

# Cabinet



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21<sup>st</sup> September 2018

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber at the Council Offices, Holt Road, Cromer on **Monday 01 October 2018 at 10.00am**

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

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

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

**Emma Denny**  
**Democratic Services Manager**

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

All other Members of the Council for information.

Members of the Management Team, appropriate Officers, Press and Public.



**If you have any special requirements in order  
to attend this meeting, please let us know in advance**

If you would like any document in large print, audio, Braille, alternative format  
or in a different language please contact us

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

**1. TO RECEIVE APOLOGIES FOR ABSENCE**

**2. MINUTES**

(page 9)

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 03 September 2018.

**3. PUBLIC QUESTIONS & STATEMENTS**

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

**4. ITEMS OF URGENT BUSINESS**

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

**5. DECLARATIONS OF INTEREST**

Members are asked at this stage to declare any interests that they may have in any of the following items on the agenda. The Code of Conduct for Members requires that declarations include the nature of the interest and whether it is a disclosable pecuniary interest.

**6. MEMBERS QUESTIONS**

To receive oral questions from Members, if any.

**7. OVERVIEW & SCRUTINY MATTERS**

The Overview & Scrutiny Committee made the following recommendation to Cabinet, following consideration of the call-in of Agenda item 15, Cabinet 03 September: 'Egmere Business Zone Project Update'

'To recommend to Cabinet that the business case for the Egmere Development Zone is passed to an outside agency for stress testing of the risk assumptions and to give advice as to whether this investment is a prudent one for the Council.'

**8. LICENSING & APPEALS COMMITTEE – 10 SEPTEMBER 2018**

(page 20)

The following recommendation was made to Cabinet:

'That the proposed fee structure is agreed in line with the Authority's fee setting structure.'

**9. DEVELOPING COASTAL MANAGEMENT IN NORTH NORFOLK**

(page 52)

(Appendix – p. 63)

Summary:

The Mundesley Coastal Management Scheme and Cromer Coast Protection Scheme Phase 2 seek to deliver the adopted 'Hold the Line' Shoreline Management Policies in strengthening the protection of these communities which continue to be vulnerable to coastal change processes. These previously identified projects must be delivered before 2021 in order to be able to secure

essential national funds. Cabinet support is therefore sought for the scheme approaches now outlined in this report.

**Cabinet  
Decision**

North Norfolk District Council is a member authority of Coastal Partnership East (CPE), a local authority partnership arrangement between North Norfolk, Great Yarmouth and East Suffolk Councils, to build capacity and resilience in coastal management, adaptation and protection. CPE has developed an ambitious programme of activity in response to the needs and demands of its member authorities and in order to deliver the identified programme of work there is a need to increase the CPE and in identifying / utilising additional project finances. This paper therefore makes some recommendations regarding the use of NNDC coastal management reserves to support the delivery of important coast protection and adaptation schemes along our coastal frontage.

Options considered:

### **Coastal Management Schemes**

Option 1 - Not progressing the Mundesley Coastal Management Scheme and Cromer Coast Protection Scheme (Phase 2) would be a diversion from the adopted Shoreline Management Plan, would not enable the continued protection to 'Hold the Line' locations and would not be aligned with the Corporate and Annual Action Plan objectives.

Option 2 - **Recommended** - Progress the delivery of the Mundesley Coastal Management Scheme and Cromer Coast Protection Scheme (Phase 2) in accordance with previously developed plans and objectives.

### **Resources**

#### ***Head of Coastal Partnership East***

Option 1 – Continue to fund the contributions for this post from reserves and underspends. This approach is not sustainable and puts additional pressures on budgets which could be used for front line staff and projects.

Option 2 – **Recommended** - Include contribution to the Head of CPE in the Coastal Management Salaries Base budget, securing the position for the future. Assists with delivery of Annual Action Plan objective 'Continue to develop and promote the Norfolk & Suffolk Coastal Partnership'.

#### ***Coastal Adaptation Officer***

Option 1 – Not to invest in coastal adaptation development and rely on existing resources to identify and develop projects to seek coastal change management.

Option 2 – **Recommended** - utilise existing reserves to recruit a fixed term adaptation resource in order to work with local communities to deliver coastal adaptation in line with the adopted Shoreline Management Plan and delivery of Corporate Objective 'Working with partners to identify funding and deliver schemes which will enable us to manage our coastline'

#### ***Dynamic Purchasing System***

Option 1 – not adopt Dynamic Purchasing System. Continue with existing procurement approaches for all projects.

Option 2 – adopt Dynamic Purchasing System – opportunity to use the system with potential efficiencies. If it proves not to be effective, or not the most advantageous process for a project, revert to existing North Norfolk District Council procurement processes.

**Conclusions:** The Cromer Coast Protection Scheme Phase 2 and Mundesley Coastal Management Scheme are both under development and seek to deliver the “Hold the Line Policies” for these locations. Further work is required to secure the projects and both schemes will need to be delivered before 2021. There are opportunities for efficiencies through joint procurement of these schemes. Further discussion is required locally regarding the potential use of rock armour at Cromer, however, it is considered by Coastal Engineers that some use of rock at this location would deliver a significant coast protection benefit.

The Coastal Partnership East team are seeking to deliver an ambitious programme of investment, maintenance and coastal management work across the Norfolk and Suffolk Coastline. In order to support delivery and resilience of the team it is considered necessary to formalise the resourcing arrangement for the Head of the Partnership and to invest further in recruitment to the team.

The Dynamic Purchasing System developed by the CPE Engineering Manager provides an opportunity for an additional method to procure coastal works and services in an efficient and consistent methodology across Coastal Partnership East. The Dynamic Purchasing System is already being used by other CPE partners and North Norfolk District Council has the opportunity to benefit from its use.

**Recommendations:** Cabinet resolves to:

- a) support the approach outlined in progressing the delivery of the Mundesley Coastal Management Scheme
- b) endorse the approach outlined in progressing the delivery of the Cromer Coast Protection Scheme Phase 2.
- c) approve the inclusion of the Council’s contribution of £25,000 for the Head of Coastal Partnership East into the Coastal Management salaries base budget
- d) approve the recruitment of a two-year fixed-term Coastal Adaptation Officer from the balance of the Coastal Pathfinder revenue / recycled funds, final details to be agreed with the Corporate Director in consultation with the Coastal Portfolio Holder.
- e) approve the use of the Coastal Partnership East Dynamic Purchasing System for North Norfolk coast related works and services where appropriate.

**Reasons for Recommendations:** To enable the continued delivery and development of coastal management activities as set out in the approved Shoreline management Plan, Corporate Plan and Annual Action Plan.

Cabinet member(s): Cllr H Cox  
Ward member(s) High Heath, Chaucer, Sheringham North, The Runtons,  
Cromer Town, Suffield Park, Poppyland, Gaunt, Mundesley,  
Happisburgh  
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**10. DELIVERY OF NEW COASTAL CAR PARK IN BACTON**

(page 64)

Summary:

The Bacton to Walcott Sandscaping Scheme is likely to increase visitors to the coastal frontage at Bacton. There are no existing formal car parking facilities in this location.

**Cabinet  
Decision**

NNDC has an opportunity to negotiate a lease agreement for land already with planning consent for a car park.

An estimated investment of £30,000 would enable the car park to be developed, with main powered car parking meter and car parking order. Following completion, it is anticipated that ongoing costs would be offset by the income generated.

This facility would be beneficial as an information location whilst the Sandscaping scheme is constructed, but also a key visitor facility following the beach improvements, supporting local businesses.

Options considered:

Option 1 – Do nothing – no additional car parking provided and existing peak periods will continue with limited car parking with associated issues. No opportunity to build upon the forthcoming Sandscaping Scheme.

Option 2 – Develop a car park in an alternative location – no other locations close to the foreshore have been identified near to Bacton and the Sandscaping Scheme.

Option 3 – RECOMMENDED – Negotiate a lease agreement for the area previously aborted as a car park.

Conclusions:

The Bacton to Walcott Sandscaping scheme will in all likelihood generate an increase in visits to the coast at Bacton. NNDC is negotiating a lease agreement for a parcel of land which could be opened as a pay and display car park. The land already has Planning Consent for this use. An initial investment will need to be made to bring the site up to an appropriate standard for NNDC use. Following which it is anticipated that ongoing revenue costs will be met by the income generation of the site.

**Recommendations:**

**Cabinet's resolves to:**

- a) **Delegate to Corporate Director with Portfolio Holder approval final lease arrangements for the Bacton Car Park.**
- b) **Allocate an estimated value of £30,000 from the Capital Projects Reserves to complete construction and delivery of the car park.**

Reasons for  
Recommendations:

To enable the final lease negotiation and following works required to open a public car park at Bacton.

Cabinet member(s): Cllr H Cox and Cllr R Price  
Ward member(s) All  
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**11. MANAGING PERFORMANCE Q1 2018-2019**

(page 69)

Summary:

The purpose of this report is to give a first quarter progress report of the performance of the Council. More specifically it reports on the delivery of the new Annual Action Plan 2018/19 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:

**Cabinet  
Decision**

1. The majority of the 37 actions are on track (34). Only two have identified some problems and one is not yet due to start. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.
2. Of the 32 monthly and quarterly performance indicators where a target has been set 25 are on, above or close to target and seven 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.

Cabinet member(s): Cllr J Lee  
Ward member(s) All  
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**12. CREATION OF A 'MAMMOTH' RUN EVENT AS A MARKETING TOOL TO PROMOTE THE DEEP HISTORY COAST** (page 103)

**Summary** By creating and branding a series of runs as the 'Mammoth' runs, we will draw attention to and increase the profile of North Norfolk's Deep History Coast as well as the rest of our region. This can be achieved by showcasing the scenery en route via social media and on all race material. This is a new offer for the area, thus having the potential to attract new tourists and visitors – both day and overnight.

**Options considered:** Run event ourselves with no external help – discounted as no expertise in this area, nor sufficient resource.

Outsource creation and running of events to external organisation – discounted as no brand ownership.

Partnership with specialists e.g. North Norfolk Beach Runners (NNBR).

**Conclusions:** It is considered that putting on an event such as this will not only be inherently good and help address our commitment to healthy lifestyles but will act as a promotional tool to attract visitors and promote the Deep History Coast. The event should be developed in conjunction with trusted partners to ensure most appropriate expertise and resource is devoted to the project.

- Recommendations:**
- **the Council puts on a half marathon and marathon in year one and more events in year 2, in order to maximise potential attendees and associated economic benefits**
  - **discussions concerning the 'Mammoth' marathon, including route appraisals, proceed to the next stage of planning in partnership with North Norfolk Beach Runners (NNBR).**
  - **October 2019 (exact date to be confirmed) be agreed as the date for the runs and advertised as such immediately in running diaries/ marketing material.**
  - **That the Head of Economic & Community Development, in liaison with the Cabinet member for Leisure, Culture, Health & Customer Services, be authorised to agree all detailed matters relating to the preparation and planning of the event.**
  - **That a budget of £20,665.50 be identified from reserves to cover the maximum expected outlay for the event.**

Reasons for Recommendations: These events will bring economic benefits to local businesses in the form of additional footfall, with associated additional spend on overnight accommodation and food / drink outlets plus other local shops.

The events would promote and support the health and wellbeing of both residents and visitors

Cabinet member(s):	Cllr B Palmer; Cllr N Dixon
Ward member(s)	All
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### **13. EXCLUSION OF PRESS AND PUBLIC**

To pass the following resolution:

“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3 of Part I of Schedule 12A (as amended) to the Act.”

### **14. PRIVATE BUSINESS**



## **CABINET**

**Minutes of the meeting of the Cabinet held on Monday 03 September 2018 at the Council Offices, Holt Road, Cromer at 10.00 am**

**Members Present:**

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

**Also attending:**

Mrs A Fitch-Tillett	Mr J Rest
Mrs S Bütikofer	Mr N Smith
Mr N Pearce	Ms K Ward
Ms M Prior	Mr J Punchard
Mr R Reynolds	Mrs A Claussen-Reynolds
Ms P Grove-Jones	Mr V FitzPatrick
Mr B Hannah	Mr N Lloyd
Mr S Hester	

**Officers in Attendance:**

The Heads of Paid Service, the Monitoring Officer, the Head of Finance and Asset Management, the Asset Strategy Manager, the Democratic Services and Governance Officer, the Media and Campaigns Officer, and the Chief Technical Accountant

**Press:** In attendance

**33. APOLOGIES FOR ABSENCE**

Apologies were received from Cllr W Northam.

**34. MINUTES**

The minutes of the meeting held on 9<sup>th</sup> July 2018 were approved as a correct record and signed by the Chairman.

**35. PUBLIC QUESTIONS**

None.

**36. ITEMS OF URGENT BUSINESS**

None.

**37. DECLARATIONS OF INTEREST**

Cllr J Punchard declared an interest for item 14 of the agenda – The Public Consultation on Fire Governance as a Member of Norfolk Fire Service.

### **38. MEMBERS QUESTIONS**

No questions were submitted prior to the meeting but the Chairman confirmed that Members could ask questions as each item arose.

### **39. OVERVIEW & SCRUTINY COMMITTEE MATTERS1**

The Leader Cllr J Lee confirmed that recommendations from the AMWG would be taken alongside the appropriate report at item 15 of the agenda.

Cllr K Ward introduced the recommendations from the O&S Rapid Review of the Local Plan, then thanked Members and Officers for their input in the process. Cllr S Arnold stated that the Rapid Review had gone well and had proven to be a valuable exercise despite her initial reservations about the process. She thanked Cllr K Ward for managing the day well and stated that she was happy to take on board the recommendations. The Cabinet unanimously accepted the recommendations.

#### **RESOLVED**

1. Cabinet accept the recommendations from the O&S Committee Rapid Review of the Local Plan.

#### **Reason for the decision:**

To improve the value and effectiveness of the Local Plan.

### **40. RECOMMENDATIONS FROM CABINET WORKING PARTIES**

The Leader Cllr J Lee introduced the recommendations from the PP&BH WP. Cllr S Arnold stated that she was supportive of the recommendation as it would encourage authorities in coastal zones to work together. The Cabinet unanimously agreed to accept the recommendation.

The MDG recommendation to increase the Members' training budget by £15k was unanimously agreed by Cabinet.

#### **RESOLVED**

1. To sign the Coastal Zone Planning Statement of Common Ground on behalf of NNDC.
2. To grant an extra £15k to the Members' Training Budget at the request of the MDG.

#### **Reason for the decision**

1. To allow NNDC to work together with other regional coastal authorities.
2. To continue to appropriately train Members to carry-out their roles.

### **41. FAKENHAM EXTRA CARE SCHEME – FUNDING REQUEST**

The Fakenham Extra Care Scheme was introduced with a video from the Housing & Care 21 website. Cllr S Arnold praised the video's message, then informed Members that the scheme would provide a total of 66 flats, with 30 available for rent and 36 available to buy on a shared ownership basis. It was explained that without the Council's funding of £425k, Homes England would not supply the rest of the funding, and it would be a tragedy to see the scheme fail. Cllr S Arnold then informed Members that the Council would be expected to supply either a zero interest loan or grant for the full £425k. Cllr R Reynolds stated that he fully supported the project and encouraged Members to approve the funding. Cllr E Seward stated that he fully supported the scheme and hoped NCC would also offer its support. He suggested that if there was anything he could do as a County Councillor to help support the project, Members should let him know. It was then suggested that supplying funds for the project would likely set a precedent for future schemes, but Members would be happy to support these going forward.

Cllr J Rest asked whether the funding for the scheme would come from the Council's reserves or right to buy receipts and asked for confirmation of the caveat that property sales would return back to the scheme so they could not be bought as second homes. Cllr S Arnold confirmed that the properties could not be bought as second homes and that measures would be in place to ensure this policy was upheld. The Head of Finance and Asset Management sought to clarify the funding of the scheme and stated that it would be funded by capital receipts.

Cllr N Dixon commended the scheme and stated that the Council should look to encourage more of this type of housing across the district. He stated that it would be his preference for the funding to be provided as an interest free loan as opposed to a grant, but he was happy for this decision to be made by the portfolio holder and Head of Finance.

The vote was proposed by Cllr S Arnold and seconded by Cllr J Lee.

## **RESOLVED**

### **To recommend to Council:**

The approval of capital expenditure to provide financial support for the Fakenham Extra Care Scheme in the form of either a grant or interest free loan to Housing and Care 21 of up to a maximum of £425,000 to be funded from capital receipts. Approval of the final amount and type of funding to be provided to be delegated to the Head of Finance and Asset Management in conjunction with the Portfolio Holder for Housing, Planning and Planning Policy.

### **Reason for the decision:**

To support the Council's Corporate Plan priorities of:

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

A district with vibrant communities and where healthy lifestyles are accessible to all through supporting the delivery of Extra Care housing which meets the housing, care and support needs of older people.

## **42. PUBLIC CONVENIENCE STRATEGY**

Cllr R Price introduced the report and stated that whilst public conveniences were not a statutory requirement of the Council, toilets were also a necessary provision and apologised that standards across the district were not always met. He added that moving forward the Council would look to improve its facilities for the blind and partially sighted, and provide better facilities for baby changing in male toilets. In summary, it was suggested that the proposal would bring NNDC's public toilets up to a modern standard.

Cllr B Hannah stated that he was very happy with the proposal and pleased to see it come to Cabinet. He suggested that public toilets were a key focus of visitors to the district and provided tourists with a lasting impression, he therefore commended the proposal to improve the facilities as a credit to the administration. Cllr P Grove-Jones stated that she was also happy with the proposal and pleased to see it come to Cabinet for approval. She noted that there had been problems in Stalham with locals often looking to the Town Hall or Tesco for pub toilets, but neither were required to provide these services. Whilst Stalham were not included in the initial proposal she hoped the toilets would be addressed in due course as they were in need of renovation. Cllr M Prior added that whilst she recognised that public conveniences were not a statutory requirement, she asked that Holt please be considered in any future plans as the toilets were not in a good state of repair and complaints were often received. Cllr V FitzPatrick praised the proposal and stated that it would enhance the reputation of NNDC. He then thanked Cabinet and Officers alike for the swift renovation of the Wells beach road toilets in time for the summer holidays.

Cllr N Lloyd welcomed the initiative of the proposal then questioned whether automatically locking facilities were being used and whether this could facilitate extended opening hours. The Head of Finance and Asset Management replied that at present none of NNDC's facilities used an automatic locking system, but the Council could look at the possibility of introducing such measures in the future. Cllr N Lloyd then questioned why baby changing facilities had not been explicitly mentioned in the report. The Corporate Director (SB) replied that the changing facilities would require a separate investment and the Council should ensure that these facilities be provided in locations with parking for users. He added that this provision would require extra work in order to verify sites and additional funding would be required.

Cllr A Fitch-Tillett stated that she was happy to see extra facilities provided along the coastal path, as toilets were a necessity in these remote locations. Cllr E Seward stated that the proposal would work well alongside the Deep History Coast Project, and asked if the proposal would result in an extension of opening times. The Corporate Director (SB) replied that this would be an opportunity that could be explored using the previously mentioned self-locking facilities, however lowering water usage and vandalism would need to be taken into account.

Cllr S Hester questioned whether there was an option for towns and parishes to take control of their own toilets and whether NNDC were open to the idea. The Corporate Director (SB) replied that the Council was not dismissive of the proposal, but that the economy of scale needed to be considered. Therefore, allowing the total number of NNDC managed facilities to fall could undermine the viability of the proposal.

Cllr R Price responded to requests for refurbishments in areas that had been missed in the initial proposal. He ensured Members of the importance of Stalham's facilities and informed Members that counters had been deployed to monitor the toilet usage throughout the district. It was suggested that in the same day Wells' toilets had received 1300 visitors, Stalham had received only 9. The Head of Finance and Asset Management added that full information on visitor numbers was not yet available and

existing information had only been recovered over a brief period, he added that the research was ongoing. Cllr P Grove-Jones stated that she had not been aware of the counter being put in place in Stalham and would have liked to have been informed.

Cllr H Cox seconded the proposal on the grounds that public toilets were important for people of all ages, and especially the tourists that were vitally important to the district. She added that the cleaner the facilities were the better, and that this proposal was just be the beginning, meaning that the Stalham and Holt's facilities would not be forgotten.

The vote was proposed by Cllr R Price and seconded by Cllr H Cox.

## **RESOLVED**

That Cabinet resolves:-

1. To adopt the report as a statement of the Council's intent in wishing to provide good quality public toilet facilities in locations across the District, recognising that such facilities are key local infrastructure and support the District's thriving tourism economy; building on the District's reputation as "a better place".

2. That Cabinet approves a first phase of programmed works to include:-

- re-provision (rebuild) of the following facilities:-
- Stearmans Yard, Wells-next-the-Sea.
- Lusher's Passage, Sheringham.

Significant upgrades (to include re-modelling of facilities within the existing buildings) of the following facilities:-

- Queens Road, Fakenham
- New Road, North Walsham

A programme of refurbishment (to include deep clean of facilities, upgrading of lighting and internal and external redecoration, provision of new signage of the following facilities:-

- Coast Road, Bacton
- Coast Road, Walcott

Provision of new or significantly improved facilities at West Runton Beach Access and Cart Gap, Happisburgh as previously proposed as part of the Deep History Coast initiative and for which funds have previously been identified

### **That Cabinet recommends to Full Council:-**

That a capital budget be established of £600,000 to fund Phase 1 of the Public Convenience Strategy, to be financed from the Invest to Save Reserve.

### **Reasons for the decision:**

Sound management of the Council's portfolio of public conveniences to provide high quality facilities in support of the District's economy and reputation as "a better place".

## **43. APPOINTMENT OF LEGAL REPRESENTATIVE(S) IN RELATION TO DEVELOPMENT CONSENT ORDER APPLICATIONS FOR ØRSTED HORNSEA**

## **PROJECT THREE, VATTENFALL VANGUARD AND VATTENFALL BOREAS OFFSHORE WINDFARM SCHEMES**

Cllr S Arnold introduced the report and acknowledged that Members were well aware of the off-shore developments happening in the region. It was explained that the report covered three new proposals to which NNDC must give input as a consultee. She added that due to the vast amount of information to be reviewed, it was necessary to employ external assistance in the analysis of the information. Hence the proposal was to set up a standing order for Cornerstone Barristers to fulfil this role.

The vote was proposed by Cllr S Arnold and seconded by Cllr B Palmer.

### **RESOLVED**

1. That Cabinet authorises the setting aside of standing orders in order to allow the appointment of Estelle Dehon from Cornerstone Barristers.
2. In the event that Ms Dehon is unable to take on this appointment then the opportunity should be opened up for competitive tender in accordance with normal standing orders for projects of circa £50-80k

### **Reasons for the decision:**

Estelle Dehon has represented the Council to a very high standard on a number of planning matters and, in the process, has developed a positive working relationship with officers. Ms Dehon also has good knowledge of the District and has developed a sound understanding of the key characteristics of North Norfolk and the strong commitment this Council has to ensuring those key characteristics are maintained. Appointment of Ms Dehon would de-risk this activity and increase the likelihood of a successful outcome for the Council.

## **44. BUDGET MONITORING 2018/19 – PERIOD 4**

Cllr J Lee introduced the report in the absence of Cllr W Northam, he informed Members that the key element of the proposal was to allow £400k to be released for urgent repair works to be carried-out on Cromer Pier. He stated his support for the proposal on the grounds that the need for repairs was urgent and could not be avoided. Cllr B Hannah stated that Sheringham was not on the improvement schedule, but improvements to the kiosk had greatly improved the east end. Cllr N Dixon stated that whilst the report's introduction had been less detailed in Cllr W Northam's absence, he was confident of the Council's monitoring position.

The vote was proposed by Cllr J Lee and seconded by Cllr N Dixon.

### **RESOLVED**

1. Cabinet note the report
2. To agree to the release of £400k from the Capital Projects Reserve to fund the required works to the pier
3. To waive the standing orders to allow UK Industrial Services to undertake the improvement works.

### **Reason for the decision:**

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

**45. CONTINUATION OF FUNDING FOR FIXED TERM RESOURCES WITHIN THE POSTAL & SCANNING TEAM**

Cllr B Palmer introduced the report and stated that £44k had been requested to maintain two posts within the postal and scanning team, which were required as a result of the Digital Transformation Programme to continue with the Council's aim to go paperless.

The vote was proposed by Cllr B Palmer and seconded by Cllr J Lee.

**RESOLVED**

To approve the release of £44k from the previously identified Digital Transformation funding.

**Reasons for the decision:**

That Cabinet approves the release of £44,000 previously identified in the Digital Transformation funding to allow the continuation of two fixed term posts for a further 12 months in the Postal and Scanning Services Team.

**46. PUBLIC CONSULTATION ON FIRE GOVERNANCE**

Cllr J Lee introduced the report and stated that it would form part of the Council's official response to the Police and Crime Commissioner's public consultation on his bid to take operational control of the Norfolk Fire Service. He informed Members that the report stated that NNDC does not support the proposal for a change in the Fire Service's governance arrangements, as the case for change was not adequately justified. Cllr R Price stated his support for the proposal on the basis that NCC was already efficiently managing the service, and there was therefore no reason for the change. Cllr E Seward stated that he also fully supported the recommendation and agreed with leaving control of the service in the hands of NCC. He added that he was present for the PCC's visit to NNDC and learnt nothing of the Merits that would come as a result of the PCC's takeover of the service.

Cllr B Hannah questioned whether NCC Members needed to declare an interest in the matter. The Monitoring Officer replied that it was not a pecuniary interest and therefore did not need to be declared.

Cllr A Claussen-Reynolds stated that she had been disappointed with the low Member turnout for the PCC's visit to NNDC.

The vote was proposed by Cllr J Lee and seconded by Cllr R Price.

**RESOLVED**

To submit NNDC's response of not supporting the PCC's bid to take control of Norfolk Fire Service as part of the public consultation.

**Reasons for the decision:**

The proposals as currently drafted do not present any strong and reasoned case for change.

## 47. EGMERE BUSINESS ZONE PROJECT UPDATE

Cllr R Price introduced the report and said that the Conservative manifesto from 2015 was reflected within Council's current Corporate Plan. As such it was the aim of the Council to 'work to maintain existing jobs and encourage business growth in North Norfolk'. He added that the proposal was the result of an extremely long process that had required a large amount of work. It was stated that there were a considerable number of houses to be built in the surrounding area in the future, and that jobs would be required in order to support these developments. As a result, it was suggested that the Egmore site would create jobs and economic growth within the district. Cllr R Price informed Members that the Council was in a good financial position and return was available from the project, but such developments now required investment from the public sector. He added that the modest returns of the proposal should be considered alongside its potential for economic development, and that he was optimistic that others would follow the anchor tenant and locate their businesses on the site. In summary, he suggested that the site presented a good opportunity to invest in the districts economic development and potential for job growth, and he was therefore proud to propose the report.

Cllr J Lee warned Members that if they wanted to discuss the financial matters of the project then the meeting would need to go into private business and exclude members of the Press and Public.

Cllr K Ward stated as Chair of O&S, that the majority of AMWG Members had not been able to support the project. She added that in principal she supported the use of public money for economic development, however with only one anchor tenant the guaranteed return was less than 2% and therefore she felt that the project was not financially prudent in its current form. She asked that Cabinet act in a commercially responsible manner and allow more time to secure further tenants, then thanked Officers for their hard work on the project to date.

Cllr R Reynolds stated that he had supported the Egmore proposal since its inception on the grounds that the location of the site was ideally located to support both Fakenham and Wells. He added that there was no reason not to trust the Officers' recommendations, and that the project should be considered not just on its returns, but also on its potential to generate job growth and economic development in the district. Cllr V FitzPatrick stated his support for the proposal and asked Members to consider the benefits that the site would have to the local community and the wider district. He added that the £600k that would be spent on public toilets would provide no financial return, but they would help to make North Norfolk a better place and the Council should consider the serious risk to its reputation if it were to abandon the proposal. Cllr V FitzPatrick then read out a statement from the local Member Cllr T FitzPatrick in support of the proposal. Cllr J Rest reminded Members that money for the Public Conveniences Strategy had come from the district's car park revenue. He then suggested that reputational risk to the Council worked both ways, and Members needed to work with the existing facts. It was suggested that Members needed to challenge the existing information in order to get further details on the project.

Cllr N Lloyd stated as Chair of the AMWG that there had been no direct challenge from within the Group regarding its recommendations. He then stated that the site would not create new jobs, but would instead relocate existing employees, and therefore the money would be better spent on established industrial estates. Overall, he recommended that the proposal was not progressed.

The Asset Strategy Manager read an email from the prospective anchor tenant on their business's position and need for a plot on the proposed site. Cllr R Price thanked the



Officer for reading the positive statement from the prospective anchor tenant and suggested that it showed that there was a clear need to approve the proposal to benefit the people of North Norfolk.

Cllr S Arnold stated that it was important to ask where the people moving to new developments in the district would work. She thanked the Officers for giving their independent advice on the proposal and stated that due to the employment opportunities that the site would offer, she was happy to second the proposal.

Cllr N Dixon stated that it was a rare event for the relevant Cabinet Member to be unable to support a proposal as drafted, and informed Members that he would like to explain why this was the case. He stated that the Corporate Plan had to be flexible to adapt to the changing circumstances over the period of the Plan. He then suggested that whilst Egmere was a sensible offering 5 years or more ago, so was the LDO and the grant of EZ status, although that was the last realistic chance to get the site moving. It was then stated that time had shown that the site wasn't attractive to the offshore industry and the Council simply doesn't know how much interest there is from other sectors. With that in mind, Cllr N Dixon stated that the business case is clearly deficient of information on the following key considerations:

1. Evidence of demand for that type of business unit in that location.
2. Evidence of businesses, that are interested, being willing and able to self-build on a leasehold site.
3. Evidence that such businesses that wouldn't want to self-build being content with the rent levels this project would demand and that they aren't relying on business rate relief to effectively subsidise above market rents for 5 years and then move on elsewhere.
4. Evidence of real job creation by opening up this site, rather than relocating existing jobs. (TT forecast FTE increase from 17 - 20 isn't even verified!)
5. A comprehensive risk analysis covering not just 1 to 4 above but all the other financial and reputational risks associated with this project proceeding or being closed. There's no mention of the risk of having to invest at least another £4m to build Units 2 - 5 in default and that's only to deliver Phase 1 - that would make it a £6.25m+ investment
6. Extending the sensitivity analysis to include impact on pay-back period or, alternatively, including an asset value write down line in the current analysis table. This has been done and it shows extraordinarily long pay back periods.

Cllr N Dixon then stated that given these shortfalls, it was clear to him that there are many Members who either don't share Cabinet's risk appetite or who simply don't have the knowledge or experience to know whether the project is viable. For these reasons he proposed to defer the decision to allow for an independent viability appraisal to be conducted. He suggested that this could easily be done by the BE Group, who know the District and its economy well, or if they weren't available then Gleeds could be approached. It was suggested that the findings of that appraisal would either confirm or reject the proposal's viability, and thus underpin and provide assurance to Members on whatever decision is reached. Cllr N Dixon then reiterated that it would be prudent to take independent professional advice on such a contentious and major investment. In conclusion, he stated that whilst he was aware of the projects duration, he was singularly unconvinced about the basis on which to proceed.

Cllr J Lee thanked Cllr N Dixon for his comments and stated that whilst he respected his opinion, he did not agree with him in this case. He then asked if there was any seconder for Cllr N Dixon's proposals, to which there was no reply. It was suggested that units 2-5 would be a chicken and egg situation as the only offer at this stage was

a field. In summary, Cllr J Lee stated that he believed the project would be a future success.

It was confirmed, following a question from Cllr H Cox that the AMWG's recommendations would be incorporated into the proposal.

The vote was proposed by Cllr R Price and Seconded by Cllr S Arnold.

Cllr N Dixon abstained from the vote.

## **RESOLVED**

1. To progress the final lease arrangements with Walsingham Estates on the basis outlined within the exempt appendix and that that authority is delegated to the Head of Paid Service (Steve Blatch) in consultation with the Portfolio Holder for Business & Economic Development and Tourism to sign off agreement of the final terms
2. To progress the final lease arrangements with the prospective tenant for the first unit on the basis outlined within the exempt appendix and that that authority is delegated to the Head of Paid Service (Steve Blatch) in consultation with the Portfolio Holder for Business & Economic Development and Tourism to complete this agreement
3. That an additional budget requirement of £360,000 is approved to support the construction of the road infrastructure and first unit
4. To award the construction contract to the preferred contractor as identified within exempt appendix D subject to completion of a value engineering exercise
5. To include the annual income and running costs as identified within exempt appendix D within the revenue budget and future forecasts
6. That authority is delegated to the Head of Paid Service (Steve Blatch) to agree governance and financial arrangements for the Egmere Enterprise Zone on a similar basis as that agreed for Scottow in consultation with the Head of Finance, Leader of the Council and Portfolio Holder for Business & Economic Development and Tourism to ensure the Enterprise Zone is developed out as planned.
7. That the ELDO is reviewed immediately with a view to extending it and considering the removal of the current restrictions to businesses operating within the wind industry to maximise the potential success of the development
8. It is recommended that, subject to support for the development moving forward, that an Expression Of Interest is submitted to the EZ Accelerator Fund to explore the potential development and delivery of an additional unit on a similar basis to those outlined for unit 1. A further report and business case would then be developed to establish the budget requirements
9. A communications plan is established to justify the reasons for choosing to invest in the project

**Reasons for the decision:**

To maximise the opportunities presented by the Enterprise Zone status awarded to the Egmore Business Zone site, supporting new job-creating investment within the District.

**48. EXCLUSION OF PRESS AND PUBLIC**

**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.**

**49. PRIVATE BUSINESS**

None

The meeting ended at 11.30 am.

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Chairman

**Animal Welfare (Licensing of Activities involving Animals) (England) Regulations 2018 – Changes to Licensing Arrangements for Animal Based Businesses**

Summary: To update and inform members on the Animal Welfare (Licensing of Activities involving Animals) (England) Regulations 2018 and the forthcoming changes in the way in which animal boarding, dog breeding, pet shops, and riding establishments are licensed and the commencement of the licensing of the keeping of animals for exhibition.

Conclusions: N.A

Recommendations: 1. That the report be noted for information and conditions set out by statute are agreed.  
2. That the proposed fee structure is noted and recommended to Cabinet and Full Council in line with the Authority’s fee setting structure.

Cabinet Member(s) Councillor Hillary Cox – Portfolio Holder Councillor Simon Hester - Chair of the Licensing Committee	Ward(s) affected - All
Contact Officer, telephone number and email: Gemma Faircloth 01263 516139 <a href="mailto:gemma.faircloth@north-norfolk.gov.uk">gemma.faircloth@north-norfolk.gov.uk</a>	

**1. Introduction**

1.1 The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 will come in to force on 1 October 2018. The information in this report is based on the regulations and the (currently) draft guidance issued in June 2018), and whilst further significant changes are not anticipated, they may be subject to amendments. If a final guidance has been published by the date of the Committee officers will update on any changes.

1.2 The Council is at present responsible for the regulation of a variety of animal-related businesses, as well as the keeping of specified dangerous animals by individuals. The licence types currently issued by the Council are:

- **Animal boarding establishment licences** (for businesses accommodating dogs or cats – e.g. kennels, catteries, home boarders, pet day care)
- **Dog breeding establishment licences** (premises used for, or in connection with, the commercial breeding of dogs)
- **Pet shop licences** (any business which keeps animals with a view to selling them as pets)

- **Riding establishment licences** (premises which keep gorses and ponies for the hire for riding or for riding tuition – excluding livery stables)
- **Zoo licences and Dangerous Wild Animal licences** (licences are also issued by the Council for these activities, however they will continue to be covered by specific legislation and are not included in the new Regulations)

1.3 The current number of licences issued by North Norfolk District Council are as follows;

Number	Licence Type	Duration / Expiry
20	Animal boarding establishment (including home and day care)	One year / expiry on anniversary of grant of licence
5	Pet Shop	One year / expiry on 31 December each year
5	Riding establishments	One year / expiry on anniversary of grant of licence
3	Dog breeding	One year / expiry on anniversary of grant of licence

- 1.4 In addition to the licences issued by North Norfolk District Council, Norfolk County Council is currently responsible for registering any performing animals based within the county, this function will pass to the District Council for those registered in the District.
- 1.5 The new regulations provide for the licensing of persons involved in England in selling animals as pets, providing or arranging for the provision of boarding for cats or dogs, hiring out horses, breeding dogs and keeping or training animals for exhibition. This replaces the requirement in England, to be registered under the Performing Animals (Regulation) act 1925 or to obtain a licence under the Pet Animals Act 1951; the Animal Boarding Establishments Act 1963; the Riding Establishments Act 1964 or the Breeding of Dogs Act 1973.
- 1.6 The Regulations provide for local authorities to be the licensing authorities. Any person wishing to carry on any of these activities in England must obtain a licence from their local authority. Carrying on any of these activities without a licence would commit an offence and that person would be liable to imprisonment for up to six months, a fine or both.

## 2 Forthcoming Changes:

- 2.1 The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 define the animal based activities that require licences as follows:
- Selling animals as pets (or with a view to their being later resold as pets) in the course of a business including keeping animals in the course of a business with a view to their being so sold or resold.
  - Providing or arranging for the provision of accommodation for other people's cats or dogs in the course of a business on any premises where the provision of that accommodation is a purpose of the business.

- Hiring out horses in the course of a business for either riding, instruction in riding, or both.
  - Breeding three or more litters of puppies in any 12-month period; or breeding dogs and advertising a business of selling dogs.
  - Keeping or training animals for exhibition in the course of a business for educational or entertainment purposes, either to any audience attending in person, or by the recording of visual images of them by any form of technology, or both.
- 2.2 There are overarching General conditions and Specific conditions relating to each animal activity laid out in the Regulations, as opposed to these being locally set or based on Chartered Institute of Environmental Health (CIEH) model conditions. The proposed conditions, set by statute, can be seen within **Annexes 1 to 1E**. All new licences issued from 1 October 2018, under these Regulations will contain these nationally set conditions. The first expected renewal under the new regulations for this Authority relates to an animal boarding establishment where the current licence expires on 20 November 2018.
- 2.3 Existing licences that are issued up to the 30 September 2018, will continue until their stated expiry dates and will then be renewed under the new regulations.
- 2.4 The Regulations provide for a licence to be granted or renewed for a period of one, two or three years in respect of that activity. The local authority must have regard to Secretary of State guidance as may be issued, having regard to the following when determining the period of licence: the risk of an operator breaching any licence conditions; the impact on animal welfare on any such breaches; and whether the operator is already meeting higher standards of animal welfare than are required by the licence conditions. Local authorities will be required to use a national risk-based assessment system.

### **3. Inspection Process**

- 3.1 The new regime requires a 'qualified inspector' to carry out the inspections, and in the case of the grant of a dog breeding establishment and at grant and renewal of horse riding establishments they must be accompanied by a veterinary surgeon who must be listed with the Royal College of Veterinary Surgeons.
- 3.2 A 'qualified inspector' must hold a Level 3 certificate in the Professional Programme in Inspecting Licensable Activities Involving Animals. Courses are in the process of being set up, these will be run over 4 days and include an assessed element. Officers will require this training to continue carrying out inspections, however, transitional arrangements are in place but the training must be completed no later than October 2021. If an inspector is not available, then a qualified veterinary surgeon must carry out the inspection.
- 3.3 Under the new arrangements, the inspection process will be much more comprehensive, and will provide the premises with a 'risk rating'. This process will establish whether the business is 'low risk' or 'higher risk' based on the level to which it meets the standards set out in regulations and guidance. It will be awarded a rating of between one and five, which will determine the length of the licence (with the exception of 'Keeping and Training Animals for Exhibition' for which all licences will be issued for 3 years as default). The rating will be displayed on the licence and included in the Council's public register, published on the North Norfolk District Council website.

- 3.4. Businesses established as higher risk will be able to attain a rating between one and four. If a one or two rating is issued they will receive a one-year licence, and can expect a minimum of one unannounced visit during that period. If a four rating is attained, the licence will be issued for two years, and the licence holder can expect one unannounced visit during the two-year period.
- 3.5. Lower risk businesses can be issued a licence for any period between one and three years and receive a rating of one, three or five. Licence holders can expect a minimum of one unannounced visit at any time during the period specified on the licence.
- 3.6. The published draft guidance advises that if a business is certified by UKAS-accredited body to operate animal welfare certification, it should be considered low risk and receive the higher rating, unless there is evidence of poor animal welfare or non-compliance. Existing businesses that are not certified must be assessed using a risk scoring table – also set out in the guidance – to ascertain their score, and from this, their rating. New businesses that are not certified will automatically be considered high risk as they have no operational history.
- 3.7. Operators of businesses will be able to appeal their risk rating, or request a reassessment if they have made improvements.

#### **4. Publicising the Changes**

- 4.1 Information will shortly be updated on the North Norfolk District Council's website, detailing the changes and the new conditions. We have been advising as required, using the draft guidance, where enquiries have been received.

#### **5. Fees**

- 5.1 The animal licensing scheme falls within the definition of 'services', and is subject to the EU Services Directive, incorporated into UK law as the Provision of Services Regulations 2009.
- 5.2 The Authority can charge such fees as it considers necessary for;
  - The consideration of an application, for the grant renewal or variation of a licence, including any inspection relating to that consideration
  - Reasonable anticipated costs of consideration of a licence holder's compliance (including inspection)
  - Reasonable costs of enforcement in relation to any licensable activity of an unlicensed operator
  - Reasonable anticipated costs of compliance for provision of information to the Secretary of State
- 5.3 It is proposed that the fee is split to include an 'application' fee, which would cover the reasonable costs in relation to considering determining the application and the 'licence' fee which covers the ongoing enforcement and compliance requirements. These fees would be based on the anticipated officer time to examine the application documentation, the assessment/inspection and administrative requirements for determining and issuing the licence and for consideration of compliance using an officer hourly rate of £30.00. This is in line with previous fee setting and is in accordance with relevant regulations.

5.4 **Please note**; more detailed fees and charges documentation will follow the report and be provided, as **Annex 2**, ahead of the Licensing and Appeals Committee meeting. It has not been possible to produce this to accompany the report as it was hoped that national guidance would be issued with regard to fee setting and this has not happened. It may, therefore, be necessary for the proposed fees and charges to be amended in the future if further national guidance is released.

5.5 Until such fees have been approved in accordance with the Council's fee setting process the council will continue to charge the current stated fee for each of the animal licencing activity. For Keeping Animals for Exhibition, Norfolk County Council currently charge is £80.00. It is anticipated that the Fees will be approved at Full Council on the 15 November 2018 following submission to Cabinet on the 2 October 2018.

## 6. Options and Recommendations

6.1 Members are asked to;

6.1.1 Note the information in the report and confirm the statutory conditions to be applied to licence from 1 October 2018

6.1.2 Recommend the proposed fees for Cabinet and Full Council in line with the Council's fee setting process.

## 7 Implications

7.1 In preparing this report, the author has considered the likely implications of the decision, where there may be implications these are identified below under the headings below.

7.2 The report is to update and inform Committee members regarding the new Regulations which will be enforced by the local authority as the licensing authority.

7.3 The information provided in this report is given as a result of the publication of draft guidance at this time. Should there be any further changes or clarifications which impact on the proposed approach after the date of the Committee, officers will make amendments in consultation with the Chair of Licensing and Appeals Committee and the Head of Environmental Health.

## 8. Financial Implications and Risks

8.1 There will be an additional burden on the authority, in terms of officer time, in implementing the legislation and making the necessary changes to procedures, database, website, forms, officer training etc.

8.2 A new fee structure will be implemented.

## 9. Sustainability

9.1 There are no identified issues relating to sustainability arising from this report.



## **10. Equality and Diversity / Human Rights**

- 10.1 An impact assessment was carried out by DEFRA prior to the publication of the draft Regulations. It is the opinion of the report author that there will be no adverse effect on the equality, diversity or human rights of any individual.

## **11. Section 17 Crime and Disorder Considerations**

- 11.1 The new Regulations will simplify the licensing framework for animal establishments and activities, and create criminal offences for breach of conditions and obstruction of officers.

## **12. Constitution & Legal**

- 12.1 When the final Regulations are published the team will be properly authorised for the purposes of enforcement under the legislation. The Legal Services Manager has been consulted.

## **13. Corporate Priorities**

- 13.1 The animal welfare licensing framework serves to ensure that the welfare and safety of animals and the public is maintained. It also ensures that there is a fair trading environment for businesses. The new licensing scheme will be implemented to ensure that it is customer friendly and digital where possible.

## **14 Acronyms**

- 14.1 DEFRA – Department for Environment Food and Rural Affairs  
14.2 CIEH - Chartered Institute of Environmental Health

## **15. Background Papers**

- 15.1 The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018; <https://www.legislation.gov.uk/ukdsi/2018/9780111165485>

**1. Licence display**

- (1) A copy of the licence must be clearly and prominently displayed on any premises on which the licensable activity is carried on.
- (2) The name of the licence holder followed by the number of the licence holder's licence must be clearly and prominently displayed on any website used in respect of the licensable activity.

**2. Records**

- (1) The licence holder must ensure that at any time all the records that the licence holder is required to keep as a condition of the licence are available for inspection by an inspector in a visible and legible form or, where any such records are stored in electronic form, in a form from which they can readily be produced in a visible and legible form.
- (2) The licence holder must keep all such records for at least three years beginning with the date on which the record was created.

**3. Use, number and type of animal**

- (1) No animals or types of animal other than those animals and types of animal specified in the licence may be used in relation to the relevant licensable activity.
- (2) The number of animals kept for the activity at any time must not exceed the maximum that is reasonable taking into account the facilities and staffing on any premises on which the licensable activity is carried on.

**4. Staffing**

- (1) Sufficient numbers of people who are competent for the purpose must be available to provide a level of care that ensures that the welfare needs of all the animals are met.
- (2) The licence holder or a designated manager and any staff employed to care for the animals must have competence to identify the normal behaviour of the species for which they are caring and to recognise signs of, and take appropriate measures to mitigate or prevent, pain, suffering, injury, disease or abnormal behaviour.
- (3) The licence holder must provide and ensure the implementation of a written training policy for all staff.

**5. Suitable environment**

- (1) All areas, equipment and appliances to which the animals have access must present minimal risks of injury, illness and escape and must be constructed in materials that are robust, safe and durable, in a good state of repair and well maintained.
- (2) Animals must be kept at all times in an environment suitable to their species and condition (including health status and age) with respect to—
  - (a) their behavioural needs,
  - (b) its situation, space, air quality, cleanliness and temperature,
  - (c) the water quality (where relevant),
  - (d) noise levels,
  - (e) light levels,

(f) ventilation.

- (3) Staff must ensure that the animals are kept clean and comfortable.
- (4) Where appropriate for the species, a toileting area and opportunities for toileting must be provided.
- (5) Procedures must be in place to ensure accommodation and any equipment within it is cleaned as often as necessary and good hygiene standards are maintained and the accommodation must be capable of being thoroughly cleaned and disinfected.
- (6) The animals must be transported and handled in a manner (including for example in relation to housing, temperature, ventilation and frequency) that protects them from pain, suffering, injury and disease.
- (7) All the animals must be easily accessible to staff and for inspection and there must be sufficient light for the staff to work effectively and observe the animals.
- (8) All resources must be provided in a way (for example as regards frequency, location and access points) that minimises competitive behaviour or the dominance of individual animals.
- (9) The animals must not be left unattended in any situation or for any period likely to cause them distress.

## **6. Suitable diet**

- (1) The animals must be provided with a suitable diet in terms of quality, quantity and frequency and any new feeds must be introduced gradually to allow the animals to adjust to them.
- (2) Feed and (where appropriate) water intake must be monitored, and any problems recorded and addressed.
- (3) Feed and drinking water provided to the animals must be unspoilt and free from contamination.
- (4) Feed and drinking receptacles must be capable of being cleaned and disinfected, or disposable.
- (5) Constant access to fresh, clean drinking water must be provided in a suitable receptacle for the species that requires it.
- (6) Where feed is prepared on the premises on which the licensable activity is carried on, there must be hygienic facilities for its preparation, including a working surface, hot and cold running water and storage.

## **7. Monitoring of behaviour and training of animals**

- (1) Active and effective environmental enrichment must be provided to the animals in inside and any outside environments.
- (2) For species whose welfare depends partly on exercise, opportunities to exercise which benefit the animals' physical and mental health must be provided, unless advice from a veterinarian suggests otherwise.

- (3) The animals' behaviour and any changes of behaviour must be monitored and advice must be sought, as appropriate and without delay, from a veterinarian or, in the case of fish, any person competent to give such advice if adverse or abnormal behaviour is detected.
- (4) Where used, training methods or equipment must not cause pain, suffering or injury.
- (5) All immature animals must be given suitable and adequate opportunities to—
  - (a) learn how to interact with people, their own species and other animals where such interaction benefits their welfare, and
  - (b) become habituated to noises, objects and activities in their environment.

## **8. Animal handling and interactions**

- (1) All people responsible for the care of the animals must be competent in the appropriate handling of each animal to protect it from pain, suffering, injury or disease.
- (2) The animals must be kept separately or in suitable compatible social groups appropriate to the species and individual animals and no animals from a social species may be isolated or separated from others of their species for any longer than is necessary.
- (3) The animals must have at least daily opportunities to interact with people where such interaction benefits their welfare.

## **9. Protection from pain, suffering, injury and disease**

- (1) Written procedures must—
  - (a) be in place and implemented covering—
    - (i) feeding regimes,
    - (ii) cleaning regimes,
    - (iii) transportation,
    - (iv) the prevention of, and control of the spread of, disease,
    - (v) monitoring and ensuring the health and welfare of all the animals,
    - (vi) the death or escape of an animal (including the storage of carcasses);
  - (b) be in place covering the care of the animals following the suspension or revocation of the licence or during and following an emergency.
- (2) All people responsible for the care of the animals must be made fully aware of these procedures.
- (3) Appropriate isolation, in separate self-contained facilities, must be available for the care of sick, injured or potentially infectious animals.
- (4) All reasonable precautions must be taken to prevent and control the spread among the animals and people of infectious diseases, pathogens and parasites.
- (5) All excreta and soiled bedding for disposal must be stored and disposed of in a hygienic manner and in accordance with any relevant legislation.
- (6) Sick or injured animals must receive prompt attention from a veterinarian or, in the case of fish, an appropriately competent person and the advice of that veterinarian or, in the case of fish, that competent person must be followed.

- (7) Where necessary, animals must receive preventative treatment by an appropriately competent person.
- (8) The licence holder must register with a veterinarian with an appropriate level of experience in the health and welfare requirements of any animals specified in the licence and the contact details of that veterinarian must be readily available to all staff on the premises on which the licensable activity is carried on.
- (9) Prescribed medicines must be stored safely and securely to safeguard against unauthorised access, at the correct temperature, and used in accordance with the instructions of the veterinarian.
- (10) Medicines other than prescribed medicines must be stored, used and disposed of in accordance with the instructions of the manufacturer or veterinarian.
- (11) Cleaning products must be suitable, safe and effective against pathogens that pose a risk to the animals and must be used, stored and disposed of in accordance with the manufacturer's instructions and used in a way which prevents distress or suffering of the animals.
- (12) No person may euthanase an animal except a veterinarian or a person who has been authorised by a veterinarian as competent for such purpose or—
  - (a) in the case of fish, a person who is competent for such purpose;
  - (b) in the case of horses, a person who is competent, and who holds a licence or certificate, for such purpose.
- (13) All animals must be checked at least once daily and more regularly as necessary to check for any signs of pain, suffering, injury, disease or abnormal behaviour and vulnerable animals must be checked more frequently.
- (14) Any signs of pain, suffering, injury, disease or abnormal behaviour must be recorded and the advice and further advice (if necessary) of a veterinarian (or in the case of fish, of an appropriately competent person) must be sought and followed.

## **10. Emergencies**

- (1) A written emergency plan, acceptable to the local authority, must be in place, known and available to all the staff on the premises on which the licensable activity is carried on, and followed where necessary to ensure appropriate steps are taken to protect all the people and animals on the premises in case of fire or in case of breakdowns of essential heating, ventilation and aeration or filtration systems or other emergencies.
- (2) The plan must include details of the emergency measures to be taken for the extrication of the animals should the premises become uninhabitable and an emergency telephone list that includes the fire service and police.
- (3) External doors and gates must be lockable.
- (4) A designated key holder with access to all animal areas must at all times be within reasonable travel distance of the premises and available to attend in an emergency.

### **A1. Interpretation**

In this Schedule—

- “prospective owner” means a person purchasing an animal to keep or to be kept as a pet;
- “premises” means the premises on which the licensable activity of selling animals as pets (or with a view to their being later resold as pets) is carried on;
- “purchaser” means a person purchasing an animal to keep as a pet or with a view to it later being resold as a pet.

### **A2. Records and advertisements**

- (1) A register must be maintained for all the animals or, in the case of fish, all the groups of fish, on the premises which must include —
  - (a) the full name of the supplier of the animal,
  - (b) the animal’s sex (where known),
  - (c) (except in the case of fish) the animal’s age (where known),
  - (d) details of any veterinary treatment (where known),
  - (e) the date of birth of the animal or, if the animal was acquired by the licence holder, the date of its acquisition,
  - (f) the date of the sale of the animal by the licence holder, and
  - (g) the date of the animal’s death (if applicable).
- (2) Where an animal is undergoing any medical treatment—
  - (a) this fact must be clearly indicated—
    - (i) in writing next to it, or
    - (ii) (where appropriate) by labelling it accordingly, and
  - (b) it must not be sold.
- (3) Any advertisement for the sale of an animal must—
  - (a) include the number of the licence holder’s licence,
  - (b) specify the local authority that issued the licence,
  - (c) include a recognisable photograph of the animal being advertised,
  - (d) (except in the case of fish) display the age of the animal being advertised,
  - (e) state the country of residence of the animal from which it is being sold, and
  - (f) state the country of origin of the animal.

### **A3. Prospective sales: pet care and advice**

- (1) The licence holder and all staff must ensure that any equipment and accessories being sold with an animal are suitable for the animal.
- (2) The licence holder and all staff must ensure that the prospective owner is provided with information on the appropriate care of the animal including in relation to—
  - (a) feeding,
  - (b) housing,
  - (c) handling,
  - (d) husbandry,
  - (e) the life expectancy of its species,
  - (f) the provision of suitable accessories, and
  - (g) veterinary care.

- (3) Appropriate reference materials on the care of all animals for sale must be on display and provided to the prospective owner.
- (4) The licence holder and all staff must have been suitably trained to advise prospective owners about the animals being sold.
- (5) The licence holder and all staff must ensure that the purchaser is informed of the country of origin of the animal and the species, and where known, the age, sex and veterinary record of the animal being sold.

#### **A4. Suitable accommodation**

- (1) Animals must be kept in housing which minimises stress including from other animals and the public.
- (2) Where members of the public can view or come into contact with the animals, signage must be in place to deter disturbance of the animals.
- (3) Dangerous wild animals (if any) must be kept in cages that are secure and lockable and appropriate for the species.
- (4) For the purposes of sub-paragraph (3), “dangerous wild animal” means an animal of a kind specified in the first column of the Schedule to the Dangerous Wild Animals Act 1976(a).

#### **A5. Purchase and sale of animals**

- (1) The purchase, or sale, by or on behalf of the licence holder of any of the following is prohibited—
  - (a) unweaned mammals;
  - (b) mammals weaned at an age at which they should not have been weaned;
  - (c) non-mammals that are incapable of feeding themselves;
  - (d) puppies, cats, ferrets or rabbits, aged under 8 weeks.
- (2) The sale of a dog must be completed in the presence of the purchaser on the premises.

#### **A6. Protection from pain, suffering, injury and disease**

- (1) All animals for sale must be in good health.
- (2) Any animal with a condition which is likely to affect its quality of life must not be moved, transferred or offered for sale but may be moved to an isolation facility or veterinary care facility if required until the animal has recovered.
- (3) When arranging for the receipt of animals, the licence holder must make reasonable efforts to ensure that they will be transported in a suitable manner.
- (4) Animals must be transported or handed to purchasers in suitable containers for the species and expected duration of the journey.

**Conditions specific to providing boarding for cats or dogs****PART 1: Providing boarding for cats****B1. Interpretation**

In this Part—

“cat unit” means the physical structure and area that comprises a sleeping area and an exercise run;

“exercise run” means an enclosed area forming part of the cat unit attached to and with direct and permanent access to the sleeping area;

“premises” means the premises on which the licensable activity of providing boarding for cats is carried on.

**B2. Suitable environment**

- (1) Cats within the premises must be prevented from coming into direct contact with other animals from outside the premises.
- (2) There must be a safe, secure, waterproof roof over the entire cat unit.
- (3) A cat unit may only be shared by cats from the same household.
- (4) Communal exercise areas are not permitted.
- (5) Each cat unit must be clearly numbered and there must be a system in place which ensures that information about the cat or cats in each cat unit is available to all staff and any inspector.
- (6) Each cat unit must provide the cat with sufficient space to—
  - (a) walk,
  - (b) turn around,
  - (c) stand on its hind legs,
  - (d) hold its tail erect,
  - (e) climb,
  - (f) rest on the elevated area, and
  - (g) lie down fully stretched out,

without touching another cat or the walls.
- (7) Each cat unit must have sufficient space for each cat to sit, rest, eat and drink away from the area where it urinates and defecates.
- (8) Cats must have constant access to their sleeping area.
- (9) A litter tray and safe and absorbent litter material must be provided at all times in each cat unit and litter trays must be regularly cleaned and disinfected.
- (10) Each cat unit must include an elevated area.
- (11) Adjoining cat units must have solid barriers covering the full height and full width of the adjoining wall.
- (12) Any gaps between cat units must be a minimum of 0.6 metres wide.



(13) Any cat taken out of a cat unit must be secured in a suitable carrier.

(14) The sleeping area must form part of the cat unit and be free from draughts.

### **B3. Monitoring of behaviour and training of cats**

- (1) There must be an area within each cat unit in which the cat can avoid seeing other cats and people outside the cat unit if it so chooses.
- (2) Each cat unit must include a facility for scratching and any surface within a cat unit available for scratching must either be disinfected between uses by different cats or disposed of.
- (3) All cats must be provided with toys or feeding enrichment (or both) unless advice from a veterinarian suggests otherwise.
- (4) All toys and other enrichment items must be checked daily to ensure they remain safe and must be cleaned and disinfected at least weekly.

### **B4. Records**

A register must be kept of all the cats on the premises which must include—

- (a) the dates of each cat's arrival and departure,
- (b) each cat's name, age, sex, neuter status and a description of it or its breed,
- (c) each cat's microchip number, where applicable,
- (d) the number of any cats from the same household,
- (e) a record of which cats (if any) are from the same household,
- (f) the name, postal address, telephone number (if any) and email address (if any) of the owner of each cat and emergency contact details,
- (g) in relation to each cat, the name, postal address, telephone number and email address of a local contact in an emergency,
- (h) the name and contact details of each cat's normal veterinarian and details of any insurance relating to the cat,
- (i) details of each cat's relevant medical and behavioural history, including details of any treatment administered against parasites and restrictions on exercise,
- (j) details of each cat's diet and related requirements,
- (k) any required consent forms,
- (l) a record of the date or dates of each cat's most recent vaccination, worming and flea treatments, and
- (m) details of any medical treatment each cat is receiving.

### **B5. Protection from pain, suffering, injury and disease**

- (1) A cat must remain in its assigned cat unit, except when it is moved to an isolation cat unit or to a holding cat unit.
- (2) Where any other activity involving animals is undertaken on the premises, it must be kept entirely separate from the area where the activity of providing boarding for cats takes place.
- (3) All equipment must be cleaned and disinfected before a cat is first introduced into a cat unit.
- (4) A preventative healthcare plan agreed with the veterinarian with whom the licence holder has registered under paragraph 9(8) of Schedule 2 must be implemented.

- (5) A holding cat unit must only be used in an emergency and must not be used for longer than is necessary and in any event for no longer than a total of 12 hours in any 24-hour period.
- (6) In this paragraph, “holding cat unit” means a cat unit, separate from any other cat unit, in which a cat may be housed temporarily.

## **PART 2: Providing boarding in kennels for dogs**

### **B6. Interpretation**

In this Part—

“exercise run” means an enclosed area forming part of a kennel unit attached to and with direct access to the sleeping area;

“kennel unit” means the physical structure and area that consists of a sleeping area and an exercise run;

“premises” means the premises on which the licensable activity of providing boarding in kennels for dogs is carried on.

### **B7. Suitable environment**

- (1) Dogs within the premises must be prevented from coming into contact with other animals from outside the premises.
- (2) In each kennel unit, the sleeping area must—
  - (a) be free from draughts;
  - (b) provide the dog with sufficient space to—
    - (i) sit and stand at full height,
    - (ii) lie down fully stretched-out,
    - (iii) wag its tail,
    - (iv) walk, and
    - (v) turn around,without touching another dog or the walls;
  - (c) have a floor area which is at least twice the area required for the dog in it to lie flat; and
  - (d) if built after the date on which these Regulations come into force, have a floor area of at least 1.9 square metres.
- (3) Each kennel unit must be clearly numbered and there must be a system in place which ensures that information about the dog or dogs in each kennel unit is available to all staff and any inspector.
- (4) Each dog must have constant access to its sleeping area.
- (5) Each dog must have a clean, comfortable and warm area within its sleeping area where it can rest and sleep.
- (6) Each exercise run must have a single, safe, secure, waterproof roof over a minimum of half its total area.
- (7) Where a dog poses a health or welfare risk to other dogs, it must be kept on its own in a kennel unit and, if that kennel unit adjoins another kennel unit, any adjoining wall must be of full height and width so as to prevent the dog from coming into physical contact with any other dog.

(8) Only dogs from the same household may share a kennel unit.

#### **B8. Monitoring of behaviour and training**

- (1) Any equipment that a dog is likely to be in contact with and any toy provided must not pose a risk of pain, suffering, disease or distress to the dog and must be correctly used.
- (2) All dogs must be provided with toys or feeding enrichment (or both) unless advice from a veterinarian suggests otherwise.
- (3) All toys and other enrichment items must be checked daily to ensure they remain safe and must be cleaned and disinfected at least weekly.
- (4) Each dog must be exercised at least once daily away from its kennel unit as appropriate for its age and health.
- (5) Any dog which, on the advice of a veterinarian, cannot be exercised must be provided with alternative forms of mental stimulation.
- (6) There must be an area within each kennel unit in which a dog can avoid seeing people and other dogs outside the kennel unit if it so chooses.

#### **B9. Records**

- (1) A register must be kept of all the dogs on the premises which must include—
  - (a) the dates of each dog's arrival and departure;
  - (b) each dog's name, age, sex, neuter status, microchip number and a description of it or its breed;
  - (c) the number of any dogs from the same household;
  - (d) a record of which dogs (if any) are from the same household;
  - (e) the name, postal address, telephone number (if any) and email address (if any) of the owner of each dog and emergency contact details;
  - (f) in relation to each dog, the name, postal address, telephone number and email address of a local contact in an emergency;
  - (g) the name and contact details of the dog's normal veterinarian and details of any insurance relating to the dog;
  - (h) details of each dog's relevant medical and behavioural history, including details of any treatment administered against parasites and restrictions on exercise;
  - (i) details of the dog's diet and related requirements;
  - (j) any required consent forms;
  - (k) a record of the date or dates of each dog's most recent vaccination, worming and flea treatments;
  - (l) details of any medical treatment each dog is receiving.
- (2) When outside the premises, each dog must wear an identity tag which includes the licence holder's name and contact details.

#### **B10. Protection from pain, suffering, injury and disease**

- (1) Where any other activity involving animals is undertaken on the premises, it must be kept entirely separate from the area where the activity of providing boarding for dogs in kennels takes place.
- (2) A preventative healthcare plan agreed with the veterinarian with whom the licence holder has registered under paragraph 9(8) of Schedule 2 must be implemented.

- (3) A holding kennel unit must only be used in an emergency and must not be used for longer than is necessary and in any event for no longer than a total of 12 hours in any 24-hour period.
- (4) In sub-paragraph (3), “holding kennel unit” means a kennel unit, separate from any other kennel unit, in which a dog may be housed temporarily.

### **PART 3: Providing home boarding for dogs**

#### **B11. Interpretation**

In this Part—

“designated room” means a room within the home allocated to a dog;

“home” means a domestic dwelling on which the licensable activity of providing home boarding for dogs is carried on.

#### **B12. Home**

- (1) Dogs must be accommodated within the home.
- (2) The home must include—
  - (a) direct access to a private, non-communal, secure and hazard-free external area, and
  - (b) at least two secure physical barriers between any dog and any entrance to or exit from it.

#### **B13. Suitable environment**

- (1) Dogs from different households may only be boarded at the same time with the written consent of every owner.
- (2) Each dog must be provided with its own designated room where it can, if necessary, be kept separate from other dogs.
- (3) Each dog must have a clean, comfortable and warm area within its designated room where it can rest and sleep.
- (4) Each designated room must have a secure window to the outside that can be opened and closed as necessary.
- (5) A dog must not be confined in a crate for longer than three hours in any 24-hour period.
- (6) A dog must not be kept in a crate unless—
  - (a) it is already habituated to it,
  - (b) a crate forms part of the normal routine for the dog, and
  - (c) the dog’s owner has consented to the use of a crate.
- (7) Any crate in which a dog is kept must be in good condition and sufficiently large for the dog to sit and stand in it at full height, lie flat and turn around.

#### **B14. Suitable diet**

Each dog must be fed separately in its designated room unless its owner has given written consent to the contrary.

**B15. Monitoring of behaviour and training**

- (1) Any equipment that a dog is likely to be in contact with and any toy provided must not pose a risk of pain, suffering, disease or distress to the dog and must be correctly used.
- (2) Each dog must be exercised at least once daily as appropriate for its age and health.
- (3) Dogs which on the advice of a veterinarian cannot be exercised must be provided with alternative forms of mental stimulation.

**B16. Housing with or apart from other dogs**

- (1) Written consent must be obtained from the owner or owners (as the case may be) to keep dogs together in a designated room.
- (2) Unneutered bitches must be prevented from mating.
- (3) If any person aged under 16 years resides at the home, there must be procedures in place to regulate the interactions between the dogs and that person.

**B17. Records**

- (1) A register must be kept of all the dogs accommodated in the home which must include—
  - (a) the dates of each dog's arrival and departure;
  - (b) each dog's name, age, sex, neuter status, microchip number and a description of it or its breed;
  - (c) the number of any dogs from the same household;
  - (d) a record of which dogs (if any) are from the same household;
  - (e) the name, postal address, telephone number (if any) and email address (if any) of the owner of each dog and emergency contact details;
  - (f) in relation to each dog, the name, postal address, telephone number and email address of a local contact in an emergency;
  - (g) the name and contact details of each dog's normal veterinarian and details of any insurance relating to the dog;
  - (h) details of each dog's relevant medical and behavioural history, including details of any treatment administered against parasites and restrictions on exercise;
  - (i) details of each dog's diet and related requirements;
  - (j) any required consent forms;
  - (k) a record of the date or dates of each dog's most recent vaccination, worming and flea treatments;
  - (l) details of any medical treatment each dog is receiving.
- (2) When outside the premises, each dog must wear an identity tag which includes the licence holder's name and contact details.

**B18. Protection from pain, suffering, injury and disease**

- (1) Before a dog is admitted for boarding, all equipment to be used by or in relation to that dog must be cleaned and disinfected.
- (2) A preventative healthcare plan agreed with the veterinarian with whom the licence holder has registered under paragraph 9(8) of Schedule 2 must be implemented.

## **PART 4: Providing day care for dogs**

### **B19. Interpretation**

In this Part, “premises” means the premises on which the licensable activity of providing day care for dogs is carried on.

### **B20. No overnight stay**

No dog may be kept on the premises overnight.

### **B21. Suitable environment**

- (1) Each dog must be provided with—
  - (a) a clean, comfortable and warm area where it can rest and sleep, and
  - (b) another secure area in which water is provided and in which there is shelter.
- (2) Each dog must have access to areas where it can—
  - (a) interact safely with other dogs, toys and people, and
  - (b) urinate and defecate.
- (3) There must be an area where any dog can avoid seeing other dogs and people if it so chooses.

### **B22. Suitable diet**

Any dog that requires specific feed due to a medical condition must be fed in isolation.

### **B23. Monitoring of behaviour and training**

- (1) All dogs must be screened before being admitted to the premises to ensure that they are not afraid, anxious or stressed in the presence of other dogs or people and do not pose a danger to other dogs or staff.
- (2) Any equipment used that is likely to be in contact with the dogs and any toys provided must not pose a risk of pain, suffering, disease or distress to the dog and must be correctly used.

### **B24. Housing apart from other dogs**

- (1) Unneutered bitches must be prevented from mating.
- (2) Dogs which need to be isolated from other dogs must be provided with alternative forms of mental stimulation.

### **B25. Records**

- (1) A register must be kept of all the dogs on the premises which must include—
  - (a) the date of the dog’s attendance;
  - (b) the dog’s name, age, sex, neuter status, microchip number and a description of it or its breed;
  - (c) the name, postal address, telephone number (if any) and email address (if any) of the owner and emergency contact details;
  - (d) the name and contact details of the dog’s normal veterinarian and details of any insurance relating to the dog;
  - (e) details of the dog’s relevant medical and behavioural history, including details of any treatment administered against parasites and any restrictions on exercise;
  - (f) details of the dog’s diet and relevant requirements;
  - (g) any required consent forms;

- (h) a record of the date or dates of the dog's most recent vaccination, worming and flea treatments;
  - (i) details of any medical treatment the dog is receiving.
- (2) When outside the premises, each dog must wear an identity tag which includes the licence holder's name and contact details.

**B26. Protection from pain, suffering, injury and disease**

- (1) The dogs must be supervised at all times.
- (2) A preventative healthcare plan agreed with the veterinarian with whom the licence holder has registered under paragraph 9(8) of Schedule 2 must be implemented.
- (3) Any journeys in a vehicle must be planned to minimise the time dogs spend in the vehicle.

**C1. Interpretation**

In this Schedule, “client” means a person for whose use a horse is hired out.

**C2. Eligibility**

- (1) The licence holder must—
  - (a) hold an appropriate formal qualification, or have sufficient demonstrable experience and competence, in the management of horses, and
  - (b) hold a valid certificate of public liability insurance which—
    - (i) insures the licence holder against liability for any injury sustained by, and the death of, any client, and
    - (ii) insures any client against liability for any injury sustained by, and the death of, any other person, caused by or arising out of the hire of the horse.
- (2) The certificate mentioned in sub-paragraph (1)(b) must be clearly and prominently displayed on the premises.

**C3. Supervision**

- (1) The activity must not at any time be left in the charge of a person aged under 18 years.
- (2) No horse may be hired out except under the supervision of a person aged 16 years or more unless the licence holder is satisfied that the person hiring the horse is competent to ride without supervision.
- (3) The following must be clearly and prominently displayed on the premises—
  - (a) the full name, postal address (including postcode) and telephone number of the licence holder or other person with management responsibilities in respect of the activity;
  - (b) instructions as to the action to be taken in the event of a fire or other emergency.

**C4. Suitable environment**

- (1) It must be practicable to bring all the horses on the premises under cover.
- (2) Suitable storage must be provided and used for feed, bedding, stable equipment and saddlery.
- (3) All arena surfaces must be suitable for purpose, well drained, free of standing water and maintained regularly to keep them level.

**C5. Suitable diet**

- (1) At all times when any horses are kept at grass, adequate pasture, shelter and clean water must be available for them.
- (2) Supplementary feed and nutrients must be provided to any horse when appropriate.
- (3) Each horse must be fed a balanced diet of a quantity and at a frequency suitable for its age, health and workload to enable it to maintain an appropriate physical condition.



## **C6. Protection from pain, suffering, injury and disease**

- (1) The horses must be maintained in good health and must be in all respects physically fit.
- (2) A preventative healthcare plan agreed with the veterinarian with whom the licence holder has registered under paragraph 9(8) of Schedule 2 must be implemented.
- (3) A daily record of the workload of each horse must be maintained and available for inspection at any reasonable time.
- (4) Each horse must be suitable for the purpose for which it is kept and must not be hired out if, due to its condition, its use would be likely to cause it to suffer.
- (5) Any horse found on inspection to be in need of veterinary attention must not be returned to work until the licence holder has, at the licence holder's expense, obtained from and lodged with the local authority a veterinary certificate which confirms that the horse is fit for work.
- (6) Each horse's hooves should be trimmed as often as is necessary to maintain the health, good shape and soundness of its feet and any shoes should be properly fitted and in good condition.
- (7) An area suitable for the inspection of horses by a veterinarian must be provided.
- (8) The following must not be hired out—
  - (a) a horse aged under 3 years;
  - (b) a mare heavy with foal;
  - (c) a mare whose foal has not yet been weaned.
- (9) The licence holder must keep a register of all horses kept for the licensable activity on the premises, each such horse's valid passport showing its unique equine life number and a record of its microchip number (if any).

## **C7. Equipment**

All equipment provided to clients must be in good and safe condition and available for inspection at any reasonable time.

**D1. Advertisements and sales**

- (1) The licence holder must not advertise or offer for sale a dog—
  - (a) which was not bred by the licence holder;
  - (b) except from the premises where it was born and reared under the licence;
  - (c) otherwise than to—
    - (i) a person who holds a licence for the activity described in paragraph 2 of Schedule 1; or
    - (ii) a keeper of a pet shop in Wales who is licensed under the Pet Animals Act 1951(a) to keep the shop, knowing or believing that the person who buys it intends to sell it or intends it to be sold by any other person.
- (2) Any advertisement for the sale of a dog must—
  - (a) include the number of the licence holder's licence,
  - (b) specify the local authority that issued the licence,
  - (c) include a recognisable photograph of the dog being advertised, and
  - (d) display the age of the dog being advertised.
- (3) The licence holder and all staff must ensure that any equipment and accessories being sold with a dog are suitable for it.
- (4) The licence holder and all staff must ensure that the purchaser is informed of the age, sex and veterinary record of the dog being sold.
- (5) No puppy aged under 8 weeks may be sold or permanently separated from its biological mother.
- (6) A puppy may only be shown to a prospective purchaser if it is together with its biological mother.
- (7) Sub-paragraphs (5) and (6) do not apply if separation of the puppy from its biological mother is necessary for the health or welfare of the puppy, other puppies from the same litter or its biological mother.

**D2. Suitable environment**

- (1) Each dog must have access to a sleeping area which is free from draughts and an exercise area.
- (2) Each dog must be provided with sufficient space to—
  - (a) stand on its hind legs,
  - (b) lie down fully stretched out,
  - (c) wag its tail,
  - (d) walk, and
  - (e) turn around,without touching another dog or the walls of the sleeping area.
- (3) The exercise area must not be used as a sleeping area.

- (4) Part or all of the exercise area must be outdoors.
- (5) There must be a separate whelping area for each breeding bitch to whelp in which contains a suitable bed for whelping.
- (6) Each whelping area must be maintained at an appropriate temperature (between and including 26 and 28 degrees centigrade) and include an area which allows the breeding bitch to move away from heat spots.
- (7) Each dog must be provided with constant access to a sleeping area.
- (8) A separate bed must be provided for each adult dog.
- (9) No puppy aged under 8 weeks may be transported without its biological mother except—
  - (a) if a veterinarian agrees for health or welfare reasons that it may be so transported, or
  - (b) in an emergency.
- (10) No breeding bitch may be transported later than 54 days after the date of successful mating except to a veterinarian.
- (11) No breeding bitch may be transported earlier than 48 hours after whelping except to a veterinarian where it is not otherwise practicable or appropriate for that person to attend to the bitch.
- (12) Each dog's sleeping area must be clean, comfortable, warm and free from draughts.
- (13) In this paragraph, "exercise area" means a secure area where dogs may exercise and play.

### **D3. Suitable diet**

Staff must—

- (a) ensure that each puppy starts weaning as soon as it is capable of ingesting feed on its own,
- (b) provide each breeding bitch with feed appropriate to its needs,
- (c) provide each puppy with feed appropriate for its stage of development, and
- (d) ensure that each puppy ingests the correct share of the feed provided.

### **D4. Monitoring of behaviour and training**

- (1) The licence holder must implement and be able to demonstrate use of a documented socialisation and habituation programme for the puppies.
- (2) Each dog must be provided with toys or feeding enrichment (or both) unless advice from a veterinarian suggests otherwise.
- (3) Except in the circumstances mentioned in sub-paragraph (4), all adult dogs must be exercised at least twice daily away from their sleeping area.
- (4) Where a veterinarian has advised against exercising a dog, the dog must be provided with alternative forms of mental stimulation.

- (5) Any equipment that a dog is likely to be in contact with and any toy provided must not pose a risk of pain, suffering, disease or distress to the dog and must be correctly used.

#### **D5. Housing with or apart from other dogs**

- (1) Each adult dog must be provided with opportunities for social contact with other dogs where such contact benefits the dogs' welfare.
- (2) Each adult dog must be given suitable and adequate opportunities to become habituated to handling by people.
- (3) Procedures must be in place for dealing with dogs that show abnormal behaviour.
- (4) There must be an area within each sleeping area in which dogs can avoid seeing people and other dogs outside the sleeping area if they so choose.

#### **D6. Protection from pain, suffering, injury and disease**

- (1) All dogs for sale must be in good health.
- (2) Any dog with a condition which is likely to affect materially its quality of life must not be moved, transferred or offered for sale but may be moved to an isolation facility or veterinary care facility if required until it has recovered.
- (3) The licence holder must ensure that no bitch—
  - (a) is mated if aged less than 12 months;
  - (b) gives birth to more than one litter of puppies in a 12-month period;
  - (c) gives birth to more than six litters of puppies in total;
  - (d) is mated if she has had two litters delivered by caesarean section.
- (4) The licence holder must ensure that each puppy is microchipped and registered to the licence holder before it is sold.
- (5) No dog may be kept for breeding if it can reasonably be expected, on the basis of its genotype, phenotype or state of health that breeding from it could have a detrimental effect on its health or welfare or the health or welfare of its offspring.
- (6) The health, safety and welfare of each dog must be checked at the start and end of every day and at least every four hours during the daytime.
- (7) Breeding bitches must be adequately supervised during whelping and the licence holder must keep a record of—
  - (a) the date and time of birth of each puppy,
  - (b) each puppy's sex, colour and weight,
  - (c) placentae passed,
  - (d) the number of puppies in the litter, and
  - (e) any other significant events.
- (8) The licence holder must keep a record of each puppy sale including—
  - (a) the microchip number of the puppy,
  - (b) the date of the sale, and
  - (c) the age of the puppy on that date.

- (9) The licence holder must keep a record of the following in relation to each breeding dog—
- (a) its name,
  - (b) its sex,
  - (c) its microchip and database details,
  - (d) its date of birth,
  - (e) the postal address where it normally resides,
  - (f) its breed or type,
  - (g) its description,
  - (h) the date or dates of any matings, whether or not successful,
  - (i) details of its biological mother and biological father,
  - (j) details of any veterinary treatment it has received, and
  - (k) the date and cause of its death (where applicable).
- (10) In addition to the matters mentioned in sub-paragraph (7), the licence holder must keep a record of the following in relation to each breeding bitch—
- (a) the number of matings,
  - (b) its age at the time of each mating,
  - (c) the number of its litters,
  - (d) the date or dates on which it has given birth, and
  - (e) the number of caesarean sections it has had, if any.
- (11) Unless the licence holder keeps the dog as a pet, the licence holder must make arrangements for any dog no longer required for breeding to be appropriately rehomed.
- (12) A preventative healthcare plan agreed with the veterinarian with whom the licence holder has registered under paragraph 9(8) of Schedule 2 must be implemented.
- (13) The licence holder must keep a record of any preventative or curative healthcare (or both) given to each dog.
- (14) Where any other activity involving animals is undertaken on the premises on which the licensable activity of breeding dogs is carried on, it must be kept entirely separate from the area where that licensable activity is carried on.

**Conditions specific to keeping and training animals for exhibition****E1. Insurance**

The licence holder must hold valid public liability insurance in respect of the licensable activity of keeping or training animals for exhibition.

**E2. Emergencies**

A written policy detailing contingency measures in the event of the breakdown of a vehicle used to transport the animals or any other emergency must be available to all staff.

**E3. Suitable environment**

Suitable temporary accommodation must be provided for all the animals at any venue where they are exhibited.

**E4. Monitoring of behaviour and training**

The animals must be trained by competent staff and given suitable and adequate opportunities to become habituated to being exhibited, using positive reinforcement.

**E5. Housing with or apart from other animals**

- (1) Social animals must not be exhibited if their removal from and reintroduction to the group with which they are usually housed causes them or any other animal within that group stress, anxiety or fear.
- (2) Animals must be prevented from coming into contact with each other during any exhibition where such contact would be likely to cause any of them to show signs of aggression, fear or distress.
- (3) All persons likely to come into contact with the animals during an exhibition must be briefed about how to behave around the animals so as to minimise anxiety, fear and stress in the animals.
- (4) No female animal with unweaned offspring may be removed from its home environment and newborn, unweaned or dependent offspring must not be removed from their mothers.

**E6. Records**

The licence holder must keep a list of each animal kept, or trained, for exhibition with all the information necessary to identify that animal individually (including its common and scientific names) and must provide the local authority with a copy of the list and any change to it as soon as practicable after the change.

**E7. Protection from pain, suffering, injury and disease**

- (1) A register must be kept of each animal exhibited or to be exhibited which must include—
  - (a) the full name of its supplier,
  - (b) its date of birth,
  - (c) the date of its arrival,
  - (d) its name (if any), age, sex, neuter status, description and microchip or ring number (if applicable),
  - (e) the name and contact details of the animal's normal veterinarian and details of any insurance relating to it,

- (f) details of the animal's relevant medical and behavioural history including details of any treatment administered against parasites and any restrictions on exercise or diet,
  - (g) a record of the date or dates of the animal's most recent vaccination, worming and flea treatments, and
  - (h) the distance to and times taken for it to travel to and from each exhibition event.
- (2) A record of when the animals are exhibited must be kept and an animal rotation policy must be put in place to ensure that the animals have enough rest between and during exhibition events.
- (3) All the animals used in exhibition events must be in good physical and mental health. (4) The exhibited animals must be suitable for the specific conditions, type of enclosure and actions involved in the exhibition.
- (5) Any equipment, chemicals and other materials used in the exhibition must not cause the animals pain, discomfort, fatigue or stress.
- (6) The animals must be transported in suitable, secure and appropriately labelled carriers.
- (7) The licence holder or the licence holder's staff must undertake a risk assessment before each exhibition event.
- (8) The animals must not be handled by persons whose behaviour appears at the time to be influenced by the consumption of alcohol or by any psychoactive substance.

**Licensing of Activities Involving Animals Fees and Charges from  
October 1 2018**

Fees and charges apply to Application and Renewal

<b>Licence Activity Type(s)</b>	<b>Application / Fee</b>	<b>Grant Fee</b>	<b>Additional Costs to Applicant</b>	<b>Total Fee</b>
Animal Boarding and Pet Shops	£167.50	£135.00	N/A	<b>£302.50</b>
Keeping Animals for Exhibition	£152.50	£135.00	N/A	<b>£287.50</b>
Breeding and Riding	£212.50	£165.00	Vet Inspections fees on application and throughout duration of licence £53.60 - DBS fee for each employee (free for volunteer)	<b>£377.50</b>
Combination of activities	Equal to the highest activity fee	Equal to the highest activity fee	Vets fees where required (as above)	<b>Equal to the highest activity fee</b>
Variation to licence/re-evaluation of rating. Animal Boarding, Pet Shop and Keeping Animals for Exhibition	£52.50	N/A	£45.00 for verification inspection	<b>£97.50</b>
Variation to licence/re-evaluation of rating. Breeding and Riding Activities	£52.50	N/A	Vets Inspection Fees	<b>£52.50 (plus Vets fees)</b>
Variation to reduce the licensable activities or numbers of animals	£52.50	N/A	N/A	<b>£52.50</b>
Transfer due to death of licensee	£52.50	N/A	N/A	<b>£52.50</b>
Copy of Licence	N/A	N/A	£10.50	<b>£10.50</b>



### Application Fee (New/Renewal Licence)

<b>Application Processing (All licences)</b>	<b>Time (minutes)</b>	<b>Hourly Rate (£)</b>	<b>Total (£)</b>
Open and examine application documentation and any associated paperwork. Check to ensure that details are correct and correct fee attached.	60	30.00	<b>30.00</b>
Enter application on to the system (including scanning and arrange visit)	35		<b>17.50</b>
Finance receive payment of fee, process payment and issue receipt	45		<b>22.50</b>
		<b>Total</b>	<b>70.00</b>

<b>Application Inspection</b>	<b>Animal Activity</b>	<b>Time (minutes)</b>	<b>Hourly rate (£)</b>	<b>Total (£)</b>		
Inspection of the site (including Travel)	Animal Boarding/ Pet shops	120	30.00	<b>97.50</b>		
Preparation of report & risk rating		60				
Review report		15				
Inspection of the site (including Travel)	Breeding / Riding	180		30.00	<b>142.50</b>	
Preparation of report & risk rating		60				
Review report and Vet report		45				
Inspection of the site (including Travel)	Keeping Animals for Exhibition	90			30.00	<b>82.50</b>
Preparation of report & risk rating		60				
Review report		15				

### Grant Fee (New/Renewal Licence)

<b>Grant of New Licence</b>	<b>Animal Activity</b>	<b>Time (minutes)</b>	<b>Hourly rate (£)</b>	<b>Total (£)</b>	
Prepare licence documents / Update database register and public register  Check and sign certificates / licence as necessary, and serve by post  Reasonable anticipated costs of compliance / enforcement / SoS returns	Animal Boarding/ Pet shops	30  15  225	30.00	<b>135.00</b>	
Prepare licence documents / Update database register and public register  Check and sign certificates / licence as necessary, and serve by post  Reasonable anticipated costs of compliance / enforcement / SoS returns	Breeding / Riding	30  15  285			<b>165.00</b>
Prepare licence documents / Update database register and public register  Check and sign certificates / licence as necessary, and serve by post  Reasonable anticipated costs of compliance / enforcement / SoS returns	Keeping Animals for Exhibition	30  15  225			

### Combined Total fees for animal activity licence applications

<b>Animal Activity</b>	<b>Total Fee</b>
Animal Boarding / Pet Shops	<b>£302.50</b>
Breeding / Riding	<b>£377.50</b>
Keeping Animals for Exhibition	<b>£287.50</b>

## Variations and Re-evaluation

Variations and Re-evaluation	Time (minutes)	Hourly rate (£)	Fee (£)
Examine amended application documents and associated paperwork. Check to ensure details are correct and correct fee is attached	30	30.00	15.00
Check site history for any outstanding issues	15		7.50
Make decision as to whether amendments are appropriate	15		7.50
Prepare new license documents	15		7.50
Check, sign and post new documents	15		7.50
Update database and public register	15		7.50
<b>Total</b>			<b>52.50</b>

## Verification Inspections

The Council will carry out a verification inspection upon receipt of a variation, amendment application. The following fees will apply.

Site Inspection Fees	Animal Activity	Time (minutes)	Hourly rate (£)	Total (£)
Verification inspection	Animal Boarding/ Pet shops / Keeping Animals for Exhibition	90	30.00	<b>45.00</b>

## Licence transfer fee (death of a licence holder)

Transfer	Time (minutes)	Hourly rate (£)	Total (£)
Check from is correct including correct fee.	15	30.00	7.50
Check site history and any outstanding issues.	15		7.50
Examine request documentation and make decision.	30		15.00
Prepare new licence documents.	15		7.50
Check, sign and post new documents.	15		7.50
Update database and public register.	15		7.50
<b>Total</b>			<b>52.50</b>

Link to current fees and charges; <https://www.north-norfolk.gov.uk/media/4028/tdliab18-animal-fees1819.pdf>

**Developing Coastal Management in North Norfolk – Proposals to progress and take forward the Mundesley and Cromer Phase 2 Coast Protection Schemes and future resourcing of the Coastal Management Team**

Summary: The Mundesley Coastal Management Scheme and Cromer Coast Protection Scheme Phase 2 seek to deliver the adopted 'Hold the Line' Shoreline Management Policies in strengthening the protection of these communities which continue to be vulnerable to coastal change processes. These previously identified projects must be delivered before 2021 in order to be able to secure essential national funds. Cabinet support is therefore sought for the scheme approaches now outlined in this report.

North Norfolk District Council is a member authority of Coastal Partnership East (CPE), a local authority partnership arrangement between North Norfolk, Great Yarmouth and East Suffolk Councils, to build capacity and resilience in coastal management, adaptation and protection. CPE has developed an ambitious programme of activity in response to the needs and demands of its member authorities and in order to deliver the identified programme of work there is a need to increase the CPE and in identifying / utilising additional project finances. This paper therefore makes some recommendations regarding the use of NNDC coastal management reserves to support the delivery of important coast protection and adaptation schemes along our coastal frontage.

Options considered:

**Coastal Management Schemes**

Option 1 - Not progressing the Mundesley Coastal Management Scheme and Cromer Coast Protection Scheme (Phase 2) would be a diversion from the adopted Shoreline Management Plan, would not enable the continued protection to 'Hold the Line' locations and would not be aligned with the Corporate and Annual Action Plan objectives.

Option 2 - **Recommended** - Progress the delivery of the Mundesley Coastal Management Scheme and Cromer Coast Protection Scheme (Phase 2) in accordance with previously developed plans and objectives.

**Resources**

***Head of Coastal Partnership East***

Option 1 – Continue to fund the contributions for this post from reserves and underspends. This approach is not sustainable and puts additional pressures on

budgets which could be used for front line staff and projects.

Option 2 – **Recommended** - Include contribution to the Head of CPE in the Coastal Management Salaries Base budget, securing the position for the future. Assists with delivery of Annual Action Plan objective 'Continue to develop and promote the Norfolk & Suffolk Coastal Partnership'.

#### ***Coastal Adaptation Officer***

Option 1 – Not to invest in coastal adaptation development and rely on existing resources to identify and develop projects to seek coastal change management.

Option 2 – **Recommended** - utilise existing reserves to recruit a fixed term adaptation resource in order to work with local communities to deliver coastal adaptation in line with the adopted Shoreline Management Plan and delivery of Corporate Objective 'Working with partners to identify funding and deliver schemes which will enable us to manage our coastline'

#### ***Dynamic Purchasing System***

Option 1 – not adopt Dynamic Purchasing System. Continue with existing procurement approaches for all projects.

Option 2 – adopt Dynamic Purchasing System – opportunity to use the system with potential efficiencies. If it proves not to be effective, or not the most advantageous process for a project, revert to existing North Norfolk District Council procurement processes.

#### Conclusions:

The Cromer Coast Protection Scheme Phase 2 and Mundesley Coastal Management Scheme are both under development and seek to deliver the "Hold the Line Policies" for these locations. Further work is required to secure the projects and both schemes will need to be delivered before 2021. There are opportunities for efficiencies through joint procurement of these schemes. Further discussion is required locally regarding the potential use of rock armour at Cromer, however, it is considered by Coastal Engineers that some use of rock at this location would deliver a significant coast protection benefit.

The Coastal Partnership East team are seeking to deliver an ambitious programme of investment, maintenance and coastal management work across the Norfolk and Suffolk Coastline. In order to support delivery and resilience of the team it is considered necessary to formalise the resourcing arrangement for the Head of the Partnership and to invest further in recruitment to the team.

The Dynamic Purchasing System developed by the

CPE Engineering Manager provides an opportunity for an additional method to procure coastal works and services in an efficient and consistent methodology across Coastal Partnership East. The Dynamic Purchasing System is already being used by other CPE partners and North Norfolk District Council has the opportunity to benefit from its use.

Recommendations:

Cabinet resolves to:

- a) support the approach outlined in progressing the delivery of the Mundesley Coastal Management Scheme
- b) endorse the approach outlined in progressing the delivery of the Cromer Coast Protection Scheme Phase 2.
- c) approve the inclusion of the Council's contribution of £25,000 for the Head of Coastal Partnership East into the Coastal Management salaries base budget
- d) approve the recruitment of a two-year fixed-term Coastal Adaptation Officer from the balance of the Coastal Pathfinder revenue / recycled funds, final details to be agreed with the Corporate Director in consultation with the Coastal Portfolio Holder.
- e) approve the use of the Coastal Partnership East Dynamic Purchasing System for North Norfolk coast related works and services where appropriate.

Reasons for Recommendations:

To enable the continued delivery and development of coastal management activities as set out in the approved Shoreline management Plan, Corporate Plan and Annual Action Plan.

#### LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

<i>Bacton to Walcott Coastal Management Final Report November 2015 (Confidential)</i>
<i>Bacton to Walcott Coastal Management Additional Investigations June 2016 (Confidential)</i>

Cabinet Member(s)	Ward(s) affected
Cllr. H. Cox	High Heath, Chaucer, Sheringham North, The Runtons, Cromer Town, Suffield Park, Poppyland, Gaunt, Mundesley, Happisburgh

Contact Officer, telephone number and email: Rob Goodliffe, Coastal Manager (North), 01263 516321, <a href="mailto:Rob.Goodliffe@north-norfolk.gov.uk">Rob.Goodliffe@north-norfolk.gov.uk</a>
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#### 1. Introduction

Coastal Partnership East, the shared Coastal Management team across North Norfolk, Great Yarmouth and East Suffolk (Waveney and Suffolk Coastal) coastal frontages continues to progress a number of projects and initiatives. The Coastal Partnership East (CPE) Annual report will become available during October at [www.coasteast.org](http://www.coasteast.org). The CPE projects contribute to North Norfolk District Council's corporate priorities and the delivery of the adopted Shoreline Management Plan. This report seeks to provide an update on two key coastal management projects and seeks support for the ongoing programme of works and the continued development of resilience within the team.

The Mundesley Coastal Management Scheme and Cromer Coast Protection Scheme Phase 2 seek to deliver the adopted 'Hold the Line' Shoreline Management Policies. These projects must be delivered before 2021 in order to be able to secure essential national funds. Cabinet support is therefore sought for the scheme approaches.

Where Shoreline Management Policy is 'Managed Realignment' there is a need to assist communities to adapt to coastal change. NNDC has facilitated the delivery examples of such adaptive coastal management measures such as the new village hall at Trimmingham and the rolling back of properties in Happisburgh. These examples are evidence that where active management is pursued, the impacts of coastal change can be managed.

The NNDC has reserves for coastal management. These reserves are for delivering coastal protection, coastal adaptation and for resourcing these activities. There is a need to develop and resource coastal management further in order to deliver protection and adaptation projects and improve team resilience. Utilising reserves alongside modest growth in the salaries base budget will support the development and resilience of coastal management activities for future years.

A Dynamic Purchasing System (DPS) has been developed by Coastal Partnership East to support the efficient procurement and delivery of coastal management schemes across the partners coastline, it is proposed that where appropriate NNDC utilise the DPS for coastal schemes.

## **2. Mundesley Coastal Management Scheme**

2.1. The Mundesley Coastal Management Scheme seeks to:

- Deliver the Shoreline Management Plan policy for Mundesley over the next 50 years.
- Stop cliff erosion, where possible, and continue to slow the rate of losses elsewhere.
- Manage and maintain the beach

2.2. Scheme development and appraisal has been funded by North Norfolk District Council and the Regional Flood and Coast Defence Committee through Local Levy. It has progressed with local input through a Local Liaison Group which includes key representatives of local groups and Mundesley Parish Council. The District Council and Coastal Partnership East have also staged a public exhibition outlining the proposals in Mundesley which was positively received by local people and business interests. Following technical, environmental and economic appraisal the proposed scheme seeks to deliver four elements of work as follows:

- **Rock Works:** Placing rock armour (initially 25,000 tonnes) on the beach as protection along the frontage (except along the existing seawall) in front of the cliffs, either supplementing or (in time) replacing the timber existing defences.
- **Scour Protection:** Placing a cabled concrete solid block mattress over the lower end of the embankment (behind the seawall) to protect against overtopping scour where it is vulnerable.
- **Timber Groynes:** Major refurbishment of the existing timber groynes by replacing 30% of the various timber elements that are either damaged or missing with a like-for-like tropical hardwood replacement. In addition, this option also includes placing rock armour protection around the more vulnerable seaward end of the existing groynes in order to reduce the future maintenance requirements.
- **Seawall and Apron:** Encasing the existing structure in reinforced concrete when necessary; initially this involves encasing only a limited number of sections of the existing wall/apron, ensuring that the residual life of the entire seawall is uniform. In addition, this option also includes placing additional rock armour protection for particularly vulnerable sections of the structure to protect Anglian Water infrastructure, therefore reducing the need for future works.

- 2.3. Estimated construction of the scheme, including a 30% risk contingency, totals £3,385,000. North Norfolk District Council has allocated £306,000 of capital funding which has been supported by allocations from Mundesley Parish Council (£20,000) and Anglian Water (£250,000). The remaining funding is currently being sought from DEFRA Flood and Coastal Erosion Risk Management Grant in Aid through the Environment Agency.
- 2.4. Preparations are now underway in procuring the detailed design required for the consenting and procurement of the scheme in anticipation of a successful outcome for the remaining funding. Should the funding, consents and procurement progress as planned, it would be anticipated that works could start on site in Autumn 2019/Spring 2020. It is necessary to progress this scheme and delivery before the end of March 2021 in order to meet the requirements of the current Environment Agency 6-year funding programme.
- 2.5. Further opportunities for efficiencies in the design and delivery of the scheme are being considered through joint procurement (where appropriate) with Phase 2 of the Cromer Coast Protection Scheme (see below).
- 2.6. For further detailed information, please view the Mundesley Coastal Management Scheme Outline Business Case (including Executive Summary) at [www.north-norfolk.gov.uk](http://www.north-norfolk.gov.uk)
- 2.7. Cabinet is requested to support the proposed delivery of the Mundesley Coastal Management Scheme.

### 3. Cromer Coast Protection Scheme – Phase 2

- 3.1. Phase 1 of the Cromer Coast Protection Scheme was completed in the period 2013-2015, this included additional repairs following the December 2013 North Sea Surge. The original Environment Agency funding approval also incorporates a Phase 2 to complete the necessary enhancements to the existing defences.



- 3.2. Since the original technical and funding approval in 2010, time has moved on and the needs originally identified have changed following storms, deterioration of defences, performance of defences and continuing changes to the beach. As such Coastal Partnership East has re-assessed the proposed Phase 2 works and has proposed to develop and deliver a scheme which better reflects Cromer's needs for protection for the future, based on the current position now that the Phase 1 works are complete and we have had three seasons to assess the impact of the Phase 1 works. As such the following elements of work are being developed but will require further agreement and consideration:
- **Scour Protection:** Placing a cabled concrete block mattress above the sea wall between the Melbourne Slope and Pier to reduce the risk of storm damage. Designed to allow vegetation growth through designed holes to provide a positive visual appearance.
  - **Timber Groynes:** Refurbishment of timber groynes. Placement of rock armour to the seaward ends of some groynes and redesign of timbers where appropriate.
  - **Sea Wall:** Construction of foundations/sea wall apron to the flint sea wall to west of The Gangway.
  - **Rock Works:** Placement of rock armour to west end of the seawall to prevent outflanking of the defences. Placement of rock below the seawall between the Melbourne Slope and Pier to combat lowering beaches, scour, overtopping and wear of sea wall. Potential rock placement in front of the sea wall between the Melbourne Slope and the western end of the promenade subject to funding contributions and further discussions.
- 3.3. Please see indicative sketch drawing of draft options in Appendix 1 to assist with descriptions.
- 3.4. The existing technical and financial approval for the Defra Flood and Coastal Erosion Risk Management approval (administered by the Environment Agency (EA)) will require a variation to ensure the Phase 2 proposals are funded. Discussions have taken place between the EA and the District Council / CPE and it has been agreed to develop the proposals further before submitting such a variation. It is also understood that as the 2013 Surge repairs were funded directly from the approved Cromer Scheme, there may be opportunities to replenish the project risk budget to assist funding Phase 2.
- 3.5. The Local Liaison Group for Cromer Phase 1 will be reformed to help guide the project, this will be alongside appropriate discussion with Cromer Town Council. In order to develop and to firm up the estimated construction costs detailed designs will be developed further before the Environment Agency variation for technical and financial approvals are sought. Detailed designs will be required for the necessary consents such as Marine Licencing and Planning Consent.
- 3.6. Should the funding, consents and procurement progress as planned, it is anticipated that works could start on site in Autumn 2019 or Spring 2020. It is necessary to progress this scheme and delivery before the end of March 2021 in order to meet the requirements of the current Environment Agency 6-year funding programme.

- 3.7. Further opportunities for efficiencies in design and delivery are being considered through joint procurement (where appropriate) with the Mundesley Coastal Management Scheme (see above).
- 3.8. Phase 2 Scheme costs are estimated to be between £2-3million.
- 3.9. Cabinet is requested to support the ongoing development of Phase 2 of the Cromer Coast Protection Scheme with the inclusion of rock armour where it is appropriate.

#### **4. Coastal Management Reserves**

- 4.1. Coastal Partnership East and North Norfolk District Council have an ambitious programme of work which includes among others the two schemes detailed above. Moving forwards there is a continued need to maintain sea defences, deliver capital coastal protection schemes, develop initiatives to assist communities adapt to coastal change and to develop the resilience of the team for the future. There is an opportunity to utilise the existing coastal management reserves to develop the resourcing required to deliver these needs alongside the Shoreline Management Plan and Corporate Plan.
- 4.2. The NNDC Coastal Management Team currently hold reserves which are allocated for specific activities. The reserves are detailed below:
  - Sea Defence Reserve (Revenue) – £202,516
  - Coastal Pathfinder (Revenue) – £143,168
  - Coastal Assistance Grant (Capital) – £48,797 (to be rolled into the below)
  - Coastal Adaptation (Capital) – capital receipt (£250,000)
- 4.3. The revenue sea defence reserve is allocated for delivery of small-scale coast protection projects. It currently funds additional maintenance works (above the annual budget) and also costs associated with the resourcing of NNDC's aspects of Coastal Partnership East.
- 4.4. The Coastal Pathfinder reserve can still be drawn upon for the maintenance of Pathfinder capital investments still under NNDC management. The intention is for the remaining (and larger proportion) of the budget to fund future adaptation development and delivery.
- 4.5. Coastal Erosion Assistance Grant and Coastal Adaptation capital funding is allocated for the delivery, or seed funding of coastal adaptation initiatives. In order to deliver such capital schemes further development work is required with key communities and government. As such it would be beneficial to utilise the coastal Pathfinder revenue to resource project development.
- 4.6. It should be noted that these reserves have been maintained carefully to ensure that the District Council is in a position to implement alternative coastal management measures when necessary where coast protection is not an option. It is also clear that it is better to be proactive (such as at Trimmingham Village Hall) to overcome coastal change issues before they are imminent. Therefore, it is proposed to utilise an element of the Coastal Pathfinder revenue reserve to employ a fixed term Coastal Adaptation Officer in order to develop specific local initiatives. This is considered further below.

#### **5. Resourcing**

##### **Current Position**

5.1. Coastal Partnership East has, since its inception just over 2 years ago, been working with a legacy of work, staff and funding structures. The identified workload from the 10-year capital investment plan, ongoing maintenance, together with the work on coastal adaptation, clearly requires resources in order to ensure these are delivered and developed.

5.2. North Norfolk District Council's coastal management staffing contribution towards the Partnership is as follows:

- Head of Coastal Partnership East. Full time position with 25% funded by NNDC. The Service Head position was previously internally funded through Management Unit Charges, however, as the employing authority is not NNDC, the contribution is funded directly through budgets. This essentially has an effect of drawing on the NNDC Coastal Management funds which previously would have been used for front line staff or projects.
- Coastal Engineering Manager. Full time position employed by NNDC with 50% of costs redeemed from East Suffolk Council.
- Senior Coastal Engineer. Full time equivalent of 0.6 (three days per week) funded 100% by NNDC.
- Coastal Manager (North). Full Time and 100% funded by NNDC
- Technical Support Officer. Full time fixed term position over 2 years funded 100% by NNDC budget and reserves.
- Assistant Coastal Engineer. Full Time position employed by NNDC (vacant).
- Coastal Maintenance support through the NNDC Property Team delivered through an informal service level agreement and a £22k transfer of base budget.

A further Flood and Coastal Erosion Advisor role is funded as follows:

- Full time equivalent 0.4 (two days per week) employed by the Environment Agency and funded through Local Levy, primarily focused on developing the discussion with DEFRA regarding coastal adaptation, developing Coastal Partnership East systems and inputting into specific coastal projects

### **5.3. Head of Coastal Partnership East**

5.4. The staffing base budget for the NNDC staff working as Coastal Partnership East is approximately £154,000 including on costs. This figure takes into account the receipts from other contributing authorities and the element of the base budget for Property Services support. The costs associated with the Head of Coastal Partnership East are not included in the base budget but funded from reserves and underspends, which is unsustainable in the longer term. It is therefore proposed that North Norfolk District Council's contribution to the Head of Coastal Partnership East is identified as an additional £25,000 to the Coastal Management base budget.

### **5.5. Coastal Adaptation Officer**

5.6. As discussed in the previous sections of this report there is a need to develop coastal adaptation initiatives in good time to ensure wider community involvement and to reduce the uncertainty of emergency situations. The Pathfinder capital reserve could be used to initiate projects and attract further funds and there are adequate revenue reserves to resource the development of such initiatives. It is proposed to recruit a fixed term coastal adaptation officer (either part time or full time, details to be confirmed).

### **5.7. Assistant Coastal Engineer**

- 5.8. A key consideration for staffing resources for Coastal Partnership East moving forward is resilience and retention of specific local coastal knowledge. Many of the Coastal Partnership East engineering team is close to or at the point of retirement. A further Assistant Coastal Engineer (to be based at Cromer) to replace a recently retired part time post whilst also providing an opportunity of overlap with existing staff will minimise the loss of local detailed knowledge. Recruitment is underway to recruit a full time permanent Assistant Coastal Engineer. This role will initially be funded from existing base budget and reserves. Following the future retirement (at an undefined date) of existing staff, the post will then be funded through the base budget. It must be highlighted that there is a financial risk should staff not choose to retire, as reserves are finite and could become exhausted after a number of years.
- 5.9. Revenue reserves are available to sustain the proposed recruitment for over 3 years should this be required with the Head of CPE included in the base budget.

## **6. Procurement – Dynamic Purchasing System**

- 6.1. The Coastal Partnership East Coastal Engineering Manager, has developed through the East Suffolk procurement team a Dynamic Purchasing System (DPS). The objective of the DPS is to gain efficiencies in procurement of goods and services relating to coastal management, development of positive supplier relationships whilst also providing greater opportunities for SMEs.
- 6.2. The DPS is OJEU compliant and was advertised appropriately at its inception. It has been highlighted by the Local Government Association as a preferred procurement process for Local Authorities. Please see [https://www.local.gov.uk/sites/default/files/documents/4%2030%20DPS%20Guidance\\_04\\_Web.pdf](https://www.local.gov.uk/sites/default/files/documents/4%2030%20DPS%20Guidance_04_Web.pdf) for further information.
- 6.3. The DPS system works similar to a framework whereby contractors and suppliers apply and are screened to be listed as suppliers. Unlike a framework the opportunity to be listed remains open to new suppliers. The CPE DPS has four lots as follows; repairs and maintenance (15 approved suppliers to date), capital works (18 approved suppliers to date), consultancy (12 approved suppliers to date) and surveyors/specialists (5 suppliers to date with further supplier engagement planned).
- 6.4. The level of interest from suppliers in DPS is supported by those already approved, a health mix of local, regional to national.
- 6.5. The CPE authorities can all use DPS for coastal contracts. Tenders would be published to the suppliers via Waveney District Council's Delta E-Procure portal, following procurement NNDC would remain the contracting authority. NNDC would be able to specify whichever contract form it chooses to utilise and make adjustments for any authority specific contract conditions and produce the scope and specifications for any contract to be delivered. There is no charge to CPE or NNDC to use this system.
- 6.6. It is proposed to Cabinet that where appropriate NNDC coastal contracts are procured utilizing the Dynamic Purchasing Service.

## **7. Financial Implications and Risks**

### **7.1. Financial Implications**

- 7.2. There are no financial implications with regards to the Mundesley and Cromer Phase 2 Coastal Management schemes outlined in this report beyond existing commitments at this time.
- 7.3. The financial implications with regard to Resourcing are as follows:

- 7.3.1. Coastal Adaptation Officer – financial contributions retained within existing allocated reserves
- 7.3.2. Assistant Coastal Engineer – Financial contributions retained within existing budgets and allocated reserves for a minimum of 3 years.
- 7.3.3. Head of Coastal Partnership East – Additional revenue resources are sought on an ongoing basis.

## **8. Risks**

- 8.1. Scheme specific Risk Registers will be produced for each Coastal Management Project during scheme development. Not delivering the schemes will, over time, increase coastal erosion risk at the specific locations.
- 8.2. The Shoreline Management Plan identifies the risks associated with coastal change in North Norfolk. Not taking a proactive approach to managing this risk will create future uncertainties, potential medium to long term reputation issues when emergency situations occur and increase wider risks of blight and disinvestment in coastal communities.
- 8.3. Not investing in Coastal Partnership East staff resources will prevent the development of the team, limit the delivery of coastal management projects (including adaptation) and prevent the development in longer term knowledge retention and resilience.
- 8.4. The Dynamic Purchasing System is being adopted by the other CPE authorities and is considered as a legally compliant procurement system. No risks have been identified by East Suffolk Council in relation to the potential for challenge to this system.

## **9. Sustainability**

- 9.1. The scheme and as such the Cabinet resolutions sought are within policy of the adopted Shoreline Management Plan which was subjected to significant consultation and assessment prior to adoption.
- 9.2. The development of the Coastal Partnership East team and NNDC's coastal management resources will add to the resilience of the team and assist with retention of knowledge.
- 9.3. The inclusion of the Head of Coastal Partnership East within the Coastal Management Staffing budget will ensure long term sustainability of the team budget and prevent drawing on other sources required for projects.
- 9.4. Development of the wider coastal adaptation approach will provide the sustainability of the coastal and its communities.
- 9.5. The Dynamic Purchasing System has the potential to improve the timely procurement and delivery of coast related contracts therefore providing savings (financial and resource) that can be reinvested back into the coast. The DPS provides an opportunity for SMEs to be made aware of procurement opportunities and a clear mechanism to bid for commissions.

## **10. Equality and Diversity**

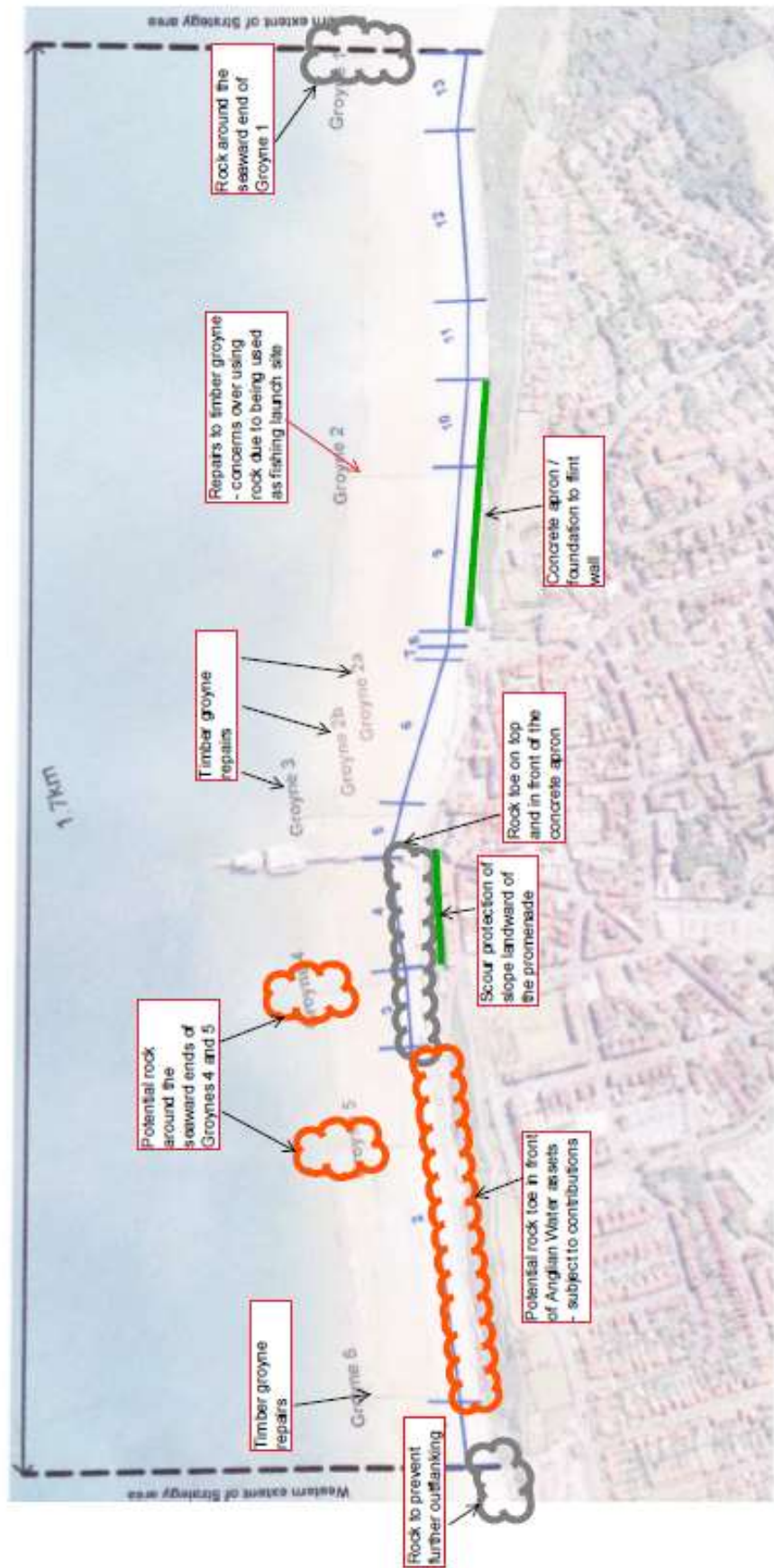
- 10.1. The scheme seeks to better balance the needs of coastal communities through seeking resources to assist Hold the Line and Managed Realignment coastal frontages.

10.2. All recruitment will follow adopted NNDC recruitment and equality and diversity policies.

#### **11. Section 17 Crime and Disorder considerations**

11.1. No significant crime and disorder issues have been highlighted to date, the matter will be kept under review.

Appendix 1.



Plan showing one of the Options for Cromer Phase 2 CP Works

## **Delivery of new coastal car park – Bacton**

### **Summary:**

The Bacton to Walcott Sandscaping Scheme is likely to increase visitors to the coastal frontage at Bacton. There are no existing formal car parking facilities in this location.

NNDC has an opportunity to negotiate a lease agreement for land already with planning consent for a car park.

An estimated investment of £30,000 would enable the car park to be developed, with main powered car parking meter and car parking order. Following completion, it is anticipated that ongoing costs would be offset by the income generated.

This facility would be beneficial as an information location whilst the Sandscaping scheme is constructed, but also a key visitor facility following the beach improvements, supporting local businesses.

### **Options considered:**

Option 1 – Do nothing – no additional car parking provided and existing peak periods will continue with limited car parking with associated issues. No opportunity to build upon the forthcoming Sandscaping Scheme.

Option 2 – Develop a car park in an alternative location – no other locations close to the foreshore have been identified near to Bacton and the Sandscaping Scheme.

Option 3 – RECOMMENDED – Negotiate a lease agreement for the area previously aborted as a car park.

### **Conclusions:**

The Bacton to Walcott Sandscaping scheme will in all likelihood generate an increase in visits to the coast at Bacton. NNDC is negotiating a lease agreement for a parcel of land which could be opened as a pay and display car park. The land already has Planning Consent for this use. An initial investment will need to be made to bring the site up to an appropriate standard for NNDC use. Following which it is anticipated that ongoing revenue costs will be met by the income generation of the site.

### **Recommendations:**

Cabinet's resolves to:



- a) Delegate to Corporate Director with Portfolio Holder approval final lease arrangements for the Bacton Car Park.
- b) Allocate an estimated value of £30,000 from the Capital Projects Reserves to complete construction and delivery of the car park.

Reasons for Recommendations: To enable the final lease negotiation and following works required to open a public car park at Bacton.

**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)*

<i>Bacton to Walcott Coastal Management Final Report November 2015 (Confidential)</i>
<i>Bacton to Walcott Coastal Management Additional Investigations June 2016 (Confidential)</i>

Cabinet Member(s)	Ward(s) affected
Cllr. H. Cox	Mundesley

Contact Officer, telephone number and email:  
 Rob Goodliffe, Coastal Manager (North), 01263 516321, [Rob.Goodliffe@north-norfolk.gov.uk](mailto:Rob.Goodliffe@north-norfolk.gov.uk)

**1. Introduction**

- 1.1. NNDC is currently leading a collaborative project with the Bacton Gas Terminal Operators to protect Bacton Gas Terminal and extend the life of sea defences at Bacton and Walcott. The scheme will place between 1.5 and 1.8 million cubic metres of sand on the beaches and is termed Sandscaping.
- 1.2. The scheme is innovative and is expected to generate significant interest whilst it is under construction as it is a world first outside the Netherlands. Following construction, the improved beach is likely to attract tourists and increased local recreational users.
- 1.3. The delivery of a pay and display car park at Bacton, will enable visitors to be directed to managed access and car parking points. This will be beneficial as it will enable site specific project and safety information to be prominently displayed during and following construction. The proposed car park site is also in the near vicinity of local beach related businesses (e.g. café, a short walk along the sea wall to Beach Road) which is anticipated to provide opportunities for increased local visitor spend.
- 1.4. This report seeks to progress the project through enabling a lease agreement to be finalised and allocating the necessary capital investment required to deliver a car park at Bacton.

**2. Current car parking provision at Bacton**

- 2.1. Currently there is limited parking available at Bacton for beach visits and generally this is serviced by limited on street parking and verges. It is anticipated that during the construction of the Sandscaping Scheme and the subsequent improved beach at Bacton following the scheme, the area will become more attractive to visitors. As such there will be an increased demand for parking. As is seen in other locations where parking demand exceeds provision, issues can occur such as congestion due to excessive parking on the highway.
- 2.2. During the construction of the Sandscaping scheme there is an expectation that the activity will attract significant interest with the public travelling to Bacton and Walcott to view the works. It is considered desirable to focus interest to managed areas whereby information about the scheme and important safety messages can be conveyed. Such information could be provided through information panels and/or a temporary visitor unit.
- 2.3. Following the scheme, a well-managed pay and display car park would provide a good facility to visitors and the local community. Such a location may be useful in conveying ongoing beach safety messages, ongoing Sandscaping information and potentially other wider information of interest such as local history. Provision of good well managed facilities are likely to attract increased visitor numbers which in turn may benefit local businesses.

### **3. The Proposed Car Park**

- 3.1. In 2001 NNDC embarked on identifying land suitable for a public car park in Bacton and approached a landowner with regard to land located between the sea wall and the coast road near Cable Gap. The project was progressed but due to a number of factors the scheme did not complete.
- 3.2. With the delivery of the Sandscaping Scheme the Coastal Team re-approached the landowner of the site as it was clear there would be a demand for car park and visitor information at least during the delivery of the scheme. It is anticipated following the completion of the Sandscaping project, that with a wider beach this location will have an increased desirability for beach users and therefore, its is expected that the car park will continued to be utilised once the Sandscaping scheme has completed. Discussions have progressed with the landowner and a negotiations regarding a lease agreement are moving forward. It is anticipated that terms will be agreed following which works and activities will be required to deliver the site to an appropriate standard for an NNDC managed car park.
- 3.3. The site near Cable Gap already has Planning Consent (PF2002/1516) for 40 standard and 12 disabled car parking spaces. The site was previously constructed and therefore it is understood the planning consent is still valid. Should any design elements vary from those approved, there may be a need to seek further planning consent.
- 3.4. Work will be required to bring the area into a functional condition and to meet appropriate standards. Further works will include, but are not limited to, making good of surfacing, repairs to fencing, renewal of signage, install power supply, install ticket machine, install litter and dog fouling bins, install picnic benches, variation to the Councils Car Parking Order, etc. It is estimated that to bring the site into a condition for reopening an investment of approximately £30,000 is required. A long term lease of 25 years is sought in order to enable time to recover costs invested. A rent will be payable and is under negotiation.

- 3.5. It is desirable to limit certain uses in order to help manage potential issues which were previously raised in the 2002 planning application. This includes restricting the facility to prevent overnight stays and also the parking of vehicles with trailers. The latter is in order to limit the car park use for activities such as jet ski's. Noise from such activities have previously be cited as a concern. A Car Parking Order would enable misuse to be enforced through the existing shared arrangement with Kings Lynn and West Norfolk Borough Council.
- 3.6. It is proposed to operate the car park as a Pay and Display car park and in accordance with the Coastal Car Parking tariff.

#### **4. Ongoing costs**

- 4.1. It is fully anticipated that the ongoing maintenance and management costs of the car park will be covered by the revenue generated. Costs will include Non Domestic Rates, management and maintenance of the ticket machine, grounds maintenance, repairs and maintenance, utility costs and, waste bin emptying etc. Annual costs are anticipated to be in the region of £10,000.

#### **5. Financial Implications and Risks**

- 5.1. The proposed car park does not generate sufficient funds to cover the annual revenue costs. It is anticipated, based on the income generated from other coastal car parks that the site will generate sufficient funds during the course of the lease to cover the revenue costs of running and maintaining the site.
- 5.2. Community support. As per the 2002 planning application and associated project communications there were some local concerns and some local support regarding a car park. The Council is experienced in managing car parks across the district and it is anticipated that such concerns can be mitigated through the appropriate management of the facility. Furthermore, as part of the Sandscaping public discussions and the introduction to the Bacton car park project at the Sandscaping Local Liaison Group, there appears to be an appetite for a car park at Bacton.

#### **6. Sustainability**

- 6.1. A requirement of the lease will be the provision of cycle racks in the car park, which support the provision of sustainable travel.
- 6.2. No other sustainability issues have been identified.

#### **7. Equality and Diversity**

- 7.1. The car park will, as per the Planning Application, have a high number of disabled car parking spaces orientated to view the sea. The site also has a timber beach access from the car park to the land above the sea wall, assists visitors to access the beach environment.

#### **8. Section 17 Crime and Disorder considerations**

- 8.1. The car park will be in a rural location which could attract unwanted activity. NNDC's experiences of car parks in such locations have over recent years not been subject to any significant issues to NNDC's knowledge. The presence of the MOD Police in the near vicinity is also likely to have a positive effect on the use of the site as 24 hour patrols are completed and pass this location.

Agenda Item No \_\_\_\_\_ 11 \_\_\_\_\_

## MANAGING PERFORMANCE QUARTER 1 2018/19

**Summary:** The purpose of this report is to give a first quarter progress report of the performance of the Council. More specifically it reports on the delivery of the new Annual Action Plan 2018/19 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 37 actions are on track (34). Only two have identified some problems and one is not yet due to start. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.
2. Of the 32 monthly and quarterly performance indicators where a target has been set 25 are on, above or close to target and seven 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.

Cabinet Member(s) Cllr John Lee	Ward(s) affected All
Contact Officer, telephone number and email: Nick Baker, 01263 516221, <a href="mailto:Nick.Baker@north-norfolk.gov.uk">Nick.Baker@north-norfolk.gov.uk</a>	

## **1. Introduction**

The purpose of the 'Managing Performance Quarter 1 2018/19 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 first quarter performance report shows progress against the Corporate Plan 2015-2019 priorities together with any other relevant achievements and issues.

The report presents;

An overview of performance in delivering all priorities which shows the number of Key Performance Targets being achieved and an overview of progress in delivering projects in the Annual Action Plan 2018/19.

Performance information for each objective is broken into four sections:

- Progress in achieving key performance indicator targets
- Progress in delivering projects

Information for management indicators is now provided every month on the Intranet as well as being included in the quarterly report to Cabinet as an appendix. This will enable Members and management to receive this information faster and more frequently.

## **3. Minor amendment to the Annual Action Plan**

There has been one minor amendment to an Annual Action Plan target, the Number of businesses engaged via events (quarterly cumulative) (J 021). It is recommended that this annual target is adjusted from 400 to 200 businesses engaged via events. 100 businesses per quarter is an unlikely achievement. Last year there were event numbers which realistically will not be replicated this year.

## **4. Conclusion**

- 4.1 The majority of the 37 actions are on track (34). Only two have identified some problems and one is not yet due to start. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.
- 4.2 Of the 32 monthly and quarterly performance indicators where a target has been set 25 are on, above or close to target and seven below target.
- 4.3 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.

## **5. 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.

**6. Financial Implications and Risks**

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

**7. Sustainability**

There are no sustainability implications of this report.

**8. Equality and Diversity**

There are no equality and diversity implications of this report.

**9. Section 17 Crime and Disorder considerations**

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



**NORTH  
NORFOLK  
DISTRICT  
COUNCIL**

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# **Managing Performance**

**Quarter 1 2018/19**

**Version 06**

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## Introduction

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

The report presents;

An overview of performance in delivering all priorities which shows the number of Key Performance Targets being achieved and an overview of progress in delivering projects in the Annual Action Plan 2018/19.

Performance information for each objective is broken into four sections:

- Progress in achieving key performance indicator targets
- Progress in delivering projects

Information for management indicators will now be available separately within the monthly data report available on the Intranet and as an appendix to this report.

The purpose of this 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.

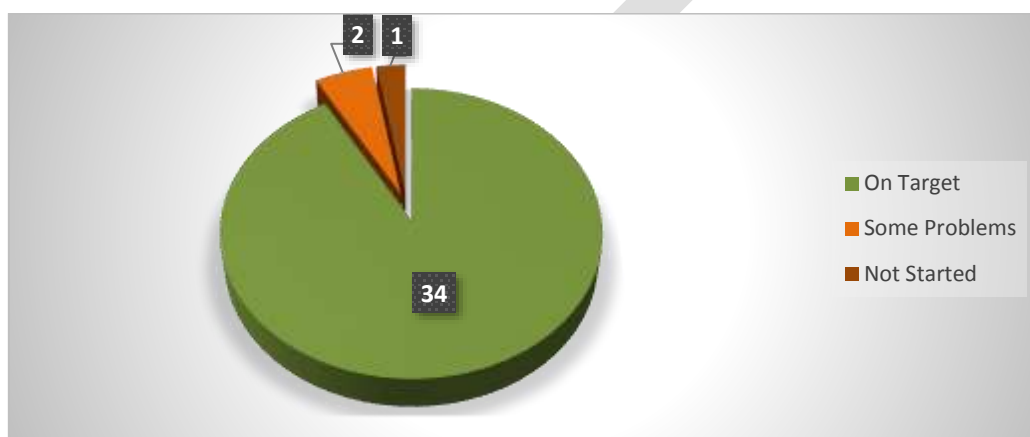
A key is provided at the end of the document to explain all the symbols used but this should not be needed.



## Overview



1. The majority of the 37 actions are on track (34). Only two have identified some problems and one is not yet due to start. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.
2. Of the 32 monthly and quarterly performance indicators where a target has been set 25 are on, above or close to target and seven 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






## Jobs and the Local Economy

Work to maintain existing jobs, support start-ups and help businesses expand (01 A)

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Number of new jobs created (annual)</b> J 027	-	99 (2017/18)	-	-	Monitor and report jobs created
<b>Number of employed and self-employed people (annual)</b> J 010	42,000 (2015/16)	40,300 (2016/17)	-	-	The trend year on year since 2012 is for this number to reduce. Aim to slow this reduction
<b>Non-Domestic (Business) Rates Base - total number of properties (annual)</b> J 013	6,674 (2016/17)	6,910 (2017/18)		-	Aim to support the continuing rise in the rates base
<b>Number of VAT registered businesses (annual)</b> J 006	4,990 (2016/17)	5,040 (2017/18)		-	Improve compared to previous year

Action	Status	Progress/ Action Note
<b>Engage with businesses by a variety of means in order to help exploit growth opportunities, address challenges and celebrate success.</b> 01 A 01	On Track 	The Economic Growth Team proactively works with the business community; providing support for business growth plans and helping to overcome any barriers to growth. In the first quarter of 2018/19, the team engaged 66 business via business events and has had 'meaningful' engagement with a further 75 businesses. Typically, this might include support for businesses in respect of planned projects (e.g. sites/premises/extensions), assisting with recruitment needs (including apprenticeships, skills need etc), supporting new start-ups and site visits with our larger employers.  The success of the North Norfolk Business Awards has led to the decision to hold this again next year.
<b>Monitor business support/ grants provided by third parties in North Norfolk and report on the take-up, outputs and outcomes.</b> 01 A 02	On Track 	£142,053 of local grants have been awarded through LEADER and NALEP grants

Action	Status	Progress/ Action Note
<p><b>Maintain and disseminate information on the external funding opportunities available locally and provide support to local organisations in order to enable the development of projects that assist economic growth and community development.</b></p> <p>01 A 03</p>	On Track	 <p>The Project Enabler in the Economic Growth Team routinely reviews and provides information on funding opportunities and has provided a valuable series of funding workshops to external organisations - these have been very well received. Support has been given to a large number of initiatives from both within the Council and local businesses and community organisations.</p>
<p><b>Monitor future roll-out of faster broadband. Investment and coverage will be reviewed and reported on a six monthly basis.</b></p> <p>01 A 04</p>	On Track	 <p>To the end of June 2018 the second contract has implemented 62 new fibre cabinets across North Norfolk District Council which have provided access to fast broadband for over 7,900 North Norfolk District Council properties.</p> <p>22 more cabinets and 16 Fibre to the Premises (FTTP) solutions have begun implementation in North Norfolk District Council and a further 39 surveys have been completed.</p>
<p><b>Publish the First Draft Local Plan for consultation by January 2019 which will include;</b></p> <ul style="list-style-type: none"> <li>• A review of tourism policies</li> <li>• New housing sites and review of housing numbers and distribution</li> <li>• A review of housing numbers and types as part of the Local Plan and Site allocations</li> <li>• Infrastructure capacity study and identify deficiencies and measures to improve</li> <li>• A review of planning obligation standards</li> <li>• Land use policies relating to countryside, conservation areas, listed buildings, landscape and wildlife.</li> </ul> <p>01 A 05</p>	On Track	 <p>Publication of the first draft is programmed for Jan/Feb 2019 and remains on track. Publication of the new National Planning Policy Framework has introduced some risks and a need to consider an approach to delivering smaller housing sites. This is to be considered by the Planning Policy Working Party in October 2018.</p>

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



Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<p><b>Number of Job Seeker Allowance claimants, 18 - 24 year olds (annual)</b></p> <p>J 009</p>	45 (2016/17)	65 (2017/18)	-	Assess the reasons for a change in numbers in the last three years.

Action	Status	Progress/ Action Note
<p><b>Engage with business and education and training providers and develop a suitable programme of events to help address skills gaps and raise awareness of career opportunities.</b></p> <p><b>01 C 01</b></p>	On Track	<p>On 25<sup>th</sup> April an Apprenticeship Promotion event was held in North Walsham. 18 businesses attended.</p>
<p><b>Promote opportunities for apprenticeships within the Council as an employer.</b></p> <p><b>01 C 02</b></p>	On Track	<p>There are (as at 31/07/2018) currently 9 apprentices working at the Council. The apprenticeships are all at different stages and therefore this number will fluctuate over time.</p> <p>We have recently advertised for a further three – in HR, Housing and Media and Communications – who should commence with us in September 2018.</p> <p>As an employer, we have a target of 2.3% of our workforce in apprenticeships. This currently equates to 7 apprenticeships per year, on average over the 4 years between April 2017-2021. We are on track to meet that target.</p> <p>Janella Hadlow, HRBP has recently attended a North Norfolk Skills and Careers event on 10 July at Paston College to promote the three recent vacancies and apprenticeships at the Council on the whole.</p>



#### Support major business opportunities and uptake of allocated employment land across the district (01 D)


Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<p><b>Business Expansion / land developed / premises filled (sqm) (annual)</b></p> <p><b>J 026</b></p>	-	8,906 (Q4 17/18)	-	<b>Monitor and report developments</b>




Action	Status	Progress/ Action Note
<p><b>Exploit opportunities for external funding, investment and other initiatives that enable business growth and expansion and the development of employment land and supporting infrastructure.</b></p> <p><b>01 D 01</b></p>		<p>The Economic Growth team actively encourages the take-up of any business grant funding available, which historically has been low in the District. The team manages a 'pipeline' of business funding applications which has seen a general uplift within the last year. Particular focus is being placed on the LEADER rural support grant. The first quarter of the financial year saw a total of £140,238 grants awarded to support projects within the District.</p>

Action	Status	Progress/ Action Note
<b>Provide serviced plots of land at Egmere Enterprise Zone and market for further development. Construct warehouse &amp; office premises.</b> 01 D 02	On Track	 Terms have been negotiated with the Landowner and a report to Cabinet has been prepared seeking authority to proceed with the development on these terms.
<b>Acquisition / transfer of sites at Catfield Industrial Estate.</b> 01 D 03	On Track	 A draft scheme has been prepared to show a possible layout of new industrial units. A meeting is being arranged to meet with the landowner to discuss the potential opportunities.

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



Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<b>Number of visitors to North Norfolk (annual)</b> J 028	8,308,500 (2016/17)	8,680,721 (Predicted value for 2017/18)	 -	Predicted value based on three-year average of percentage increases (+4.48%) is 8,680,721. Actual results due to be released in September 2019. N.B. 2018 values based on full year not financial year
<b>Value of visitors in North Norfolk (£) (annual)</b> J 029	490,357,250 (2016/17)	510,559,969 (Predicted value for 2017/18)	 -	Total Tourism Value. Predicted value based on three-year average of percentage increases (+4.12%) is £510,559,969. Actual results due to be released in September 2019. n.b. 2018 values based on full year not financial year


Action	Status	Progress/ Action Note
<b>Work in collaboration with the local tourist sector to market North Norfolk as a distinct tourism destination with the promotion of the Deep History Coast project.</b> 01 E 01	On Track	 The Council has sponsored Visit North Norfolk's latest marketing campaign, 'North Norfolk, Naturally,' This will run for eleven months from June 2018 and features ten new thirty second films focussing on the unique aspects of north Norfolk. The films can be seen on <a href="http://www.visitnorthnorfolk.com">www.visitnorthnorfolk.com</a>

Action	Status	Progress/ Action Note
<p><b>Provide support to food businesses, beyond that offered through the Food Standards Agency Brand Standard, to ensure the food offering for visitors is of a high quality and safe. We will monitor success by the number of businesses achieving a Food Hygiene Rating of 5.</b></p> <p><b>01 E 02</b></p>	On Track	 <p>The number of businesses that have achieved a Food Hygiene Rating of 5 has now reached 80%. The number of businesses that are “Broadly Compliant” has been above 95%, our corporate target, since quarter 2, 2014 – 2015.</p>
<p><b>Ensure the current and future Waste and Related Services Contract sets and maintains standards of cleanliness for the District, specifically high tourism areas.</b></p> <p><b>01 E 03</b></p>	On Track	 <p>The specification for the new waste and related services contract has been drafted to provide high quality outcomes in terms of street cleanliness. As an output specification contract, will require the contractor to ensure that high standards of cleanliness are met within defined timescales, depending upon the nature of the area. In high tourism areas and town centres, these standards must be maintained throughout the day.</p>
<p><b>Implement the Market Towns Initiative for Fakenham, Holt, Stalham and North Walsham to support environmental improvements and regeneration initiatives.</b></p> <p><b>01 E 04</b></p>	On Track	 <p>The Market Town Initiative Fund was established in February and April 2018 by Council and Cabinet and referred through to Overview and Scrutiny Committee to further develop the funding programme. The MTI Working Group has worked to produce a prospectus and develop a process and the scheme was launched on 2<sup>nd</sup> July with the towns involved. The scheme has been very positively received and the towns are currently working up their applications. The award of funding is due to take place in December.</p>




## Housing and Infrastructure


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



Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Number of new homes built of all tenures (annual)</b> H 001	442 (2016/17)	547 (2017/18)		420	Review, report and recommend action against Local Plan average target over 2001-2021 420 p.a.
<b>Number of homes granted planning permission of all tenure types (monthly cumulative)</b> HS 008	143 (Jun 2017)	52 (Jun 2018)		-	Review, report and recommend action against Local Plan average target over 2001-2021 467 p.a.

Action	Status		Progress/ Action Note
<b>Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development.</b> 02 A 01	On Track		As a result of the Local Investment Strategy, a £3.5m loan which is being used to deliver homes on 6 sites across North Norfolk with the first affordable homes now completed as a result. Other opportunities to use a similar approach to facilitate housing development will be pursued subject to the necessary approvals being provided.




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

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Number of people on the housing waiting list - total (annual)</b> H 004	2,479 (2016/17)	2,644 (2017/18)	-	-	Review, report and recommend action where appropriate
<b>Number of households from the housing register rehoused (monthly cumulative)</b> H 005	 95 (Jun 17/18)	102 (Jun 18/19)	-	-	Review, report and recommend action where appropriate
<b>Number of affordable homes built (monthly cumulative)</b> H 007	 20 (Jun 2017)	31 (Jun 2018)		-	Review, report and recommend action where appropriate

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of affordable homes granted planning permission (monthly cumulative) HS 009	67 (Jun 2017)	2 (Jun 2018)		-	Review, report and recommend action where appropriate



Action	Status		Progress/ Action Note
Engage with local communities to develop a pipeline of 'rural exceptions' schemes and community housing initiatives. 02 B 01	On Track		The Community Housing Team continue to engage with communities where at least 10% of all homes are second or holiday homes. This work is part of wider work to deliver Exception Housing Schemes to meet rural housing needs.
Monitor the need for temporary accommodation and ensure suitable provision. 02 B 02	On Track		The use of and availability of temporary accommodation is subject to ongoing review to ensure that the Council has access to sufficient and suitable properties to meet the needs of homeless clients.

#### Reduce the number of empty properties (02 D)


Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of very Long Term Empty (LTE) homes (homes empty for two years or more as at first working day of each month) (monthly) H 009	118 (Jun 2017)	136 (Jun 2018)		-	Review, report and recommend action where appropriate
Number of Long Term Empty homes (homes empty for six months or more as at first working day of each month) (monthly) H 002	609 (Jun 2017)	611 (Jun 2018)		-	Review, report and recommend action where appropriate
Number of Long Term Empty homes (6 months or more as at October each year) (annual) H 002	504 (Jun 2017)	603 (Jun 2018)		-	Review, report and recommend action where appropriate



Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<p>Work has been carried out to address a minor glitch in the coding of empty properties within the council tax system that had been incorrectly reporting dates of some historically empty properties. A further series of property inspections will be carried out in September to ensure the most accurate information is provided to government in the annual Council Tax report due early October.</p>				



Action	Status		Progress/ Action Note
<p><b>Review LTE property management process, especially to consider earlier and more direct action to bring LTEs back into use. Provide regular updates to all Members (fortnightly) and to Cabinet (six monthly).</b></p> <p><b>02 D 01</b></p>	On Track		<p>Work has been carried out to address a minor glitch in the coding of empty properties within the council tax system that had been incorrectly reporting dates of some historically empty properties. A further series of property inspections will be carried out in September to ensure the most accurate information is provided to government in the annual Council Tax report due early October.</p>
<p><b>Bring forward proposal to implement higher Council Tax levy on LTEs of two years or more.</b></p> <p><b>02 D 02</b></p>	On Track		<p>To update on the progress of this bill and if legislated, to take a paper later in the year to members to recommend using the council tax discretion to increase the premium from 50% to 100% from 1 April 2019 for the 2019/20 financial year.</p> <p>This will encourage long term empty properties back into use and raise extra revenue for cases that stay empty for long periods.</p> <p>This bill initially allowed English councils to double council tax on properties left empty for two years or more.</p> <p>The Bill is with the House of Lords to consider amendments.</p>

#### Improve the infrastructure needs of the district (02 E)




Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<p><b>Number of settlements that have had Broadband upgraded (annual)</b></p> <p><b>J 008</b></p>	32 (2016/17)	23 (2017/18)		-	<b>Review, report and recommend action where appropriate</b>
<p>While the Council has contributed to this project and seeks to influence the rollout – Norfolk County Council are responsible for delivery.</p>					



## Coast and Countryside

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

Action	Status	Progress/ Action Note
<b>Continue to work with private sector partners to provide a Sandscaping Coastal Protection Scheme for the Bacton Gas Terminal and neighbouring communities.</b> <b>03 A 01</b>	On Track	 Outline Business Case technical approval obtained subject to successful procurement. Coast Protection Notification period completed with no objections. Main Works Contract tender issued 9 August. Planning Application and Marine Licence Application submitted. Public information boards erected.
<b>Refurbish coastal defences at Mundesley.</b> <b>03 A 02</b>	On Track	 Outline Business Case completed and ready to submit for Environment Agency Review following the completion of the Coast Protection Notification representations period (closes August 16).


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

Key Performance Indicators	Same period last year	Latest data	Latest Data Target		Annual Target/ Direction of Travel
<b>Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative)</b> <b>LE 010</b>	223 (Q1 17/18)	279 (Q1 18/19)	155		705 (annual) 2017/18 1,500 (annual)
<b>Number of Child Visitors to Parks and Countryside Events (quarterly cumulative)</b> <b>LE 011</b>	444 (Q1 17/18)	185 (Q1 18/19)	300		1,380 (annual) 2017/18 1,900 (annual)
<b>Number of Visitors to Parks and Countryside Events (quarterly cumulative)</b> <b>LE 013</b>	667 (Q1 17/18)	464 (Q1 18/19)	455		2,085 (annual) 2017/18 3,400 (annual)
<p>Easter event numbers were lower than expected, due partly to the cold weather at the time and a particularly poor attendance to the Easter Trail at Bacton Wood – which we had tried to re-introduce to our events programme.</p> <p>Adult numbers up due to the success of our first Dog Show at Pretty Corner Woods at Whitsun.</p>					

Action	Status	Progress/ Action Note
<p><b>Work with other agencies to maintain and improve the quality of local beaches, retain the district's six Blue Flag awards and host the national Blue Flag Awards Ceremony in May 2018.</b></p> <p><b>03 B 01</b></p>	On Track	 <p>All flags successfully awarded. Service operating successfully.</p>
<p><b>Assess and implement requirements for new Green Flag Awards and work to retain the three existing awards.</b></p> <p><b>03 B 02</b></p>	Some Problems	 <p>Two flags awarded at Pretty Corner Woods and Holt Country Park.</p> <p>Sadler's Wood unsuccessful this year.</p> <p>We are working with Keep Britain Tidy to better understand the shortfalls at Sadlers Wood this year, to ensure we can reclaim the Flag for 2019.</p>


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

Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<p><b>Household recycling tonnage (annual)</b></p> <p><b>ES 008</b></p>	8,354.44 (2016/17)	9,233.30 (2017/18)	-	<b>Review, report and recommend action where appropriate</b>

Action	Status	Progress/ Action Note
<p><b>Procure new joint waste and related services contract with partners for commencement April 2020.</b></p> <p><b>03 C 01</b></p>	On Track	 <p>Project is on track for delivery in April 2020.</p> <p>The one year extension to the existing contract has been secured to help in minimising the procurement risks.</p>

Action	Status	Progress/ Action Note
<p><b>Maximise the number of trade and garden waste customers to maintain and improve income levels.</b></p> <p><b>03 C 02</b></p>	On Track	<p>Both the trade and garden waste services continue to grow in popularity. There was a net increase of 61 customers for the trade waste service in Q1, with a number of high value trade waste customers returning to the Council for their service, following periods away. The trade waste service has already achieved budgeted income for the whole year and whilst there is the potential for customers to cancel their service and receive a pro-rata refund, further sales are expected to boost income levels.</p> <p>Since the launch of the new in house payment service for garden waste collections in June, 19,750 customers have been contacted to inform them that their payment is due, and that they can pay for the service by Direct Debit (other payment methods are available). So far, more than 11,500 payments have been made using the new system and around 74% of customers have elected to do so by Direct Debit, reducing administration in future years. Reminder letters will be sent out to those who have not paid by the deadline and as such, we are not yet in a position to confirm the exact take up of the service, although around 800 bins have been ordered in the last 9 months and net growth is therefore anticipated. A full update on customer numbers should be available for Q2.</p>
<p><b>Work with Norfolk Waste Partnership to promote behaviour change for domestic waste where appropriate for North Norfolk.</b></p> <p><b>03 C 03</b></p>	On Track	<p>The Council continues to contribute to the workstreams of the NWP. Norfolk's Waste less Save More Discovery Communities project, funded by Sainsburys, concluded in May 2018. In North Norfolk, 7,000 households in the Fakenham area were selected to be the Discovery Community, with a number of waste prevention initiatives undertaken leading to a heightened awareness of food waste. One of the most successful of these was the Community Fridge, based at First Focus, with 3.4 tonnes of food waste being prevented from being wasted in the six months of the project. Of the Norfolk Discovery Communities, Fakenham also saw the largest reduction in residual waste over the measured 6 months of 168 tonnes. At the householder level that is a reduction of 2.4kg in Fakenham.</p> <p>The NWP Comms Officer post became vacant in June 2018, as such, some partnership behaviour change projects are currently on hold until a new officer is appointed. However, the Council will continue to participate where it is appropriate to do so.</p>


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


Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Percentage of responses to fly-tipping and other pollution complaints within two working days (monthly cumulative)</b> <b>C 007</b>	61.00%	86.00%		80.00%	80%

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## Health and Wellbeing

### Support local residents and their communities (04 A)


Key Performance Indicators		Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative) L 005		9 (2016/17)	6 (2017/18)	-	-	Review, report and recommend action where appropriate

Action	Status	Progress/ Action Note
Deliver community support initiatives 04 A 01	On Track 	The first Big Society Fund Grant panel awarded 6 grants totalling £51,289.90 to support community initiatives. A successful event to raise awareness of the new Arts and Culture and Community Transport Grants was held in June.

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

Key Performance Indicators		Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Participation at Council-owned sporting facilities (monthly cumulative) LE 004		139,938 (Jun 2017)	139,277 (Jun 2018)		138,340	550,245 (annual)








Action	Status	Progress/ Action Note
Deliver new leisure management contract to commence April 2019. 04 C 01	On Track 	Procurement is now live and bids have now been submitted to the Council. This is still on track to take to December Cabinet and Full Council meetings to ratify the preferred bidder status.
Continue to work on project to deliver new leisure centre at Sheringham to replace Splash. 04 C 02	On Track 	Work is still on track to progress the new build of the leisure facility. The application has now been submitted to Planning.

Action	Status	Progress/ Action Note
<p><b>Deliver new Community Sports Hub at Cromer and other tennis facility upgrades at Fakenham, Wells and North Walsham.</b></p> <p><b>04 C 03</b></p>	<p>On Track</p>	<p> Work is still progressing on track with a view to open the facility in June 2019. Planning has been submitted and will be agreed by 6 September.</p>




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## Delivering Service Excellence

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



Key Performance Indicators		Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Transactions made via the Council's website (monthly cumulative)</b> <b>IT 002</b>		695 (June 2017)	6,406 (June 2018)		-	Monitor and review in line with Customer Service Strategy.
<b>Average time for processing new claims (housing benefit and council tax support) (monthly cumulative)</b> <b>RB 027</b>		20.0 (Jun 2017)	20.0 (Jun 2018)		20.0	20 calendar days (amber boundary 22)
<b>Speed of processing: change in circumstances for housing benefit and council tax support claims (average calendar days) (monthly cumulative)</b> <b>RB 028</b>		13.0 (Jun 2017)	19.0 (Jun 2018)		14.0	14 days (amber boundary 16 days)
<p>Explanation: During the period April – June 2018 9,148 change in circumstances were processed, compared to 7,100 during the period January – March 2018. The Benefits department sees an increase in workload at the beginning of the financial year due to various changes which occur at this time. It also feels the impact of work which is delayed by resources which are used during February and March when the Benefits Year End process takes place, resulting in time spent testing the system in preparation and downtime required for the process to take place and as a result less claims processing is possible. Therefore in terms of speed of processing, a delay can be seen as the workload has increased and takes longer to be completed. Once this work has been cleared, an improvement in performance can be seen. The monthly performance for processing change in circumstances during the month of July is 14 days.</p> <p>Actions taken: Following successful recruitment and training of two new Benefits Officers earlier in the year, they are now progressing to processing change in circumstances as well as new claims. Overtime was carried out to help reduce the outstanding work. Agile working has been successfully implemented. The impact of this will be evident from quarter 2.</p>						
<b>Number of Disabled Facilities Grants completed (monthly cumulative)</b> <b>HW 003</b>		33 (Jun 2017)	40 (Jun 2018)		-	Review, report and recommend action where appropriate





Action	Status	Progress/ Action Note
<p><b>Maintain progress on all projects within the Council's Digital Transformation Programme including implementing; Document Management System, Management Information System, Server Replacement Scheme, completion of the Planning BPR projects and starting the implementation of Phase 2 of the programme.</b></p> <p><b>05 A 01</b></p>	On Track	 <p>Good Progress continues to be made on the remaining projects in DTP Phase 1. These will all be completed, transferred to business as usual or transferred to DTP phase 2 by April 2019. The outstanding elements of the Planning BPR have been included in the Planning System replacement project which will go live in April 2019. The planning and prioritisation of the projects included in DTP Phase 2 is approaching completion and work on delivering the outcomes from these projects will start in the next quarter.</p>
<p><b>Progress HR Business Process Review.</b></p> <p><b>05 A 02</b></p>	On Track	 <p>This work will focus on distinct processes within the HR team rather than a whole team BPR exercise. Opportunities to realise improvements to our processes and go 'digital by design' will be taken wherever the opportunity presents itself and resource allows. Current areas of focus/exploration include –</p> <ul style="list-style-type: none"> <li>• Ongoing improvements to the HR intranet</li> <li>• HR Metrics to provide management information, improving the accessibility of data available to report on and to inform planning.</li> <li>• Move to online recruitment</li> <li>• Training evaluation form as a "web form"</li> <li>• Online appraisal process</li> </ul>
<p><b>Progress Environmental Health Business Process Review to redesign services to meet customer needs and use technology as a driver for efficiency.</b></p> <p><b>05 A 03</b></p>	Some Problems	 <p>Implementation of the new Environmental IT system continues. However, there have been a number of minor issues around functionality which has caused processing issues in certain areas. These have added to the time it has taken to deliver the implementation project. The software provider is providing updates to resolve these issues.</p> <p>BPR is primarily linked to the EH IT implementation at this time although work continues to progress the review that is not reliant on this.</p> <p>The Garden Bin renewals have been taken back in-house with around 71% of customers having renewed and of those 70% have paid by setting up automatic renewal direct debits which will reduce workload significantly in future years.</p>

Action	Status	Progress/ Action Note
<p><b>Rollout of Universal Credit in the District, working closely with the Department for Work and Pensions.</b></p> <p><b>05 A 04</b></p>	On Track	<p> The Council continues to work closely with the Department of Work and Pensions and Citizens Advice. Citizens Advice will continue to provide Personal Budgeting Advice to Universal Credit applicants and the provision of assisted digital support in local libraries is being explored.</p> <p>Universal full service implementation dates for Job Centre Plus offices that serve people across North Norfolk are scheduled for June to December 2018.</p> <p>A stakeholder events schedule is in place for July to September 2018 aimed at Members, Social landlords, Partners/stakeholders and private landlords..</p>
<p><b>Review our use of assets through the One Public Estate programme including completing the Options Appraisal and Master Plan exercise for future development of the Kelling Hospital campus.</b></p> <p><b>05 A 05</b></p>	On Track	<p> Discussions are ongoing with owners of the Kelling Hospital site, the Norfolk Community Health and Care NHS Trust.</p>


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

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<p><b>Percentage of council tax collected (monthly cumulative)</b></p> <p><b>RB 009</b></p>	29.68% (Jun 2017)	29.69% (Jun 2018)		29.65%	<b>98.4%</b>
<p><b>Percentage of non-domestic rates collected (monthly cumulative)</b></p> <p><b>RB 010</b></p>	33.10% (Jun 2017)	31.87% (Jun 2018)		31.45%	<b>99.1%</b>



Action	Status	Progress/ Action Note
<p><b>Establish a £2m Property Investment Fund with any spend being dependent on agreement of the Asset Management Plan. To be funded from the New Homes Bonus reserve (£1m) and the Invest to Save reserve (£1m).</b></p> <p><b>05 B 01</b></p>	On Track	<p> A £2m Property Investment Fund has been approved and since established. The first purchase utilising this fund is proposed to be a car park in North Walsham.</p>

Action	Status	Progress/ Action Note
<p><b>Consider a business plan for provision of solar panels on the Council offices.</b></p> <p><b>05 B 02</b></p>	Not Started	<p> Work is required to produce a business case to consider the potential benefits of the installation of solar panels on the roof of the Cromer office. This would need to consider any capital investment required and the length of any payback recognising the current feed in tariffs which have been substantially reduced over recent years and may mean the scheme would be unviable. It is anticipated that the work on the business case should be completed by the end of this financial year.</p>




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


Action	Status	Progress/ Action Note
<p><b>Facilitate the Investors in People re-assessment – winter 2018.</b></p> <p><b>05 C 01</b></p>	On Track	<p> The 3.5 day re-assessment for IiP is scheduled to take place between 27-30 November 2018. Prior to the assessment an employee survey will be undertaken. Preparation of evidence to submit for the assessment process is now underway and a number of related projects and actions will feed into this, such as the establishment of a 'coaching pool' and Staff Focus Group activity.</p> <p>It is hoped that the Council will be able to retain the current 'gold' accreditation, but it should be noted that the standard has changed significantly since the last assessment.</p>




## Appendix 1 - Management Indicators

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Grants awarded (£) (quarterly cumulative)</b> J 025	01 A	0.00 (Jun 2017)	142,053.68 (Jun 2018)	-	-	Monitor and report
<b>Number of businesses engaged via events (quarterly cumulative)</b> J 021	01 A, 01 B	150 (Q1 2017)	66 (Q1 2018)		100	400. Held two large launch networking events in 2017/18. Events of this size are not anticipated for 2018/19.
<p>Events held this quarter: 3 Coffee Means Business, 2 bid writing workshops, 1 business start-up workshop &amp; 1 Grow Your Own Talent (apprenticeships).</p> <p>It is recommended that this target is adjusted to 200 businesses engaged via events. 100 businesses per quarter is an unlikely achievement. Last year there were event numbers which realistically will not be replicated this year.</p>						
<b>Number of businesses supported (quarterly cumulative)</b> J 022	01 A, 01 B	40 (Q1 2017)	75 (Q1 2018)		50	200
<b>Numbers on the housing waiting list (monthly)</b> HO 006	02 B	2,455 (Jun 2017)	2,812 (Jun 2018)	-	-	Review, report and recommend action where appropriate
<b>Numbers on the Housing Register (monthly)</b> HO 007	02 B	315 (Jun 2017)	318 (Jun 2018)	-	-	Review, report and recommend action where appropriate
<b>Numbers on the Housing Options Register (monthly)</b> HO 008	02 B	1,701 (Jun 2017)	1,995 (Jun 2018)	-	-	Review, report and recommend action where appropriate
<b>Numbers on the Transfer Register (monthly)</b> HO 009	02 B	438 (Jun 2017)	499 (Jun 2018)	-	-	Review, report and recommend action where appropriate







Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>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)</b> <b>DM 024</b>	02 B, 03 D, 02 A, 01 D, 01 A	84.8% (Jun 2017)	97.0% (Jun 2018)		80%	80%
<b>Non-Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative)</b> <b>DM 025</b>	02 B, 03 D, 02 A, 01 D, 01 A	0.4% (Jun 2017)	0.6% (Jun 2018)		10.0%	Less than 10%
<b>Non-Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative)</b> <b>DM 025a</b>	02 B, 03 D, 02 A, 01 D, 01 A	9 (Jun 2017)	13 (Jun 2018)	-	-	Not applicable
<b>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)</b> <b>MJ 001</b>	02 B, 03 D, 02 A, 01 D, 01 A	90.0% (Jun 2017)	92.0% (Jun 2018)		60%	60%

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative)</b> MJ 002	02 B, 03 D, 02 A, 01 D, 01 A	1.4% (Jun 2017)	0.0% (Jun 2018)		10%	Less than 10%
<b>Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative)</b> MJ 002a	02 B, 03 D, 02 A, 01 D, 01 A	1.0% (Jun 2017)	0.0% (Jun 2018)	-	-	Not applicable
<b>Income from events organised at Country Parks (quarterly cumulative)</b> LE 012	03 B, 05 B	-	£715		£1,480	£6,340 (annual)
Easter event numbers were lower than expected, due partly to the cold weather at the time and a particularly poor attendance to the Easter Trail at Bacton Wood – which we had tried to re-introduce to our events programme.						
<b>Number of pollution enforcement interventions (quarterly cumulative)</b> C 008	03 B, 03 D	6 (Q1 2017)	8 (Q1 2018)	-	-	Review, report and recommend action where appropriate
<b>Number of fixed penalty notices issued (quarterly cumulative)</b> C 009	03 B, 03 D	8 (Q1 2017)	1 (Q1 2018)	-	-	Review, report and recommend action where appropriate
<b>Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative)</b> L 006	04 A, Equality 	49,287.80 (Q1 2017)	51,289.90 (Q1 2018)	-	-	Review, report and recommend action where appropriate

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Number of Disabled Facilities Grants approved (monthly cumulative)</b> HW 004	04 B	33 (Jun 2017)	27 (Jun 2018)	-	-	Review, report and recommend action where appropriate
<b>Average Disabled Facilities Grant spend (£) (monthly snapshot)</b> HW 005	04 B	67,533 (Jun 2017)	94,252 (Jun 2018)	-	-	Review, report and recommend action where appropriate
<b>Percentage of people active in North Norfolk (annual)</b> W 001	04 C	62.1% (2016/17)	64.9% (2017/18)	-	-	Review, report and recommend action where appropriate
<b>Percentage of Freedom of Information (FOI) Requests responded to within the statutory deadline of 20 working days (monthly cumulative)</b> LS 004	05 A	98.0% (June 2017)	96.0% (June 2018)		90%	90%
<b>Number of Freedom of Information (FOI) Requests (monthly cumulative)</b> LS 004b	05 A	154 (June 2017)	216 (June 2018)	-	-	Not applicable
<b>Number of Ombudsman referral decisions (monthly cumulative)</b> PA 001	05 A	0 (Jun 2017)	1 (June 2018)	-	-	Not applicable
<b>Number of Ombudsman referral decisions successful outcomes for the Council (monthly cumulative)</b> PA 003	05 A	-	1 (June 2018)	-	-	Review, report and recommend action where appropriate





Indicator	Objective	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel	
<b>Number of compliments (monthly cumulative)</b> CS 050	05 A	1 (Q1 17/18)	6 (Q1 18/19)	-	-	Review, report and recommend action where appropriate
<b>Number of complaints (monthly cumulative)</b> CS 051	05 A	38 (Q1 17/18)	23 (Q1 18/19)	-	-	Review, report and recommend action where appropriate
<b>Number of MPs letters (monthly cumulative)</b> CS 052	05 A	60 (Q1 17/18)	77 (June 2018)	-	-	Review, report and recommend action where appropriate
<b>Average wait time (minutes) - Customer Services (monthly)</b> CS 057	05 A	5.01 (Jun 2017)	5.57 (Jun 2018)		10.0	10.0
<b>Average transaction time (minutes) - Customer Services (monthly)</b> CS 058	05 A	7.91 (Jun 2017)	10.56 (Jun 2018)		10.0	10.0
<p>The figure for the average transaction time has evidently increased. In May 2017 we introduced a new Customer Contact Management System, replacing the previous in house designed system. The configuration of the new system works differently to the old system. It records each customer individually as one regardless of the number of enquiries they have whereas the old system would allow us to record multiple transactions of one customer therefore reflecting in reduced transaction times.</p> <p>The increase in average transaction times may also be a result of BPR for example, the removal of the Duty Planning Officer facility has increased the level of support a CSA may provide a planning customer.</p>						
<b>Average wait time (minutes) - Housing Options (monthly)</b> CS 059	05 A	10.06 (Jun 2017)	5.47 (Jun 2018)		10.0	10 minutes (low is good). With the introduction of the Homelessness Reduction Act 2017 this target may need to be reviewed.










Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Percentage of customers who were quite or extremely satisfied they were dealt with in a helpful, pleasant and courteous way (quarterly) CS 053	05 A	100.0% (Q1 17/18)	96.40% (Q1 18/19)		95%	95%
Percentage of customers who were quite or extremely satisfied they were dealt with in a competent, knowledgeable and professional way (quarterly) CS 054	05 A	100.0% (Q1 17/18)	96.40% (Q1 18/19)		95%	95%
Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly) CS 055	05 A	100.0% (Q1 17/18)	90.00% (Q1 18/19)		95%	95%
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	05 A	95.60% (Q1 17/18)	96.40% (Q1 18/19)		95%	95%
Planning income (£) (monthly cumulative) DM 023	05 B	288,454 (Jun 2017)	136,411 (Jun 2018)		-	Review, report and recommend action where appropriate
Building Control income (£) (monthly cumulative) BC 001	05 B	95,133 (Jun 2017)	108,879 (Jun 2018)		95,000	380,000

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Legal Services fee income (£) (monthly cumulative)</b> LS 003	05 B	45,422 (Jun 2017)	42,466 (Jun 2018)		18,000	72,000
<b>PM 32 Average number of days revenue outstanding (Debtor Days) (monthly)</b> RB 029	05 B	17.0 (Jun 2017)	62.0 (Jun 2018)		41.0	41
£1m invoice to Norfolk County Council re: Disabled Facilities Grants raised in June and payment received in July.						
<b>Occupancy rate of Council-owned rental properties – Industrial (monthly)</b> PS 009	05 B	94.7% (Jun 2017)	94.7% (Jun 2018)		85%	85%
<b>Occupancy rate of Council-owned rental properties –Retail (monthly)</b> PS 010	05 B	71.4% (Jun 2017)	71.4% (Jun 2018)		78%	78%
Terms have been agreed for the letting of a retail unit in Sheringham that will see a vacant asset come back into use and be improved.						
<b>Occupancy rate of Council-owned rental properties – Concessions (monthly)</b> PS 011	05 B	64.3% (Jun 2017)	85.7% (Jun 2018)		90%	90%
<b>Percentage of rent arrears on all debts 90 days and over (monthly)</b> PS 008	05 B	5.0% (Jun 2017)	2.8% (June 2018)		5%	5%
<p>This performance indicator has been reviewed which has resulted in a new method being used to calculate the percentage this takes into account all let properties.</p> <p>Debt over 90 Days: £2200.00. This relates to one former tenant who has agreed a payment plan to clear his debt and is keeping up to date with monthly instalments.</p>						








Indicator	Objective	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel	
<b>Rate of Return – Industrial (annual)</b> PS 012	05 B	-	10.58% (2017/18)		New indicator. Interim target of 4% will be reviewed after six months	
<b>Rate of Return – Retail (annual)</b> PS 013	05 B	-	0.34% (2017/18)		New indicator. Interim target of 4% will be reviewed after six months	
<b>Percentage of assets that have a Stock Condition Survey rating of A-B (annual)</b> PS 014	05 B	-	Data not yet available		80%	
<b>Number of defaults issued to the waste and related services contractor (monthly cumulative)</b> C 010	05 B, 03 D	243	48	-	-	Review, report and recommend action where appropriate
<b>Number of rectifications issued to the waste and related services contractor (monthly cumulative)</b> ES 015	05 B, 03 D	191 (Jun 2017)	232 Jun 2017)	-	-	Review, report and recommend action where appropriate

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative)</b> V 001	05 B	0.0%	100.0%		70%	There were only nine important recommendations made last year. Only a small number of these not being implemented on time (3) had a large impact on the performance figure. This does not have a significant impact on services therefore to ensure the target is achievable it should be reduced from 80% to 70%.
No Priority 2 recommendations raised this quarter.						
<b>Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative)</b> V 002	05 B	100.0%	100.0%		100.0%	100%
No Priority 1 recommendations were made.						
<b>Percentage of audit days delivered (quarterly cumulative)</b> V 004	05 B	22.0%	8.0%.		10.0%	100%
The audit plan shows 17.5 days were planned to be delivered in Q1 which is 10%, therefore this is just short of the target. NN1909 Network Infrastructure and Security delivered.						
<b>Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative)</b> V 007	05 C	0.95	0.70		1.50	6

## Targets Key

For performance measures, 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.		For performance measures, where the Council has a low degree of control and moving the indicator in a positive direction will help to achieve an objective, a numerical target is not set but a direction of travel is the aim. This symbol shows whether the measure is moving in the desired direction.	
	Target achieved or exceeded		Improving compared to the same period last year
	Close to target		Close to the same period last year's result
	Below target		Worse compared to the same period last year
-	These are measures listed that show levels of activity of services delivered by the Council, provide context, or which have not yet had a target set. These measures are included here for monitoring and information purposes. No symbol is shown for these. E.g. Number of settlements that have had Broadband upgraded.		
	Signifies a target achieved that has an outcome which meets our equalities objectives.		

## Actions Key

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

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## Creation of a 'Mammoth' run event - as a marketing tool to promote the Deep History Coast

### Summary:

By creating and branding a series of runs as the 'Mammoth' runs, we will draw attention to and increase the profile of North Norfolk's Deep History Coast as well as the rest of our region. This can be achieved by showcasing the scenery en route via social media and on all race material. This is a new offer for the area, thus having the potential to attract new tourists and visitors – both day and overnight.

### Options considered:

- Run event ourselves with no external help – discounted as no expertise in this area, nor sufficient resource.
- Outsource creation and running of events to external organisation – discounted as no brand ownership.
- Partnership with specialists e.g. North Norfolk Beach Runners (NNBR).

### Conclusions:

It is considered that putting on an event such as this will not only be inherently good and help address our commitment to healthy lifestyles but will act as a promotional tool to attract visitors and promote the Deep History Coast. The event should be developed in conjunction with trusted partners to ensure most appropriate expertise and resource is devoted to the project.

### Recommendations:

It is recommended that:

- the Council put on a half marathon and marathon in year one and more events in year 2, in order to maximise potential attendees and associated economic benefits
- discussions concerning the 'Mammoth' marathon, including route appraisals, proceed to the next stage of planning in partnership with North Norfolk Beach Runners (NNBR).
- October 2019 (exact date to be confirmed) be agreed as the date for the runs and advertised as such **immediately** in running diaries/ marketing material.
- That the Head of Economic & Community Development, in liaison with the Cabinet

member for Leisure, Culture, Health & Customer Services, be authorised to agree all detailed matters relating to the preparation and planning of the event.

- That a budget of **£20,665.50** be identified from reserves to cover the maximum expected outlay for the event.

These events will bring economic benefits to local businesses in the form of additional footfall, with associated additional spend on overnight accommodation and food / drink outlets plus other local shops.

Reasons for Recommendations:

The events would promote and support the health and wellbeing of both residents and visitors.

Cabinet Member(s) Becky Palmer, Nigel Dixon	Ward(s) affected: to be confirmed
Contact Officer, telephone number and email: Sandra Portas, 01263 516208	

## 1. Introduction

- 1.1 Running is becoming an increasingly popular sport, and is the fastest growing sport across the 46 national governing bodies currently funded by Sport England. Runs take place covering a variety of distances to suit all levels of runners:
- 1k children's races
  - 5k (3.10 miles)
  - 10k (6.25 miles)
  - Half marathon (13.1 miles)
  - Marathon (26.2 miles)
  - Ultra marathon (any distance above marathon)
- 1.1 By creating and branding a series of runs as the 'Mammoth' runs, we will draw attention to and increase the profile of North Norfolk's Deep History Coast as well as the rest of our region. This can be achieved by showcasing the assets of North Norfolk via social media and on all race material. This is a new offer for the area, thus having the potential to attract new visitors – both day and overnight.
- 1.2 These events will bring economic benefits to local businesses in the form of additional footfall, with associated additional spend on overnight accommodation and food / drink outlets plus other local shops. With the event taking place in the shoulder season, we should experience a corresponding increase in visits in the off-peak season.
- 1.3 The events would promote and support the health and wellbeing of both

residents and visitors.

- 1.4 Currently, there is no 'official' county Marathon championship which takes place in Norfolk – 'official' means run according to UK Athletics rules. This means there is scope for a new flagship event to take place in North Norfolk.
- 1.5 Our research has found that the popularity of road races is growing Snetterton organised a half marathon in 2017 and 1200 people entered to run.
- 1.6 North Norfolk Beach Runners are an ideal partner for the Council to engage with to create a series of Mammoth runs. NNBR are keen to further promote running in this part of our district/county. The club currently has approximately 240 members and so has the capacity to provide sufficient volunteers and relevant race management expertise.
- 1.7 There would be ample opportunity for willing local businesses to sponsor either a particular aspect of the event or become the sponsor of the entire event. Sponsorship opportunities include amongst other items: start/finish banners and mile markers, t-shirts, medals, water/refreshments, bibs etc.
- 1.8 Typically, services such as massages / physiotherapy sessions are offered to race participants at the end of races and can be a useful way of engaging local businesses.
- 1.9 It is recommended that the Council commences with a marathon and half marathon in year one, as these are both popular events. If successful, after proving the operational side of event management in year one, we should then progress in year 2 and put on more runs which use the same route: a marathon and a half marathon, a 10k and a children's race and potentially a 5k. The reasons for this recommendation are:
  - Many people aim to run a 10k and then move up to a half marathon and then a marathon – by offering multiple distances, plus a children's race, we will attract as many people as possible. In addition, people can aim to complete a longer distance in subsequent years.
  - The marathon, the only official one in Norfolk, will be the flagship event and should receive the most press coverage. Combining it with the shorter events potentially allows other family members / running friends to participate.
  - Additional events, such as linear coast runs, a Mammoth cycle race and children's cross country race, building on the work achieved by the Sporting Centre of Excellence, can be considered as potential events in future years.
- 1.10 Maximising attendance at the event and delivering benefits to the local hospitality businesses should be the goal of event marketing. Put simply, this is the rationale for creating the event - failure to realise the benefits will mean the event is not considered to be a success.

#### **4. Implications and Risks**

The proposal set out in this report to create a series of 'Mammoth runs' is oriented towards meeting the priorities of the Corporate Plan and creating growth in the local economy by increasing visitors in the off-peak season.

The principle risk to being able to deliver these relate to the availability of staff resources and risks which will be identified and managed through the application to Safety Advisory group. Partnership working with NNBR will also be key to this project's overall success.



## 5. Financial Implications and Risks

The total cost of staging the runs depends on a variety of factors, including the number of entrants. The table below indicates the expected costs and income for two runs based on 500, 1000 and 1500 entrants. Clearly, advance high profile, targeted marketing of the event will be crucial to achieving a high number of entrants. Adverse weather will impact the number of runners and associated income levels.

	Number runners	of	Number runners	of	Number runners	of
	500		1000		1500	
Total costs	£14,375.50		£16,818.00		£20,665.50	
Total Income	£14,375.00		£28,750.00		£43,125.00	
Net Income	£29.50		£11,932.00		£22,459.50	

## 6. Sustainability

There are no specific sustainability implications arising from the recommendations in this report.

## 7. Equality and Diversity

There are no specific impacts on equality and diversity arising from the recommendations in this report.

Consideration will be given in race management to the needs of the less able – e.g. wheelchair users and visually impaired runners.

## 8. Section 17 Crime and Disorder considerations

There are no section 17 implications arising from the recommendations in this report.