Hub and its local Growth Advisor.</p>	
<p>AAP 17/18 - 01 D 02 - Developing an Inward Investment Strategy for business growth to North Norfolk specifically to promote the designated Enterprise Zones and improve pre-application planning advice - Construct service plots of land and market for development at Egmere Enterprise Zone</p>	<p>On Track</p>		<p>Meetings and talks with Walsingham Estates are on-going.</p>	
<p>AAP 17/18 - 01 D 03 - Developing an Inward Investment Strategy for business growth to North Norfolk specifically to promote the designated Enterprise Zones and improve pre-application planning advice - Construct warehouse & office premises and secure tenant at Egmere Enterprise Zone</p>	<p>On Track</p>		<p>Heads of Terms have been agreed with a tenant for the first unit and a lease will be prepared subject to the land agreement has been finalised.</p>	
<p>AAP 17/18 - 01 D 04 - Developing an Inward Investment Strategy for business growth to North Norfolk specifically to promote the designated Enterprise Zones and improve pre-application planning advice - Develop an Inward Investment Strategy for business growth to North Norfolk specifically to promote the</p>	<p>On Track</p>		<p>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</p>	







Activity	Status		Progress/ Action Note	
designated Enterprise Zones and improve pre-application planning advice			been promoted to specific businesses operating within the relevant sector.	

E - Capitalise on our tourism offer both inland and along our historic coast




Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 01 E 01 - Investing in our assets to support the tourism economy and promote the 'Deep History' concept - Ensure any projects such as the Cromer West Prom project will capitalise on the Deep History concept and findings</p>	<p>On Track</p>		<p>The Cromer West Promenade improvements were fully operational in the summer season and good feedback was received. Consultation with local stakeholders has been undertaken in planning for the installation of Deep History Coast 'discovery points' and further investigations into the feasibility of improvements to facilities at specific locations are needed before the project can be implemented.</p>
<p>AAP 17/18 - 01 E 02 - Encouraging a private sector lead to tourism promotion with support in developing a strong brand - Continue to support the Destination Management Organisation (DMO) and explore opportunities to increase its effectiveness and financial sustainability</p>	<p>On Track</p>		<p>NNDC is working closely with the VNN Board to identify a suitable business model that will both increase the effectiveness and improve its financial sustainability</p>

02 - Housing and Infrastructure


A - Increase the number of new homes built in the district

Activity	Status		Progress/ Action Note	
AAP 17/18 - 02 A 01 - Encouraging the early completion of dwellings through incentivisation measures - Support the development of neighbourhood plans by aligning the wishes of towns and parishes with the local plan review	On Track		The revised Housing Incentive Scheme was Introduced in April. As most of the larger sites which can benefit from this scheme already have planning permission there has been no new applications this year. The scheme is programmed to stay open until the completion of Local Plan review and adoption of new policies.	
AAP 17/18 - 02 A 02 - Encouraging the early completion of dwellings through incentivisation measures - Identify new housing sites through the local plan review process	On Track		A Housing Land Capacity study (HELAA) has been completed and published and a Call for Sites has been completed. Detailed appraisal of options for site allocations is programmed for late 2017.	
AAP 17/18 - 02 A 03 - Providing grants and loans which support the delivery of local housing initiatives - Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development	On Track		The first loan to a Housing Association will be issued in October and will support 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.	
AAP 16/17 - 02 A 04 - Commissioning a specialist housing needs survey in the context of market and social demand - Undertake a survey and analysis of specialist housing needs and feed the outcomes of this into the 'Property Investment Strategy' and local plan review	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.	


B - Address housing need through the provision of more affordable housing

Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 02 B 01 - Encouraging the building of affordable homes in sustainable locations - Continue to negotiate sufficient affordable housing through S106 agreements from planning applications</p>	<p>On Track</p>		<p>The new Community Housing team is now fully staffed and 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. 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.</p>
<p>AAP 17/18 - 02 B 02 - Addressing the housing waiting list by enabling more exception schemes that provide local housing for local people - Continue the 'housing enabling' work and engagement with local communities on a pipeline of 'rural exceptions' schemes</p>	<p>On Track</p>		<p>The new Community Housing Team have attended a number of parish council meetings to discuss the opportunity presented by the Community Housing Fund, with more meetings due to be attended over the next quarter. This forms part of work to support the delivery of exception housing schemes to meet the local housing need of parishes across North Norfolk.</p>
<p>AAP 17/18 - 02 B 03 - Purchase additional temporary accommodation for homeless households</p>	<p>On Track</p>		<p>The first temporary accommodation property is now in use by a homeless household, this property has been adapted to be suitable for a wheelchair user. Discussions are ongoing to procure more properties for temporary accommodation to include two further properties suitable for a wheelchair user.</p>




C - Ensure new housing contributes to the prosperity of the area

Activity	Status		Progress/ Action Note
AAP 17/18 - 02 C 01 - Undertaking a review of all planning policies and land allocations to inform the new Local Plan up to 2036 - Produce draft Local Plan and carry out public consultation	On Track		Key evidence documents to support the new plan have been completed or are due shortly, significant progress is now being made on site selection and review of individual policies will commence shortly. It is anticipated that a draft plan will be published for consultation in June/July 2018. However, there is a corporate risk regarding the ongoing retention and recruitment of policy planners.

D – Reduce the number of empty properties

Activity	Status		Progress/ Action Note
AAP 17/18 - 02 D 01 - Working pro-actively across the Council using all available powers to bring empty properties back into use - Provide a fortnightly update on Enforcement Board Matrix actions to all Members and a 6 monthly update on Enforcement Board actions/progress to Cabinet and Overview & Scrutiny Committee	On Track		Fortnightly reports are submitted following each meeting of the board, detailing all actions discussed and setting timescales for actions to be carried out. Each property has actions to be carried out before the next meeting, except where on-going property renovations are being monitored towards completion.





E - Improve the infrastructure needs of the district



Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 02 E 01 - Exploring with partners the extent to which there is a capacity to modify and expand train services along the Bittern Line from Norwich to Sheringham - Work with relevant partners to take forward recommendations within the recently completed Bittern Line Development report</p>	<p>On Track</p>		<p>Meeting held with Abellio and relevant stakeholders which included discussions on whether there was capacity to introduce a two hourly service between Norwich and North Walsham.</p> <p>A new franchise is in place for the service and will be looking to introducing the first three carriage better performing train on the line from early 2019 with a view to replacing all old rolling stock by the end of that year which is hoped will deal with the increased passenger capacity.</p> <p>Sheringham Station platform to be extended as part of the franchise commitment.</p> <p>No twice hourly service therefore being introduced at this time but will monitor passenger numbers in line with new local housing development at North Walsham.</p>
<p>AAP 17/18 - 02 E 02 - Exploring with partners the extent to which there is a capacity to modify and expand train services along the Bittern Line from Norwich to Sheringham - Officers to bring forward a paper regarding car parking at North Walsham Railway Station</p>	<p>On Track</p>		<p>Meeting held with Abellio and relevant stakeholders to discuss taking forward a programme of station improvements at North Walsham including the possible construction of a pedestrian ramp from the platform to the car park within the adjacent Hopkins Homes Mulberry Grove development.</p> <p>Officers asked to develop a paper for consideration by Cabinet in the New Year on options for car parking at the station and wider management of parking within the vicinity of the station.</p>
<p>AAP 16/17 - 02 E 02 - Exploring with partners the scope to improve road network capacity alongside major</p>	<p>On Track</p>		<p>The Council's approach to Section 106 obligations will be considered as part of the Local Plan review.</p>

Activity	Status		Progress/ Action Note
development proposals - Consult and then obtain agreement on a process for securing contributions towards infrastructure from development proposals in the district known as section 106 agreements			






03 - Coast and Countryside

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


Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 03 A 01 - Supporting fishing and agriculture in North Norfolk through accessing funding streams such as European Grants - Supporting fishing and agriculture in North Norfolk through accessing suitable funding streams such as LEADER programmes</p>	<p>On Track</p>		<p>The next North Norfolk Commercial Fishing Forum is scheduled for Oct 23rd. The Project Enabler from the Economic Growth Team will be attending to explore potential funding for any potential projects</p>
<p>AAP 17/18 - 03 A 02 - Working with partners to identify funding and deliver schemes which will enable us to manage our coastline - Continue to develop and promote the Norfolk & Suffolk Coastal Partnership</p>	<p>On Track</p>		<p>Second recruitment round of Coastal Engineering Manager is underway with any new appointee due to start in January 2018. Options paper for Team IT requirements under preparation. Team resources have been flexed when required across the partnership authorities.</p>
<p>AAP 17/18 - 03 A 03 - Working with partners to identify funding and deliver schemes which will enable us to manage our coastline - Continue to work with private sector partners on a scheme for Bacton and affected communities</p>	<p>On Track</p>		<p>Development Agreement with terminal operators negotiated and successfully signed. As NNDC is now the lead party, preparations are underway to resource the project and set up the Project Steering Committee. Discussion has begun with The Crown Estate regarding review of foreshore lease to enable the scheme progress. Significant activities required to now develop and deliver the scheme.</p>
<p>AAP 17/18 - 03 A 04 - Working with partners to identify funding and deliver schemes which will enable us to manage our coastline - 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' concept</p>	<p>On Track</p>		<p>Following on from the last update the new West Prom lighting installation is now complete and operational. As part of the on-going programme we are also looking at further improvements adjacent to the Anglian Water building with potential improvements also to the Melbourne slope.</p>

Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 03 A 05 - Working with partners to identify funding and deliver schemes which will enable us to manage our coastline - Refurbish coastal defences at Mundesley</p>	<p>On Track</p>		<p>Public Information drop-in event to be held at Mundesley on 4 October 2017. Mundesley Parish Council has allocated, subject to conditions, £20,000 towards the scheme. Application progressing for additional funding from Anglian Water. Following public drop in sessions, if support is forthcoming the outline Business Case will be completed and presented to the Environment Agency.</p>
<p>AAP 16/17 - 03 A 02 - Supporting fishing and agriculture in North Norfolk through accessing funding streams such as European Grants - Analyse criteria for funding requirement from the emerging £90m coastal community fund</p>	<p>On Track</p>		<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. details of the next round of the Coastal Community Fund have yet to be announced.</p>

B - Protect the wonderful countryside and encourage sustainable access

Activity	Status		Progress/ Action Note	
<p>AAP 17/18 - 03 B 01 - Caring for our areas of outstanding natural beauty and protected areas and liaising with other organisations - Undertake reviews of Holt Country Park, Pretty Corner Woods and North Lodge Park to help ensure these assets are sustainable for the future</p>	<p>On Track</p>		<p>Holt Country Park, Sadler's Wood and Pretty Corner Woods, have again won the right to fly the prestigious Green Flag for 2017/18, demonstrating their high quality standards and continuous improvement. A review of our countryside assets is due to take place, which needs to evaluate the options for securing their ongoing sustainability and future improvement.</p>	
<p>AAP 17/18 - 03 B 02 - Through careful management, ensuring our natural environment contributes to the tourism offer and wider economic well-being of the area - 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</p>	<p>Completed Successfully</p>		<p>Successfully awarded 6 Blue Flags for 2017. Survey completed by Keep Britain Tidy in June, with a good report</p>	
<p>AAP 17/18 - 03 B 03 - Through careful management, ensuring our natural environment contributes to the tourism offer and wider economic well-being of the area - Assess and implement requirements for new Green Flag Awards and work to retain existing awards</p>	<p>Completed Successfully</p>		<p>Successfully awarded 3 Green Flags at Holt Country Park, Pretty Corner Woods and Sadler's Wood.</p>	

C - Continue to improve recycling rates and reduce the amount of waste material going to landfill

Activity	Status		Progress/ Action Note
AAP 17/18 - 03 C 01 - Working with other Councils on the Norfolk Waste Partnership to consider ways in which we can maximise recycling thereby minimising waste to landfill - The NWP Board continues to work on the following four work streams:	On Track		See below

Collection Frequency

Following a final report from consultants detailing likely costs and benefits, the NWP board have decided the collection frequency and food waste collections project is not progressing at the current time. The NWP will look at other elements of waste and keep a watching brief on government policy.

Reuse, Repair and Recycling Initiatives

A trial for the reuse of collected bulky waste items saw a good process set up, but the third sector partner only wanted good quality material, which doesn't always come through bulky collections and was deemed unsuccessful.

Depot Rationalisation/One Public Estate

Options for depot sharing between public sector organisations is being progressed in some areas, however, there will be no impact on NNDC resulting from this workstream.



Communications

The Anti-contamination Recycling Campaign launched in August and runs until at least the end of September and has seen the delivery of a leaflet to every home in Norfolk. Other activities have included radio interviews, radio advertising, on street advertising, press articles and the NWP has also taken over the window of a vacant store in Norwich city centre for a guerrilla marketing display. Briefing notes and posters were sent out to local members as well as town, parish and community groups by each council. The campaign is the first by the NWP to deploy an increased use of social media. Recycle for Norfolk's following and reach on Twitter and Facebook is doing really well. At the end of August on Twitter alone the campaign had reached 51,200 individual accounts. In another first for the NWP, a 30-second animation is currently airing to 20,000 homes with Sky Plus boxes in Norfolk. A full campaign evaluation report will be produced in October.

Partnership Working Outside of the NWP




In June 2017, Cabinet authorised officers to commence a formal procurement process for a new Waste and Related Services Contract. This is being conducted jointly with Breckland and Broadland District Councils and the Borough Council of Kings Lynn and West Norfolk. Officers are in the process of appointing consultants to support the process and an indicative timetable has been drafted which aims to ensure a new contract can commence in April 2019.



D - Improve the environment both in our towns and in the countryside

Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 03 D 01 - Addressing properties and sites which create eyesores and detract from our natural and built environment - Through the work of the Council's Enforcement Board take appropriate action across all services to address such properties</p>	<p>On Track</p>		<p>The Enforcement Board continues to address these issues and reports six monthly (June and December) to Cabinet and Overview and Scrutiny (Cabinet reports refer). Analysis is currently taking place to assess the impact of the work of the board.</p>
<p>AAP 17/18 - 03 D 02 - Tackling dog fouling, fly tipping and litter across our district through Community Engagement Schemes - Review and monitor our approach to environmental enforcement and give community engagement schemes more power to act on the Council's behalf</p>	<p>On Track</p>		<p>The EP ranger post has been out patrolling the beaches over the summer months engaging with the local communities and tourists in these locations. This has led to a decrease in the amount of complaints received about dogs on beaches during the season.</p> <p>The ranger post has also led to an increase in the FPNs served this year with the number served so far being almost the same as the number served in the whole of the previous year.</p> <p>The team promoted their work at the Council's annual Greenbuild event with a huge pile of fly tipping and giving people the chance to be an Environmental Protection Officer and search the rubbish for names and addresses.</p>




04 - Health and Well-being

A - Support local residents and their communities






Activity	Status		Progress/ Action Note	
<p>AAP 17/18 - 04 A 01 - Continuing to operate the Big Society Fund to meet local needs and aspirations - Promote and monitor the fund throughout the year</p>	<p>On Track</p>		<p>In the second quarter of 2017/18, six Big Society Fund grants have been approved totalling £37,829.95 to support a range of community projects.</p> <p>In the first six months a total of 15 grants totalling a commitment of £87,861.95 have now been approved.</p>	
<p>AAP 17/18 - 04 A 02 - Developing projects to address fuel poverty and energy efficiency - Consider the Business Plan for provision of solar panels on the Council offices</p>	<p>On Track</p>		<p>A committee report went to Cabinet during July to secure funding to address the high level glazing and various other capital improvement works to the Cromer office. This report discussed the potential for the installation of solar panels on the southern facing aspect of the roof but outlined that this potential proposal would require further work and analysis.</p> <p>A survey (May 2017) has been undertaken by Honeywell which looked at energy and carbon reduction solutions which could be implemented within the building. The purpose of the survey was to identify opportunities for sustainable savings that would reduce consumption and cost and bring energy performance on site as close to good practice indices as is possible. The findings were mainly focused on technological measures that can be taken as opposed to behavioural changes and focussed on internal improvements.</p> <p>We have however also asked Honeywell to consider the potential for the installation of solar panels and officers are currently analysing this information with an expectation that any proposals would come back to committee for a further decision later in the year.</p>	




Activity	Status		Progress/ Action Note	
AAP 17/18 - 04 A 03 - Working with charities and other voluntary organisations - Monitor the operation of the advice and information service in North Norfolk, ensure suitable engagement and report on its outcomes	On Track		Outreach services in Mundesley and Wells have ceased due to low use. Volunteers who provided these outreach services are instead being used to support bureaus where demand is high such as Fakenham and North Walsham. Regular communication with Mid Norfolk CA contractor takes place to monitor the contract.	

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

Activity	Status		Progress/ Action Note	
AAP 17/18 - 04 B 01 - Encouraging more community involvement and volunteering - 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	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.	
AAP 17/18 - 04 B 02 - Provide support and advice to people who are vulnerable and/or struggling with issues which are negatively impacting on their lives - 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	On Track		The Hub and in particular the weekly Collaboration meetings continue to improved outcomes for cases referred to the Hub for both the client and the organisations involved.	




C - Encourage participation in a range of sports and activities






Activity	Status		Progress/ Action Note	
<p>AAP 17/18 - 04 C 01 - Promoting North Norfolk as a sporting centre of excellence, to encourage our talented young people to aim for and reach the highest possible level in their sport - Capitalise on the North Norfolk sporting centre of excellence initiative and extend the range of opportunities within it, to encourage our talented young people to aim for and reach the highest possible level in their sport</p>	On Track		<p>Launch event is expected on 16 October. The new participants are due to be enrolled onto the programme which will mean 100 young people will be engaged in this project</p>	
<p>AAP 17/18 - 04 C 02 - Working with partners to invest in sport and recreation facilities across the District - 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>	On Track		<p>Feasibility studies completed for both Splash redevelopment and the Community Sports Hub. Reports now taken to O&S Committee with positive feedback</p>	
<p>AAP 17/18 - 04 C 03 - Working with partners to invest in sport and recreation facilities across the District - Complete new football pitch and changing facilities at Cabbell Park</p>	On Track		<p>Have now had very positive meetings with both Cromer Town and Cromer Youth FC. Both developers have met with the Leisure Officers and also Norfolk FA, and we have provided feedback on the sports element of their plans</p>	



Activity	Status		Progress/ Action Note	
<p>AAP 17/18 - 04 C 04 - Supporting iconic sporting events - Develop a framework for which events NNDC support, recognising the sporting and economic benefits realised for the district</p>	<p>Completed Successfully</p>		<p>Framework complete.</p>	
<p>AAP 17/18 - 04 C 05 - Promoting health and fitness for all ages, abilities and ambition - Support communities to develop and sustain sports clubs and hubs</p>	<p>On Track</p>		<p>This project continues to be successful. We are now delivering seated exercise to over five different locations across the district including care homes, residential facilities and libraries to access a different market providing appropriate physical activity for those that need it most</p>	

05 - Delivering Service Excellence




A - Help you to get what you need from the Council easily




Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 05 A 01 - Maintain progress on all projects within the Council's Digital Transformation Programme</p>	<p>On Track</p>		<p>Service BPRs in Planning continue to deliver the expected savings and BPR in Environmental Health is on track in terms of budget and timeline. In Planning the process in Development Management is approaching completion and other Planning services will be addressed within the system upgrade for which an implementation plan is currently being formulated.</p> <p>The Environmental Health (EH) BPR is progressing well and business process changes are being implemented in parallel with the rollout of the new EH back office system. The business case for the BPR has been developed and the plan to realise the efficiency savings and service improvements is in place and on track. Further small scale process improvement initiatives are being developed and implemented across the Council, notably within Revenues & Benefits which are expected to deliver service performance and quality improvements.</p> <p>Work is ongoing on assessing the impact of the rollout of Universal Credits on the processes and resources within the Revs & Bens service.</p>
<p>AAP 17/18 - 05 A 02 - Complete the implementation of the business process review (BPR) in the Planning Service</p>	<p>Some Problems</p>		<p>Phase 1 of the new pre-application advice service has been implemented along with the new Local Validation List. However further work is required in relation to GIS and the constraints checking tool, and linking these elements together. Once complete this will enable self-service</p>
<p>AAP 17/18 - 05 A 03 - Ongoing HR Business Process Review</p>	<p>On Track</p>		<p>Leave management (self-service of all leave requests and absences) is due to go live at the end of October. Scanning of personnel files is progressing to plan. HR Intranet pages are in development.</p>


Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 05 A 04 - Ongoing Environmental Health Business Process Review to redesign services around the customer and use technology as a driver for efficiency</p>	<p>On Track</p>		<p>Good progress is being made on the review cycles which analyses the current process, sets out the desired "to be" processes and identifies the work needed to bridge the gaps between the two. Environmental Health IT implementation is progressing, closely linked to the review cycle outputs. Work to install and implement the latest version of the new software is progressing.</p>
<p>AAP 17/18 - 05 A 05 - Implement the outcomes arising from the Communication Strategy approved by Cabinet February 2017</p>	<p>On Track</p>		<p>Communications Service Plan in place.</p>
<p>AAP 17/18 - 05 A 06 - Promote and optimise the use of social media and our website for those communicating and doing business with the Council</p>	<p>On Track</p>		<p>An on-going review of the web site and social media interaction is continuing.</p>
<p>AAP 17/18 - 05 A 07 - Maintain and develop the Council's website to enable better transactional activity for all customer groups</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 web site development is being put in place.</p>
<p>AAP 17/18 - 05 A 08 - Use pro-active and promotional campaigns linked to the Council's priorities</p>	<p>On Track</p>		<p>A sea-safety campaign was carried out over the summer months in conjunction with the RNLI.</p>

Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 05 A 09 - Collaborating and developing local solutions leading to a more joined up service for our residents - Monitor rollout of universal credit in the District, working closely with the DWP</p>	<p>On Track</p>		<p>The Benefits team continue to engage, liaise and met with the DWP, Citizens Advice, landlords and other Norfolk Authorities to help ensure that the District is ready for the further roll out of Universal Credit (UC) full service in June 2018. Citizen's Advice provide Personal Budget Support on behalf of the Authority for UC customers who request this financial assistance via the Job Centre or Authority. A representative from the team also attends and contributes at the Norfolk Community Advice Network (NCAN) strategic meetings. NCAN is a lottery funded project set up to improve access to free, high quality social welfare advice, information, advocacy and representation of services for those living or working in Norfolk.</p>
<p>AAP 16/17 - 05 A 06 - Collaborating and developing local solutions leading to a more joined up service for our residents - Review our use of assets through the One Public Estate programme</p>	<p>On Track</p>		<p>The OPE Board are finalising submissions for OPE phase 6 bidding round, which will include Kelling Hospital. There has also been an initial meeting between OPE partners and other public organisations to review of their assets and land holdings in North Walsham. The purpose of this was to establish if there were opportunities for co-locating/rationalisation in particular a Care and Health Campus, to improve health and social care service provision serving the community.</p>




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


Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 05 B 01 - Maximising the value from services delivered through contracts - Procure new Pier Management Contract</p>	<p>Completed Successfully</p>		<p>Final tenders were received back from two companies and a report was produced for the Cabinet meeting of 2nd October to award the contract from February 2018. This will see the removal of the Council subsidy which will provide a significant saving to the Council over the life of the contract as well as provide a profit share arrangement. Both the Council and the successful contractor will be investing money into the pier over the coming season to help increase the success and attractiveness of this iconic structure.</p>
<p>AAP 17/18 - 05 B 02 - Maximising the value from services delivered through contracts - Continue procurement of Contract for Waste and Related Services</p>	<p>On Track</p>		<p>Meetings of relevant officers of the four authorities have been taking place on a regular basis. These meetings have been to develop the overarching principles for joint working and to ensure synergies in the service delivery headings for the contract areas. The formal notifications for the beginning of the contract process has been started through the issue of the Prior Information Notice.</p>
<p>AAP 17/18 - 05 B 03 - Taking a more commercial approach to the management of our asset portfolio - Develop and Implement Asset Management Strategy</p>	<p>On Track</p>		<p>The following suite documents have been updated or re-written and are expected to be presented to Cabinet:</p> <ul style="list-style-type: none"> Asset Management Plan Acquisition for Investment Strategy Disposals Strategy Community Asset Transfer Policy Assets of Community Value Guidance

Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 05 B 04 - Investing in property as a means by which we will improve income streams - Take forward a range of property investment opportunities</p>	<p>On Track</p>		<p>Officers have reviewed the Council's portfolio for concession opportunities, which has generated a number of additional potential pitches. Marketing of these pitches is due to commence in October 2017. Applications are sought by early 2018, to enable sufficient time to assess the submission, seek planning consent (if required) and for trading to commence around Easter 2018.</p> <p>Phase 2 will look at opportunities for shorter term concessions for events held in the district.</p>
<p>AAP 16/17 - 05 B 01 - Reducing overheads and sharing services where appropriate - Develop a Public Services Hub at North Walsham and Fakenham</p>	<p>On Track</p>		<p>Pursuing different opportunities of letting the first floor office space at Fakenham Connect with a view to generating income for the authority.</p>
<p>AAP 16/17 - 05 B 03 - Taking a more commercial approach to the management of our asset portfolio - Review the provision of public conveniences and identify any redevelopment opportunities</p>	<p>On Track</p>		<p>Following a review of the 2017 concession process the Council has identified a number of additional concession pitches that it will seek to market to let for the 2018 season. Acquisition of a residential property and community shop in Itteringham has recently been completed. The residential property will be let for holiday accommodation, which will start to generate rental income during 2018. Work is also being undertaken to assess a number of vacant and underutilised assets to establish opportunities to generate additional income through creating holiday letting or commercial letting opportunities.</p> <p>The Council continues to work with Wells Town Council regarding the opportunities for the Beach Road site.</p> <p>The Consultation responses have been received in relation to Highfield Road car park and these are currently being reviewed.</p>

Activity	Status		Progress/ Action Note
AAP 16/17 - 05 B 05 - Publishing decisions in accordance with the Government's transparency agenda - Publish quarterly and monitor any new requirements	On Track		Latest quarterly review of data published completed.

C - Value and seek to develop the Council's staff and Members

Activity	Status		Progress/ Action Note
AAP 17/18 - 05 C 01 - To work with the Staff Focus Group to implement 'Wider Wallet' a staff reward and recognition portal	Completed Successfully		Wider Wallet has now been successfully implemented.
AAP 17/18 - 05 C 02 - Encouraging a culture of learning and development	On Track		The HR service has introduced a Coaching for Managers programme to further this objective. Our annual appraisal completion rate is 70%, partly due to the restructure in the winter/spring 2016/17. This project has been extended from just looking at achievement of appraisal targets to the wider staff development environment.
AAP 17/18 - 05 C 03 - 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	On Track		The corporate training programme has been developed. Management and other corporate training programmes continue to be delivered according to identified need.

Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 05 C 04 -</p> <p>To work with the Members' Development Group to offer an ongoing programme to develop Members' skills and knowledge</p>	<p>On Track</p>		<p>Member Development Group continues to work to support and provide training for members to enhance and develop their skills.</p> <p>Upcoming training will focus on media skills and interviewing techniques.</p> <p>An interest has also been expressed by the Group in pursuing the Member Charter and work is being undertaken on exploring the options for achieving this over the next 2-3 years.</p>