

Cabinet




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24th August 2017

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber at the Council Offices, Holt Road, Cromer on **Tuesday 05 September 2017 at 10.00am**


Please note change of day

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

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

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

Emma Denny
Democratic Services Manager

To: Mrs S Arnold, Mrs A Claussen-Reynolds, Mr N Dixon, Mr T FitzPatrick, Mr J Lee, Mrs J Oliver, Mr W Northam, Miss B Palmer, Mr R Price, Ms M Prior

All other Members of the Council for information.
Members of the Management Team, appropriate Officers, Press and Public.



If you have any special requirements in order to attend this meeting, please let us know in advance
If you would like any document in large print, audio, Braille, alternative format or in a different language please contact us

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

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

(page 7)

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 03 July 2017.

3. PUBLIC QUESTIONS

To receive questions from the public, if any.

4. ITEMS OF URGENT BUSINESS

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

5. DECLARATIONS OF INTEREST

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

6. MEMBERS QUESTIONS

To receive oral questions from Members, if any.

7. CONSIDERATION OF ANY MATTER REFERRED TO THE CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE OR COUNCIL FOR RECONSIDERATION

To consider matters referred to the Cabinet (whether by the Overview and Scrutiny Committee or by the Council) for reconsideration by the Cabinet in accordance with the provisions within the Overview and Scrutiny Procedure Rules or the Budget and Policy Framework Procedure Rules.

8. CONSIDERATION OF REPORTS FROM THE OVERVIEW AND SCRUTINY COMMITTEE

To consider any reports from the Overview and Scrutiny Committee, which may be presented by the Chairman of the Overview and Scrutiny Committee, and determination of any appropriate course of action on the issues so raised for report back to that committee

9. PLANNING POLICY & BUILT HERITAGE WORKING PARTY

(page 13)

To consider the following recommendations made at the meeting of the Planning Policy & Built Heritage Working Party held on 21st August 2017:

Agenda Item 7: Norfolk Strategic Framework Consultation:

Recommendation to Cabinet that the Council submits the comments in Table 1 of this report as its response to the consultation (*amendments from the meeting of the Working Party are highlighted in red*)

Agenda Item 8: Planning for Health Protocol

Recommendation to Cabinet that the Council approves the Planning for Health Protocol

10. **BUDGET MONITORING REPORT 2017/18 – PERIOD 4** (page 23) (Appendix A – p.31) (Appendix B – p.32) (Appendix C – p.50) (Appendix D – p.57)

Summary: This report summarises the budget monitoring position for the revenue account and capital programme to the end of July 2017.

Options considered: Not applicable

Conclusions: The overall position at the end of July 2017 shows an under spend of £857,491 to date for the current financial year on the revenue account, this is currently expected to deliver a full year under spend of £91,185.

Recommendations: **It is recommended that:**

Cabinet Decision

- 1) Cabinet note the contents of the report and the current budget monitoring position;**
- 2) Recommend the release of £45,000 from previously identified Digital Transformation Funding to enable the extension of the Business Process review team leader;**

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

Cabinet member(s): Cllr W Northam
Ward member(s): All
Contact Officer: Duncan Ellis
telephone: 01263 516330
and e-mail: duncan.ellis@north-norfolk.gov.uk

11. **MANAGING PERFORMANCE Q1 2017/18** (page 59)

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 Annual Action Plan 2017/18 and progress against targets. It gives an overview, identifies any issues that may affect delivery of the plan, the action being taken to address these issues and proposes any further action needed that requires Cabinet approval.

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

Conclusions: 1. The majority of the 71 activities are on track or ahead of plan (55) and four activities have been completed successfully. Six activities are having some problems, one needs attention/ is off track and one activity is on

**Cabinet
Decision**

hold. The 71 activities reported on are 63 from the Annual Action Plan 2017/18 and eight activities from the Annual Action Plan 2016/17 that were not completed last year. Performance is being closely monitored, particularly for the activities where issues or problems have been identified (seven). Four reports have not yet been provided. These will be provided for the final version of the report. See Chart 1 below.

2. Of the 24 performance indicators where a target has been set twenty are on, above or close to target and four below target. Where assessment against the same period last year is possible (32 indicators), sixteen are improving, five are static and eleven are worsening.
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 laid out in Appendix 1 being taken by management where there are areas of concern.**
2. **That Cabinet approve the removal of the Economic Growth performance indicators J 023 and J 024 for the reasons given in Section 3 of this report.**

Reasons for
Recommendations:

To ensure the objectives of the Council are achieved.

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

Cllr T FitzPatrick
All
Helen Thomas
01263 516214
helen.thomas@north-norfolk.gov.uk

12. HORNSEA PROJECT THREE OFFSHORE WIND DEVELOPMENT (page 114)

Summary:

This report details the District Council's proposed response to the Provisional Environmental Impact Report prepared by DONG Energy in support of its proposed Hornsea Project Three offshore wind development.

Options
considered:

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

Conclusions:

That North Norfolk District Council should submit a response to the formal process of consultation being undertaken by DONG Energy in respect of its Hornsea Project Three offshore wind proposal

Recommendations:

Cabinet is asked to:-

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

Reasons for Recommendations:

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

www.dongenergy.co.uk/hornseaproject3

Cabinet Member(s) Nigel Dixon, Cabinet portfolio holder for Economic Growth Sue Arnold, Cabinet portfolio holder for Planning	Ward(s) affected:- High Heath and Corpusty
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Contact Officer, telephone number and email:

Geoff Lyon, Major Projects Manager 01263 516226; geoff.lyon@north-norfolk.gov.uk

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

13. RESPONSE TO NORTH NORFOLK CONSULTATION – CABINET REPORT (page 141)

Summary:

This report provides a response from North Norfolk District Council (NNDC) to the public consultation and engagement document published by North Norfolk Clinical Commissioning Group (NNCCG) in respect of Benjamin Court Healthcare Unit.

Conclusions:

The proposed changes to the Benjamin Court Healthcare Unit will increase specialist inpatient and

outpatient services at Benjamin Court which will benefit residents across North Norfolk.

Overall the proposals are supported although further information has been requested confirmation sought on a number of identified issues.

Recommendations: Cabinet are recommended to approve the response to the consultation document.

NNCCG are asked to formally respond to the questions raised in the response.

Reasons for Recommendations: To demonstrate that NNDC as a community leader has considered the potential impact the proposed changes will have on the resident population of North Norfolk.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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Cabinet Member(s) Cllr. Maggie Prior	Ward(s) affected All in North Norfolk
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Contact Officer, telephone number and email: Sonia Shuter 01263 516173 sonia.shuter@north-norfolk.gov.uk

14. ITTERINGHAM COMMUNITY SHOP (page 146)

Summary: The purchase of Itteringham Community Shop and adjoining house offers the Council an opportunity to maintain the Community Shop in its current location.

Options considered: Not purchasing the shop would mean that an important community asset would be lost.

Conclusions: The purchase of the community shop and house represents a prudent investment for the District Council in line with the Council's Asset Commercialisation Strategy and maintains the viability of an important community asset.

Recommendations: That Cabinet agree the purchase of Fair Meadow House and Community Shop, subject to receipt of a satisfactory survey and valuation on the terms set out in Appendix.

Reasons for
Recommendations:

Maintains an important community asset.
In line with the Council's Asset Commercialisation
Policy.

Cabinet Member(s) Cllr Judy Oliver Portfolio Holder for legal Services and Asset Commercialisation	Ward(s) affected Itteringham
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Contact Officer, telephone number and email:

Emma Duncan

Head of Legal & Democratic Services

Emma.duncan@north-norfolk.gov.uk

15. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

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

16. PRIVATE BUSINESS

CABINET

Minutes of the meeting of the Cabinet held on Monday 03 July 2017 at the Council Offices, Holt Road, Cromer at 10.00am

Members Present:

Mrs S Arnold	Mr J Lee
Mrs A Claussen-Reynolds	Mr W Northam (for items 9 and 13)
Mr N Dixon	Miss B Palmer
Mr T FitzPatrick(Chairman)	Mr R Price

Also attending:

Mrs S Butikofer	Mr B Hannah
Mr V FitzPatrick	Mr R Shepherd
Mr B Smith	Ms K Ward
Mr N Pearce	Mr J Rest
Mr R Reynolds	Mrs A Fitch-Tillett

Officers in

Attendance:

The Corporate Directors, the Monitoring Officer, the Head of Finance and Asset Management, the Policy & Performance Management Officer, the Coastal Manager, the Democratic Services Team Leader and the Democratic Services Officer.

Also in Attendance: David Bale, Eastern Daily Press

The Leader welcomed all to the meeting and explained that items 9 and 13 would be taken while the portfolio holder, Mr W Northam, was present rather than in the order they appeared on the agenda.

18. APOLOGIES FOR ABSENCE

Ms M Prior and Mrs J Oliver.

19. MINUTES

The minutes of the meeting held on 05 June 2017 were approved as a correct record and signed by the Chairman.

20. PUBLIC QUESTIONS

None

21. ITEMS OF URGENT BUSINESS

None

22. DECLARATIONS OF INTEREST

None

23. MEMBERS QUESTIONS

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

24. CONSIDERATION OF ANY MATTER REFERRED TO THE CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE OR COUNCIL FOR RECONSIDERATION

None

25. CONSIDERATION OF REPORTS FROM THE OVERVIEW AND SCRUTINY COMMITTEE

None

26. COUNCIL TAX SUPPORT WORKING PARTY

This item was introduced by the Portfolio Holder, Mr W Northam, who said it had been a good meeting.

The Council Tax Support scheme would continue unchanged for 2018/19 for the following reasons:

- a) The case load and the number of pensioners seeking support had reduced.
- b) A balanced budget for 2018 was forecast.
- c) Had an increase been recommended, consultation would have been necessary. This would have been costly.
- d) The Working Party did not consider that Cabinet would approve a recommendation for an increase in costs at a time when the Council needed to challenge all areas of spend.

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

RESOLVED

To receive the minutes of the Council Tax Support Working Party meeting of 08 May 2017

27. ANNUAL REPORT 2016/17

The report was introduced by the Leader. It outlined the key elements of the Annual Report 2016/17 to be published for discussion and eventual approval and presented the key contents of the report. The Annual Report would present the delivery of the Annual Action Plan 2016/17 and show achievement against targets.

It was proposed by Mr T FitzPatrick, seconded by Ms B Palmer and

RESOLVED

- 1) That Cabinet note the contents of this report.**
- 2) That Cabinet give authority to the Leader of the Council and the Heads of Paid Service to approve the final public version of the report.**

28. CROMER ADMIN BUILDINGS IMPROVEMENT WORKS

The report was presented by the Leader in the absence of the portfolio holder, Mrs J Oliver.

The building was 27 years old and works were required to address the roof glazing on the northern elevation of the building and also to undertake remedial works to the glulam beams. A recent energy efficiency survey had also recommended a number of improvements which would help reduce the financial costs of operating the building while also improving the carbon footprint.

The Council could continue to operate the building without undertaking these improvements in the short-term but, if not addressed, the highlighted issues would only get worse and ultimately cost more to rectify in the future.

Seconding the recommendation, Mrs S Arnold asked for a larger display cabinet for awards presented to the Council and for somewhere to display certificates.

It was proposed by Mr T FitzPatrick, seconded by Mrs S Arnold and

RESOLVED

- 1. That Cabinet delegates to the Head of Finance and Assets to procure the works as described in the report.**
- 2. That once the final tenders have been received in respect of the works that the necessary budget is drawn down from the capital programme budget, funded from capital receipts.**

29. CROMER PIER SURVEY AND WORKS

The report was presented by the portfolio holder, Mr J Lee.

Cromer Pier was an iconic landmark structure within North Norfolk, and a major tourist attraction. Due to the age and nature of the structure it was recommended that a routine survey regime should be introduced to inform capital works and repairs and maintenance requirements over the medium to long term. This was a common sense approach which should reduce the amount of money that would need to be spent on the Pier. The Council could continue with the current ad hoc survey arrangements. However it was felt that the regular survey regime being recommended would result in better asset management and ultimately lead to lower maintenance and repair costs as issues would be identified at an early stage. It was essential, due to the age of the structure and its environment, that regular inspections were undertaken along with maintenance and repairs, not only to ensure that it was safe for users but also to prolong the life of the Pier structure.

Mr R Price, seconding the proposal, agreed that it made sense to keep on top of the work.

It was proposed by Mr J Lee, seconded by Mr R Price and

RESOLVED to

- agree to fund the 5 year rolling programme of surveys and that the estimated £150k costs are financed through the use of General Reserves**
- agree to waive Standing Orders to allow consulting engineers Hemley Orrell Partnership (HOP) to be engaged to undertake the survey works**

30. PROCUREMENT EXEMPTION REQUEST

The report, which was introduced by the portfolio holder, Mr W Northam, supported the procurement exemption request which would enable the Authority to enter into a new contract with the existing supplier of the Revenues and Benefits software, associated support and maintenance, rather than going out to tender.

The existing Civica Revenues and Benefits system provided integrated functionality for the administration of Council Tax (CT), Non-Domestic (Business) Rates (BR), Housing Benefit (HB) and Council Tax Support (CTS). The system was known to the Authority and used and supported by NNDC staff including IT System Administrators, Revenues, Benefits and Customer Services staff. Since implementation, Civica had provided the required software to ensure that the Authority had not missed any key deadlines in service delivery. It was reliable and officers were experienced in its use. To change systems again, only five years following a previous conversion, would not represent good value for money.

It was proposed by Mr W Northam, seconded by Mrs A Claussen-Reynolds and

RESOLVED

To grant an exemption from contract standing orders to enable the Authority to remain with the existing supplier of the Revenues and Benefits software, this being Civica UK Ltd.

31. ENFORCEMENT BOARD UPDATE

The report was introduced by the portfolio holder, Mrs S Arnold. It provided an update for Members on the work of the Enforcement Board over the past six months and also gave an assessment of progress made by the Board on the difficult enforcement cases since its inception. It was the 9th half-yearly progress update since the Board had been in operation.

The Board had been set up to tackle difficult, often longstanding, enforcement issues and to provide an additional focus on complex Long Term Empty Homes Cases which blighted neighbourhoods across the District. Since the last update the Board had brought about a change of owner in eight of the long-term empty properties and in all cases the new owners had either commenced or committed to undertaking work to return these properties into occupation. A further five properties had been added to the Board's caseload. There has been significant progress made in all cases, which Mrs Arnold commended.

As a result of lessons learnt through the Enforcement Board activities, a new Planning Enforcement Policy had been introduced in 2016 and, at the same time, a new combined Enforcement Team was formed to deliver a more positive enforcement approach to property related Council Tax issues and Planning Enforcement cases.

Mr N Dixon, seconding the recommendation, said that he was pleased to see that the combined Enforcement Team was fully resourced. Many Parish Councils welcomed the new combined approach and the progress made with difficult issues.

Ms K Ward said that significant improvement had been achieved in some of her parishes where there had been long-standing issues. She thanked the Team and urged progress to continue throughout the summer months.

Mr B Smith expressed gratitude to the Team for the result they had achieved regarding Trafalgar Court, Mundesley. It had been an eyesore for many years but the new owners were taking an interest in the property and it looked good – enhancing the approach to Mundesley.

It was important that local Members brought any issues in their Ward to the attention of the Enforcement Board.

It was proposed by Mrs S Arnold, seconded by Mr N Dixon and

RESOLVED

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

32. DIGITAL TRANSFORMATION UPDATE & FUNDING BID FOR INFORMATION SYSTEM

The report was presented by the Leader. It provided the 7th six monthly update on progress within the Digital Transformation Programme (DTP).

Overall, the technology infrastructure improvement programme continued to progress well. Significant deliveries in this period included the new Website and the Customer Contact System, although both continued to be developed on an incremental basis.

The Business Process Review (BPR) in Planning, continued to progress, with changes to key processes being rolled out on a phased basis. Work was also progressing well on the BPR within the Environmental Health Service.

The project timelines, expenditure and expected outcomes for the Programme were on track although the Planning BPR had taken much longer than anticipated to deliver.

Ms K Ward, referring to a recent occasion when the system had gone down, asked if there was a contingency plan. The Strategic Director (NB) advised that contingency work was being done. Members would receive more information when it was in place.

It was proposed by Mr T FitzPatrick, seconded by Miss B Palmer and

RESOLVED

- 1. That Cabinet notes the progress made on the Digital Transformation Programme.**
- 2. That Cabinet approves the release of £50,000 from the previously identified Digital Transformation funding to enable procurement of a Management Information System, along with the necessary third party consultancy support.**

33. JOINT BACTON TO WALCOTT COASTAL MANAGEMENT SCHEME

The report was presented by the Portfolio Holder, Mr J Lee.

The Bacton to Walcott Coastal Management Scheme was an opportunity for NNDC to work with the Bacton Terminal Operators to protect nationally important infrastructure and benefit local communities.

The proposed scheme would use Sandscaping, a UK first, to protect the terminal and enhance the coastal management of the villages. It involved the placement of a large volume of sand on the beaches in front of the Bacton Gas Terminal and down the coast to include Bacton village and Walcott village. Over time this material is designed to erode and is expected to move in a predominantly south easterly direction, not only mitigating the loss of sediment supply, but even increasing sediment supply which had the potential to nourish beaches further down the coast. This sand is expected to increase beach levels which would extend the life of existing defences for the Villages. This is a multi-million pound scheme. Bacton Gas Terminal would fund most of it provided that the Council took the lead in the delivery of consents, procurement and construction of the scheme.

Subject to approval of the recommendations and finalisation of the agreement, there would be public drop-in events at Bacton and Walcott on 12 and 13 July 2017 to provide further information for the communities.

Officers were thanked for all the work they had done.

Mr R Price seconded the recommendations.

Mr B Smith, a local Member, said that sand was vital protection. Walcott had always suffered from flooding during storms. There was a lot of flat countryside around Walcott. The scheme had been effective in Denmark and Holland. Use of it would be a first for this country and a credit to the Council.

It was proposed by Mr J Lee, seconded by Mr R Price and

RESOLVED

- a) **To delegate authority to Corporate Director with consultation with Portfolio Holder to finalise negotiation and agree a Development Agreement with the Terminal Operators whereby NNDC is the lead partner for the delivery of the scheme.**
- b) **To delegate authority to Corporate Director with consultation with Portfolio Holder to negotiate and agree a position with The Crown Estate and any other asset owners as required for the delivery of the scheme.**
- c) **To agree to appoint personnel resources as appropriate for the delivery of the scheme, funded via Environment Agency Grant in Aid.**
- d) **Commence the process for tendering the construction contracts with appointment subject to Development Agreement conditions precedent being delivered.**

The meeting ended at 10.30 am

Chairman

Norfolk Strategic Framework Consultation

Summary: Provides an overview of the Norfolk Strategic Framework which has been published for consultation and seeks to agree this Authorities response.

Conclusions:

Recommendations: **Recommendation to Cabinet that the Council submits the comments in Table 1 of this report as its response to the consultation.**

Cabinet Member(s)	Ward(s) affected - All
Contact Officer, telephone number and email: Mark Ashwell, 01263 516325, mark.ashwell@north-norfolk.gov.uk	

1. Introduction

- 1.1 When preparing Local Plans the Authority is subject to a number of legal and regulatory requirements. Amongst these each Planning Authority must discharge a legal duty to co-operate with neighbouring authorities in relation to strategically important land use issues which cross administrative boundaries. The result of such co-operation is expected to be better planning outcomes.
- 1.2 The Norfolk Authorities have a strong track record of working together with perhaps the best example being the preparation of a single Local Plan to cover Norwich, Broadland and South Norfolk planning authority areas. In 2015 a formal duty to co-operate Members Forum was established with Terms of Reference to ensure that the duty to co-operate was effectively discharged. All authorities in Norfolk including the County Council participate in the forum which is supported via an officer team drawn from the Authorities. The forum sought and gained agreement from each of the partner authorities to prepare a Strategic Framework document.
- 1.3 A first draft of the Framework has now been published for an eight week period of public consultation following which it will be amended and offered to each authority for formal agreement. The consultation document is available here: (<https://www.north-norfolk.gov.uk/info/planning-policy/emerging-local-plan/background-policy-evidence-pages/norfolk-strategic-framework-nsf/>).

2. The Norfolk Strategic Framework (NSF)

- 2.1 The Norfolk Strategic Framework (NSF) is a document that is being produced by all the planning authorities in Norfolk, together with the involvement of relevant bodies such as the Environment Agency. The intention is that the

framework sets out guidelines for strategic planning matters across the County, and beyond, and demonstrates how the authorities will work together under the Duty to Co-operate through a series of potential agreements on planning related topics. The draft framework has been put together by officers from the authorities, under the oversight of a member level group comprising representatives from all the authorities. The Council representative is the Planning portfolio-holder, Cllr Sue Arnold.

2.2 Although the Framework will not be a statutory planning document, it will set out strategic matters to be taken account of in the production of Local Plans. Consequently, it is subject to a public consultation that commenced on 1st August 2017 and runs to 22nd September 2017. The results of this consultation will then be considered by the NSF group and the document amended accordingly. It is envisaged that each Council will then approve the final framework, and it will then be used to guide the lpa's in their strategic planning work. It is also envisaged that the framework will be monitored and reviewed as necessary in the following years.

2.3 The Framework sets out a proposed *Spatial Vision* and *Shared Objectives* for the Norfolk authorities, having regard to the main spatial planning issues of population growth, housing, economy, infrastructure and environment. Related to these, a number of proposed *Agreements* explain how the local planning authorities will seek to deal with the matters through their spatial planning role. Therefore, although the Framework is not a planning document in its own right, it can be seen as a guide for future planning work.

2.4 The framework includes:

- A high level vision for the future development of the County over the next 20-30 years.
- Four topic based high level objectives covering the economy, housing, the environment, and infrastructure.
- Around 20 separate draft agreements that each Council is being asked to sign up to.

2.5 In addition the document describes the spatial characteristics of the County drawing on and summarising a range of previously published, and specifically prepared, evidence.

3. The Agreements.

3.1 The document asks that each planning authority in the County signs up to a number of agreements. These are intended to ensure that the Planning Authorities work closely together where it is desirable to do so. In summary the agreements are:

Agreements 1-3 – That the Norfolk planning authorities will plan to a common plan period extending to at least 2036 and in producing Local Plans they will seek to contribute towards the shared vision and objectives as outlined in the Framework.

Agreement 4. - That the Norfolk Authorities agree to prepare and maintain a consistent evidence base in relation to housing needs in three separate Housing

Agreements 5, 6 and 7 – That outside of the greater Norwich Authorities (Norwich City, South Norfolk, and Broadland) each planning authority will continue to prepare separate Local Plans.

Agreement 8 – That the focus for economic investment in the County will be on what are called the ‘Tier One’ Employment sites.

Agreement 9- That Local Plans will be prepared having regard to cross boundary infrastructure issues.

Agreements 10 -17 – That each Local Plan will aim to address all housing needs (OAN) plus a buffer of 10%; that housing need in the Broads will be addressed by the adjacent authorities if the Broads Plan does not meet need; that Norwich, South Norfolk and Broadland will address the housing requirement arising from the City Deal within their areas (this results in the setting of higher housing targets, dealt with via a buffer, to ensure that the aspirational jobs growth targets included in the City Deal are matched with sufficient homes to accommodate workers); each authority will quantify and plan for the delivery of specialist types of accommodation for gypsies, students and the elderly together with the identified need for affordable homes; that housing capacity will be assessed using a common methodology; and finally, further measures will be taken to improve delivery rates of new housing development.

Agreement 18 – That the Authorities endorse the Planning for Health Protocol (see separate item on Agenda).

Agreement 19 – That the planning authorities will work together to produce a County wide Green Infrastructure (GI) strategy.

Agreement 20- That the Authorities will work together to develop a combined approach to the roll out of the supporting infrastructure for 5G mobile technology.

4. Consultation Response

4.1 As part of the current consultation each of the planning authorities is being asked to formally endorse the Framework. Suggested consultation responses are attached in Table 1.

5. Financial Implications

5.1 None

6. Legal Implications

6.1 Preparation of the Framework is part of a legal duty to co-operate when preparing Local Plans. Failure to discharge this duty represents a major risk to adoption of a new Local Plan for the District. Failure to meet the requirements of the duty to co-operate has resulted in several plans failing at local plan examinations. Such failures result in significant delays to Local Plan production.

7. Recommendation to Cabinet

That the Council welcomes and supports the production of the Framework document and indicates its overall support for the Vision, Objectives and the Agreements it contains subject to further consideration of the comments in Table 1.

Table 1. Recommended Response to Consultation

Section of Framework	Explanation and Officer Comments	Suggested Formal Response to Consultation <i>from Working Party</i>
Specific Agreements		
<p>Agreements 1-3 - That the Norfolk planning authorities will plan to a common plan period extending to at least 2036 and in producing Local Plans they will seek to contribute towards the shared vision and objectives as outlined in the Framework.</p>	<p>Across the County existing Local Plans run to a variety of end dates and are prepared on widely different timetables and intervals. There is considerable practical merit in more closely aligned plan periods as it allows for the preparation of up to date evidence over wider geographical areas covering a consistent time period. For example, all the Councils are currently engaged in preparing a new Strategic Flood Risk Assessment for the County to inform the next round of Local Plans. This not only allows for more consistency of approach but joint procurement of such work is also significantly more cost effective.</p> <p>The overall Vision and Objectives included within the framework relate to the whole County and consequently are relatively high level, aspirational and somewhat generic in nature. They nevertheless encompass the important strategic land use issues which will influence future development in the County and would align closely with the likely objectives of the emerging Local Plan for the District.</p> <p>The suggested Vision states:</p> <p>“By the middle of the 21st century Norfolk will be increasingly recognised nationally for having a strong and vibrant economy providing high quality economic opportunities for residents in urban and rural areas. Its settlements and key infrastructure will be physically</p>	<p>That the Council supports better alignment of Local Plan production.</p> <p>That no objection is raised to the shared vision and overarching objectives although further consideration could be given to making these more specific to Norfolk. In this regard some reference to important strategic considerations such as the process of coastal change, the AONB and the importance of market towns in rural areas would be welcomed.</p> <p><i>That ‘safeguarding and enhancement of current assets and networks’ is changed to ‘preservation and enhancement of designated built and natural environments’</i></p> <p><i>That consideration is given to changing ‘in socially inclusive communities’ to ‘vibrant, healthy and socially inclusive communities’</i></p>

	<p>resilient to the impacts of climate change. The natural and built environments will be enhanced through the regeneration of settlements, safeguarding and enhancement of current assets and networks, improving both biodiversity and the quality of life for residents. Housing needs will be met in full in socially inclusive communities. The County will be better connected by having good transport links to major cities in the UK and Europe and excellent digital connectivity. A good relationship between homes and jobs will minimise the need to travel and residents will have choice about how they meet their demand for local travel.”</p> <p>Allied to this Vision the headline Objectives are to realise the economic potential of the County, reduce greenhouse gases, address all housing needs, improve quality of life and, improve and protect the environment.</p>	
<p>Agreement 4. - That the Norfolk Authorities agree to prepare and maintain a consistent evidence base in relation to housing needs in three separate Housing Market Areas. This will include the joint commissioning of Strategic Housing Market Assessments or similar needs based assessments when updates are required.</p>	<p>North Norfolk currently commissions joint needs assessments with the five District Councils covering what is called the Central Norfolk Housing Market Area. This arrangement has worked well and as with other types of evidence the joint commissioning process as realised significant efficiencies.</p>	<p>That North Norfolk welcomes the on-going commitment to the joint preparation of such studies.</p>
<p>Agreements 5, 6 and 7 – That outside of the greater Norwich Authorities (Norwich City, South Norfolk, and Broadland) each planning authority will continue to prepare separate Local Plans.</p>	<p>There is no requirement for Local Plans to be prepared for single Local Authority areas but for practical reasons and accountability there is good reasons for North Norfolk to continue to prepare its own Local Plan. It might be argued that joint plans could be prepared covering parts of Kings Lynn and Broadland District Council areas as the land use issues in this predominantly rural area are likely to be</p>	<p>That North Norfolk supports these Agreements.</p>

	<p>similar. Preparation of separate Local Plans does not preclude closer working, the development of common approaches to particular issues, or the redistribution of development across administrative boundaries should this prove to be necessary. A number of the later agreements in the framework will ensure that more effective and closer working takes place as the next round of Local Plans progress through their preparation processes.</p>	
<p>Agreement 8 – That the focus for economic investment in the County will be on what are called the ‘Tier One’ Employment sites (only Scottow Enterprise Park lies partly within North Norfolk)</p>	<p>Whilst it is considered right that there is a focus on the Tier One sites which have a large number of employees and potential for ‘higher value’ growth it is considered that this agreement is too narrowly focussed on employment land and runs the risk of disinvestment elsewhere particularly in the more rural parts of the County.</p>	<p>Does not support this agreement as currently drafted – As a minimum it is considered that this Agreement should be broadened to make reference to the importance of other areas of the local economy such as strengthening the role of market towns, tourism and other rural growth sectors. This breadth in the economy is reflected elsewhere in the Framework document and should follow through into a revised Agreement.</p> <p>That North Norfolk objects to this agreement as currently drafted. The agreement fails to reflect the importance of key sectors in the rural economy and places too much emphasis on the tier one employment sites. Any revised agreement should include economic investment in tourism, town centres, health and social care, and supporting a vibrant the rural economy. Some reference to the tier one sites is not inappropriate but this should be acknowledged as only part of a wider</p>

		economic strategy which accurately reflects the rural nature of much of norfolk.
Agreement 9- That Local Plans will be prepared having regard to cross boundary infrastructure issues.	This Agreement is intended to ensure that the impacts of growth on infrastructure and services are fully considered and take proper account of all growth even where it is beyond individual District Council boundaries.	<p>AgreedNo objection but North Norfolk is concerned that the agreement does not go far enough and says little about 'how' investment in key infrastructure will be planned alongside the growth that will be proposed in Local Plans.</p> <p>It would be helpful if this agreement or a new Agreement could say how the authorities would collectively seek to influence government, utility providers, the LEPs and others to ensure supporting infrastructure is provided.</p>
Agreements 10 -17 – That each Local Plan will aim to address all housing needs (OAN) <u>plus a buffer of 10%</u> ; that housing need in the Broads will be addressed by the adjacent authorities <u>if</u> the Broads Plan does not met need; that Norwich, South Norfolk and Broadland will address the housing requirement arising from the City Deal within their areas (this results in the setting of higher housing targets, dealt with via a buffer, to ensure that the aspirational jobs growth targets included in the City Deal are matched with sufficient homes to accommodate workers); each authority will quantify and plan for the delivery of specialist types of accommodation for gypsies, students and the elderly together with the identified need for affordable homes; that housing capacity will be assessed using a common	<p>These housing agreements closely reflect the requirements of national guidance and are designed to ensure that sufficient homes of the right type are provided for across the County. The suggested Agreement to add a 'buffer' of 10% is a practical measure to ensure that there is a greater prospect of required housing targets being met and reflects the difficulties that some authorities have experienced in maintaining five year land supplies. Government has indicated an intention to consult on a new national methodology for assessing housing needs and the final draft of the framework should reflect on this, which might itself include requirements for buffers, before formally committing the Authorities to a 10% buffer.</p> <p>The Framework stops short of suggesting where the required growth should be located as this has rightly been identified as a matter for individual Local Plans to address.</p>	That a formal decision to commit to providing a 10% buffer on housing targets should not be made until such time as the implications of the proposed revisions to the establishment of Objectively Assessed Housing Needs are clear.

<p>methodology; and finally, further measures will be taken to improve delivery rates of new housing development.</p>	<p>The assessed housing needs of the Broads Authority area are very modest (approx. 13 dwellings per year) and should it prove necessary to provide for this growth in North Norfolk (which is very unlikely) this would raise no strategically significant issues. The Broads Local Plan intends to address the housing needs of the area in full.</p>	
<p>Agreement 18 – That the Authorities endorse the Planning for Health Protocol (see separate item on Agenda).</p>	<p>This establishes processes for more joined up working between health and planning when preparing plans and determining planning applications.</p>	<p>Agreed as an interim document but consider that early review should be considered to emphasis the role of private providers and new models of service delivery particularly in the field of residential care and assisted living. There should be an on going commitment to keep growth forecasts under regular review.</p>
<p>Agreement 19 –That the planning authorities will work together to produce a County wide Green Infrastructure (GI) strategy.</p>	<p>The production of Green Infrastructure Strategies is a requirement of National Planning Policy. Such Strategies are likely to include the approach to managing visitor pressures on sensitive wildlife sites, recreational access to the Countryside, the protection and enhancement of ecological networks and how development might contribute towards these. As such issues cross the administrative boundaries of authorities a shared approach is to be welcomed.</p>	<p>Agreed Agreed provided that the supporting text emphasises how green infrastructure underpins the tourism economy and the health and well being of residents and visitors alike.</p>
<p>Agreement 20- That the Authorities will work together to develop a combined approach to the roll out of the supporting infrastructure for 5G mobile technology.</p>	<p>5G Broadband technology will be a wireless system and is likely to require significant investment in base stations (masts). This agreement is intended to commit the authorities to the production of shared best practice and improved relationships with the broadband service providers.</p>	<p>Agreed Support subject to any combined approaches relating to all internet/mobile technology rather than being focussed solely on 5G</p>

Planning for Health Protocol

Summary: Seeks to agree the introduction of a new engagement Protocol between Local Planning Authorities and Health Organisations in Norfolk.

Conclusions:

Recommendations: **Recommendation to Cabinet that the Council approves the Planning for Health Protocol**

Cabinet Member(s)	Ward(s) affected - All
Contact Officer, telephone number and email: Mark Ashwell, 01263 516325, mark.ashwell@north-norfolk.gov.uk	

1. Introduction

- 1.1 Work on the Planning in Health: *An Engagement Protocol between Local Planning Authorities, Public Health and Health Sector Organisations in Norfolk* has been on-going since 2015. It has been prepared jointly by a team of Planning Officers and Health Practitioners including staff from each of the Norfolk Clinical Commissioning Groups (CCGs). All Norfolk planning authorities are being asked to endorse the Protocol.
- 1.2 The Planning in Health Protocol seeks to explain the relationship between land-use planning and public health, giving an overview of the planning system to health professionals and an overview of health service commissioning structures to land-use planners. It includes mutual commitments to discuss development-related pressures on healthcare services through the preparation of Local Plans and the determination of planning applications. The Protocol also includes NHS England giving the opportunity for monitoring how population change from housing development could have an impact on all aspects of acute and primary care services across Norfolk.
- 1.3 The Protocol seeks for health professionals and town planners to work together to secure land or funding for new healthcare facilities required as a result of new development. (via the Section 106 or CIL process). To assist with such negotiations, appended to the Protocol is population modelling data to give an indication of future healthcare requirements for Norfolk. This modelling is expected to change over time as housing targets in the next round of Local Plans emerge. Based on each CCG area, projections are given on future demand for acute hospital beds, intermediate care beds, and the numbers of General Practitioners required. The population increases are modelled on low, medium and high scenarios for house-building rates, reflecting the uncertainty as to how economic conditions might affect the house-building industry in coming years.

- 1.4 A second appendix to the Protocol is a *Health Planning Checklist* that consists of six place-making themes. Use of the Checklist is not intended to be mandatory, it is simply made available to all practitioners as a convenient 'tool' to appraise development schemes in advance of, or at the point of, making a planning application.
- 1.5 All Planning Authorities in Norfolk have been asked to agree the Protocol as part of their adoption of the Norfolk Strategic Framework (see separate report). From a health services perspective, it is intended that each Norfolk CCG will agree to the Protocol via its Governing Body, and NHS England will give senior officer support to the Norfolk Protocol.

2. Summary of Undertakings from the Planning in Health Protocol

2.1 The main commitments in the Protocol are:

- For planning authorities to meet at least twice a year with the CCG colleagues to discuss and agree ways in which town planning and healthcare challenges can be met.
- For planning authorities to add CCG colleagues to the list of organisations consulted on major planning applications of 50 dwellings or more, and for care homes, housing for the elderly, student accommodation and loss of open space. (this already occurs in North Norfolk)
- With colleagues from Public Health Norfolk, to model how house-building projections could affect population change and the consequent demand on healthcare services. This process is already undertaken by each Council on behalf of the Education Authority to assist with annual school place forecasting and is a process which could usefully be extended to a number of service providers including health.
- To use the Healthy Planning Checklist, as deemed appropriate, to assess the quality of forthcoming development schemes.

3. Legal Implications and risks

None

4. Financial Implications

Introduction of the Protocol would have very minor resource implications in terms of staff time but in many respect reflects best practice which is already occurring. There are no financial implications.

5. Recommendation

- 1. Recommendation to Cabinet that the Council approves the Planning for Health Protocol for use when preparing Local Plans and determining planning applications.**

Background Papers.

Planning for Health Engagement Protocol 2017 (attached)

BUDGET MONITORING REPORT 2017/18 – PERIOD 4

Summary: This report summarises the budget monitoring position for the revenue account and capital programme to the end of July 2017.

Options considered: Not applicable

Conclusions: The overall position at the end of July 2017 shows an under spend of £857,491 to date for the current financial year on the revenue account, this is currently expected to deliver a full year under spend of £91,185.

Recommendations: **It is recommended that:**
 1) **Cabinet note the contents of the report and the current budget monitoring position;**
 2) **Recommend the release of £45,000 from previously identified Digital Transformation Funding to enable the extension of the Business Process review team leader;**

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

System budget monitoring reports

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

1. Introduction

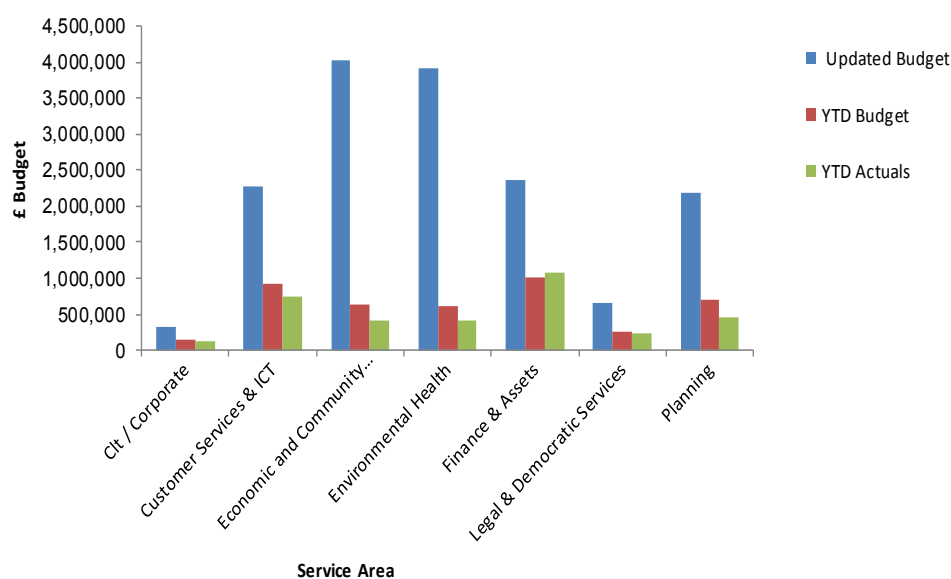
This report compares the actual expenditure and income position at the end of July 2017 to the Updated budget for 2017/18. The Original Base Budget as agreed by Full Council in February 2017 has been updated by approved budget virements.

1.2 The base budget for 2017/18 included savings and additional income totalling £558,300 to be delivered in the year. Section 3.1 of this report includes an updated position on the delivery of these.

2. Budget Monitoring Position – Revenue Services

2.1 The General Fund Summary at Appendix A shows the high level budget monitoring position at 31 July 2017 which shows a year to date variance of £857,491 underspend against the updated budget. Of the under spend £805,273 is in relation to the service variances. Graph 1 below illustrates these variances per service area and Appendix B provides further details of the individual service variances. A net £52,218 underspend is in relation to non-service expenditure against the profiled budget. Details of these variances are included within section 4.

Graph 1 - Variance by Service area



2.2 Variances are reported against the updated budget in Appendix A. Any budgets and reserves affected will be updated accordingly.

2.3 The following table shows the over/under spend to date for the more significant variances, this is compared to the updated budget.

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget £	Estimated Full Year Variance Against Updated Budget £
Economic and Community Development		
Car parking – The variance at Period 4 relates to additional income. £13,294 car park ticket income and £21,813 from concessions such as ice cream retailers. A full year surplus of £35,000 is estimated at this time but the position will be closely monitored and an update given as part of the period 6 monitoring statement.	(34,594)	(35,000)
Parks and open Spaces – Contract invoices	(39,539)	0

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget £	Estimated Full Year Variance Against Updated Budget £
awaited in relation to grounds maintenance.		
Sports Centres – Provision in relation to 2016/17 Hall hire not yet offset by expenditure.	(24,170)	0
Foreshore Community – Invoices not received relating to the cleansing contract.	(21,654)	0
Cromer Pier – Insurance claim relating to the January 2017 Storm surge has not yet been settled.	26,434	0
Housing (Health and Wellbeing) – The Council terminated its contract with South Norfolk District Council on 1 March 2017. South Norfolk District Council refunded the excess income of £35,441 generated by the Home Improvement Agency Service to that date; this covered excess income generated in 2015/16 and 2016/17. This excess income will be used to offset the ongoing costs of the Home Improvement Agency Officer who joined the Council's employment on 1 March 2017 following a TUPE process and to support the work of the Integrated Housing Adaptations Team (IHAT) including a contribution towards the costs of the Countywide IHAT Co-ordinator.	(40,492)	0
Housing Strategy – The current monitoring position shows a favourable variance of £47,303 in relation to receipts received under the Councils VAT sharing agreement with Victory Housing Association. No full year effect has been included as any surplus will be met by an increased contribution to the capital projects reserve.	(55,592)	0
Customer Services and ICT		
Local Taxation – The revenues service has drawn down a grant of £50,000 from Norfolk County Council in relation to additional costs associated with the administration of changes to Council tax discounts. This will be used to fund additional resources to support the service.	(73,854)	0
Homelessness – The council has received an additional grant from the Department for Communities and Local Government in relation to Homelessness support. This grant of £82,813 will be used to promote homelessness prevention activities and support the Housing Options team.	(81,917)	0
Digital Transformation – The year to date variance relates to the one year extension to the Environmental Health Business Process Review	21,945	0

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget £	Estimated Full Year Variance Against Updated Budget £
Team leader post. See paragraph 2.4 below.		
Environmental Health		
Waste Collection and Disposal – (£332,859) Monthly invoices to Kier not processed; (£48,879) Invoices for commercial waste not paid - no data provided by Norfolk County Council. £300,621 Income expected from Kier for garden bins and bulky collections not received - no data provided; (£55,813) Additional income from trade waste customers.	(139,012)	(35,000)
Cleansing – £59,988 Purchase of 12 solar powered bins; (£94,089) Kier contract payment and creditor provision made for contract variations in 2016/17 not processed; £3,229 repair and maintenance for bin stores. (£33,366) Contributions for solar powered compactor bins and additional income from dog and litter bins.	(65,740)	20,000
Finance and Assets		
Admin Building Services – The majority of this variance relates to repairs and maintenance works at Cromer Office, including carpet fitting, upgrading wiring and car park repairs. The majority of this work will be funded from the Asset Management Reserve.	22,522	10,000
Investment Properties – £19,018 of the variance reported here relates to the storm surge insurance claim which has been submitted but not yet settled by the council's insurers. A further £13,448 relates to electricity recharges not yet received.	37,790	0
Planning		
Development Management – £18,817 Costs associated with the Sculthorpe appeal and public enquiry have exceeded the original estimate approved from the General Reserve. (£106,009) Planning income from application fees and professional advice is currently above the profiled budget, this is largely due to an application fee received for a major housing development in Fakenham. A surplus of £50,000 is estimated at this time but the position will be closely monitored and an update given as part of the period 6 monitoring statement.	(84,919)	(50,000)
Planning Policy – Slippage in the spending profile for the Local Plan Review expenditure; these costs are funded from the New Homes Bonus reserve and any full year effect will be negated by a transfer	(93,296)	0

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget £	Estimated Full Year Variance Against Updated Budget £
to/(from) this reserve.		
Property Information – Part of this favourable (£16,028) variance relates to invoices received from Norfolk County Council in relation to 16/17 search fees being less than estimated. Land Charge search fee income is up against the profiled budget (£27,828). Any net surplus on the land charges service are ring-fenced and considered when reviewing the level of fees set.	(43,393)	0
TOTALS	(689,481)	(90,000)

2.4 Environmental Health Business Process Review (BPR) – The BPR of the Environmental Health Service area commenced in October 2016 and since that time there has been a detailed and comprehensive examination of the business process’ within the different teams that comprise the service. The current service has been analysed and the initial phases of improvement in the service and efficiencies identified, based upon operational and early benefits realisation. In order for this work to continue, this report is requesting the release of monies previously earmarked for the Digital Transformation project to provide funding for staff supporting the Environmental Health Business Process Review. An amount of £45,000 is requested to fund a 1 year contract extension for the team leader, to be taken from the Invest to Save Reserve.

2.5 Kier Contract - Within the overall cost of service underspend of £805,273 invoices totalling £356,919 are due to be paid to Kier for the monthly contract fee. In addition, there are a number of charges that are potentially payable to Kier for which budget provision and/or accruals have been made. However, invoices are yet to be received for these items. We do not anticipate a full year effect at this stage.

2.6 Storm Surge - In January 2017 the North Norfolk coast was hit by a storm surge. A provision was made in the last financial year to reclaim some of the expenditure incurred through the Councils insurance policy. Currently the provision of £85,340 is showing as an overspend split across the affected services e.g. the Cromer Pier. The insurance claims have now been submitted to Zurich Municipal and the invoices are with the loss adjusters.

3 Budget Monitoring Position – Savings and Additional Income

3.1 The budget for 2017/18 includes savings and additional income totaling £558,300. The detail for each of these savings is included at Appendix D. Table 2 below summaries the current position for each of the work streams compared to the budgeted position. The current projection is that all savings

are on target to be achieved. This position will continue to be monitored and an update will be provided as part of the P6 monitoring report.

Table 2 – Savings and Additional Income Budgeted Target for 2017/18 split by work stream	2017/18 Base Budget £	2017/18 P4 Monitoring Position £	2017/18 Movement from the Base Budget at P4
Growth – New Homes and Business Rates	0	0	0
Digital Transformation	(134,569)	(134,569)	0
Property Investment and Asset Commercialisation	(27,815)	(29,000)	(1,185)
Shared Services and Selling Services	(26,800)	(26,800)	0
Collaboration and Localism	0	0	0
Maximising Income and Reducing costs	(88,211)	(88,211)	0
Other Efficiencies and Savings	(280,905)	(280,905)	0
Total	(558,300)	(559,485)	(1,185)

4 Non Service Variances to Period 4 2017/18

Investment Interest

- 4.1 The interest budget for 2017/18 anticipates that a total of £837,200 will be earned from treasury investments and interest on loans to Broadland Housing Association. Overall an average balance of £32.2m is assumed, at an average interest rate of 2.6%.
- 4.2 At the end of period 4, a total of £265,512 had been earned, resulting in a deficit against the year to date budget of £14,318. The rate of interest achieved was 2.0% from an average balance available for investment of £39.5m.
- 4.3 The loans to Broadland Housing Association under the Local Investment Strategy are now anticipated to be made at the end of September. The budget assumed the loans would be place at the start of 2017/18. Against this, however, balances available for investment have been higher than anticipated.
- 4.4 The uncertainty surrounding the UK's exit from the European Union means investment returns are likely to remain low. The Bank of England bank rate remains very low at 0.25% with very little prospect of an increase. In order to maximise investment return in this environment, the Council has transferred £5m from the liquidity money market funds into pooled funds, with the intention of retaining these for at least 3-5 years. This is in line with the current Treasury Management Strategy, and advice from the Council's Treasury advisors, Arlingclose.
- 4.5 The income return from the LAMIT pooled property fund has been maintained and this is anticipated to continue. Rental income from the properties in the fund are expected to remain steady, even though there is likely to be a degree of volatility in the value of the fund.

4.7 Retained Business Rates

At the end of period 4 there is a favourable variance of £65,934 on the Business Rates Retention Scheme. This is due to the first instalment of Central Government grant of £263,734 towards the cost of reliefs which will be given to business rate payers under the Discretionary Relief Scheme. The grant enables local authorities to devise a scheme to assist businesses that are facing rising bills as a result of the 2017 revaluation.

There will be no variance at the year-end as the scheme will be devised to pay out the grant in full in 2017/18.

5 Budget Monitoring Position – Summary

5.1 The following table provides a summary of the full year projections for the service areas.

Table 3 - Summary of Full Year Effects 2017/18	Estimated Movement From Updated Budget £
Service Areas (Table 1)	(90,000)
Investment Interest	0
Savings and Additional Income	(1,185)
Total	(91,185)

6 Budget Monitoring Position – Capital

6.1 Members were provided with an updated capital programme for both the current and future years as part of the 2016/17 Outturn Report to Cabinet in June 2017. The Capital Programme has been updated to reflect changes agreed in the first quarter of 2017/18 and can be found at Appendix C.

6.2 Changes since the last update at outturn:

- £14,000 of funding from the Capital Receipts Reserve was agreed under delegated authority to support remedial works at Elsdon Close, Holt.
- £50,000 has been agreed by Cabinet (3rd July meeting) to be released from previously allocated funding for Digital Transformation from the Invest to Save Reserve to support the procurement and implementation of a new Management Information System.
- £500,000 has been allocated from Capital Receipts to fund Capital works on the Deep History Coast project, including a trail and improved facilities; this was agreed by Full Council on 21st June 2017.
- £20,000 has been allocated from Capital Receipts (agreed by Cabinet on 8th May) to fund IT changes to the Housing Allocation Scheme.

7 Conclusion

- 7.1 The revenue budget is showing an estimated full year under spend for the current financial year of £91,185. The overall financial position continues to be closely monitored and it is anticipated that the overall budget for the current year will be achieved.

8 Financial Implications and Risks

- 8.1 The detail within section 2 of the report highlights the more significant variances including those that are estimated to result in a full year impact.
- 8.2 The Original base budget for 2017/18 included service savings and additional income totalling (£558,300); these are largely still on target to be achieved although there will be some impact in future years where the timescales have slipped. The progress in achieving these is being monitored as part of the overall budget monitoring process and where applicable corrective action will be identified and implemented to ensure the overall budget remains achievable.
- 8.3 The estimated outturn shown in Table 1 will continue to be monitored during the year and where applicable will be transferred to reserves.

9 Sustainability - None as a direct consequence from this report.

10 Equality and Diversity - None as a direct consequence from this report.

11 Section 17 Crime and Disorder considerations - None as a direct consequence from this report.

General Fund Summary P4 2017/18

	Full Year Updated Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget
	£	£	£	£	£	£
Net Cost Of Services						
Clit / Corporate	315,677	137,723	127,704	(10,019)	24,548	163,425
Customer Services & ICT	2,271,632	924,326	748,293	(176,033)	251,598	1,271,741
Economic and Community Development	4,033,597	629,819	410,101	(219,718)	1,330,396	2,293,100
Environmental Health	3,919,309	622,350	417,798	(204,552)	2,659,810	841,702
Finance & Assets	2,371,027	1,017,167	1,078,756	61,589	514,355	777,917
Legal & Democratic Services	655,985	256,392	235,033	(21,359)	16,940	404,012
Planning	2,176,642	702,422	467,240	(235,182)	177,158	1,532,244
Net Cost Of Services	15,743,869	4,290,199	3,484,926	(805,273)	4,974,804	7,284,139
Non Service Expenditure/Income						
Precepts to Parish Councils	2,079,492	1,039,746	1,039,761	15	0	1,039,731
Capital Charges	(2,558,242)	(852,744)	(852,740)	4	0	(1,705,502)
Refcus	(1,088,121)	0	0	0	0	(1,088,121)
External Interest Paid	2,500	832	36	(796)	0	2,464
Interest Receivable	(834,940)	(280,707)	(266,214)	14,493	0	(568,726)
Revenue Financing For Capital	1,780,776	0	0	0	0	1,780,776
Retirement Benefits	259,287	0	0	0	0	259,287
Net Operating Expenditure	15,384,621	4,197,326	3,405,769	(791,557)	4,974,804	7,004,048
Contributions to/(from) Reserves						
Capital Projects	(777,333)	0	0	0	0	(777,333)
Asset Management	901,531	0	0	0	0	901,531
Broadband	(1,000,000)	0	0	0	0	(1,000,000)
Communities	317,441	0	0	0	0	317,441
Elections	40,000	0	0	0	0	40,000
Enforcement Works	88,237	0	0	0	0	88,237
Environmental Health	(5,619)	0	0	0	0	(5,619)
Grants	(24,272)	0	0	0	0	(24,272)
Housing	(58,084)	0	0	0	0	(58,084)
New Homes Bonus	(86,692)	0	0	0	0	(86,692)
Planning	(123,485)	0	0	0	0	(123,485)
Restructuring and Invest to Save	(112,356)	0	0	0	0	(112,356)
General Reserve	(83,837)	0	0	0	0	(83,837)
Amount to be met from Government Grant and Local Taxpayers	14,460,152	4,197,326	3,405,769	(791,557)	4,974,804	6,079,579
Collection Fund Parishes	(2,079,492)	(727,821)	(727,821)	0	0	(1,351,671)
Collection Fund District	(5,520,427)	(1,932,148)	(1,932,148)	0	0	(3,588,279)
Retained Business Rates	(3,841,000)	(1,581,674)	(1,647,608)	(65,934)	0	(2,193,392)
Revenue Support Grant	(936,035)	(336,973)	(336,973)	0	0	(599,062)
New Homes Bonus	(1,694,986)	(851,033)	(851,033)	0	0	(843,953)
Rural Services Delivery Grant	(388,212)	(194,106)	(194,106)	0	0	(194,106)
Income from Government Grant and Taxpayers	(14,460,152)	(5,623,755)	(5,689,689)	(65,934)	0	(8,770,463)
Surplus/Deficit	0	(1,426,429)	(2,283,920)	(857,491)	4,974,804	(2,690,884)

Service Area Summaries P4 2017/18

Clt / Corporate

Account Name	Full Year Updated Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Human Resources & Payroll							
Gross Direct Costs	311,467	103,836	94,141	(9,695)	22,278	195,047	(£2,784) - Salaries and oncosts lower than anticipated. Temporary staff are to be recruited, so there will be no full year effect. (£9,984) - Corporate training costs yet to be incurred. A full training programme will be delivered following information gathered from the appraisals process.
Gross Direct Income	(1,000)	(332)	(1,126)	(794)	0	126	No Major Variances.
Support Service Charges	(310,467)	(103,488)	(103,488)	0	0	(206,979)	
Net Expenditure	0	16	(10,473)	(10,489)	22,278	(11,805)	
Policy & Performance Mgt							
Gross Direct Costs	51,252	17,093	16,067	(1,025)	0	35,185	No Major Variances.
Support Service Charges	(60,614)	(20,208)	(20,208)	0	0	(40,406)	
Net Expenditure	(9,362)	(3,115)	(4,141)	(1,025)	0	(5,221)	
Registration Services							
Gross Direct Costs	210,175	89,952	378,926	288,974	290	(169,040)	Printing, stationery, staffing and postage costs relating to the County and General elections.
Gross Direct Income	(38,720)	(368)	(268,187)	(267,819)	0	229,467	Advance payments for the County and General elections. Claims for the balances to be submitted later in the year.
Support Service Charges	134,860	44,980	44,980	0	0	89,880	
Net Expenditure	306,315	134,564	155,719	21,155	290	150,306	
Corporate Leadership Team							
Gross Direct Costs	431,611	143,872	142,222	(1,650)	40	289,349	(£2,831) - Salaries and oncosts lower than anticipated.
Gross Direct Income	0	0	(1,650)	(1,650)	0	1,650	No Major Variance
Support Service Charges	(431,611)	(143,864)	(143,824)	40	0	(287,787)	
Net Expenditure	0	8	(3,252)	(3,260)	40	3,212	
Web Team							
Gross Direct Costs	247,390	82,467	75,107	(7,360)	1,940	170,343	£2,736 - Salaries and oncosts are higher than expected. (£5,596) - Lower spend on computer software purchases. (£2,540) - Lower spend on web front end.
Capital Charges	62,018	20,672	20,672	0	0	41,346	
Gross Direct Income	0	0	(9,040)	(9,040)	0	9,040	(£9,040) - Income received for filming rights.
Support Service Charges	(290,684)	(96,888)	(96,888)	0	0	(193,796)	
Net Expenditure	18,724	6,251	(10,149)	(16,400)	1,940	26,933	
				0			
Total Clt / Corporate	315,677	137,723	127,704	(10,019)	24,548	163,425	

Service Area Summaries P4 2017/18

Customer Services & ICT

Account Name	Full Year Updated Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Local Taxation							
Gross Direct Costs	561,689	174,989	161,932	(13,057)	20,686	379,071	Employee savings resulting from vacant posts.
Gross Direct Income	(427,631)	(87,128)	(147,925)	(60,797)	0	(279,706)	(£50,000) One-off grant from Norfolk County Council for work on changes to Council tax discounts.
Support Service Charges	453,000	151,008	151,008	0	0	301,992	
Net Expenditure	587,058	238,869	165,015	(73,854)	20,686	401,357	
Benefits Administration							
Gross Direct Costs	797,933	265,980	252,062	(13,918)	542	545,329	Employee savings resulting from vacant posts.
Capital Charges	110,106	36,704	36,704	0	0	73,402	
Gross Direct Income	(439,113)	0	(272)	(272)	0	(438,841)	No Major Variances.
Support Service Charges	490,020	163,340	163,340	0	0	326,680	
Net Expenditure	958,946	466,024	451,834	(14,190)	542	506,570	
It - Support Services							
Gross Direct Costs	1,083,859	326,814	320,114	(6,700)	161,013	602,731	See note A below.
Capital Charges	134,491	44,828	44,828	0	0	89,663	
Gross Direct Income	(410)	(136)	(2,346)	(2,210)	0	1,936	(£2,346) - Final year of mobile phone contract credit
Support Service Charges	(1,211,830)	(403,952)	(403,952)	0	0	(807,878)	
Net Expenditure	6,110	(32,446)	(41,356)	(8,910)	161,013	(113,547)	
Note A: (£2,876) - Salaries and on costs are lower as a result of vacancies. There is not expected to be a full year effect because recruitment is underway. (£10,567) - Computer software purchases and licence costs lower than expected. £14,943 - Computer maintenance costs higher than anticipated. (£7,944) - Spend on Computer lines and modems is lower than expected. £4,800 Training - Information Tech Top Level Training for New Starters. (£3,423) - Lower spend on computer hardware purchases. (£2,865) - Telephone call costs lower than anticipated.							
Tourist Information Centres							
Gross Direct Costs	131,491	48,909	47,603	(1,306)	13,457	70,431	(£2,915) - Salaries and on costs lower than expected. £2,944 - Purchase of goods and souvenirs for resale
Capital Charges	6,187	2,060	2,060	0	0	4,127	
Gross Direct Income	(29,500)	(9,836)	(12,103)	(2,267)	0	(17,397)	(£3,356) - Sale of goods and souvenirs
Support Service Charges	129,360	43,136	43,136	0	0	86,224	
Net Expenditure	237,538	84,269	80,696	(3,573)	13,457	143,385	
Homelessness							
Gross Direct Costs	102,692	34,228	47,169	12,941	34,108	21,415	(£6,932) Reduction in rent deposit contributions offset by increased £21,456 costs associated with Bed and Breakfast accommodation, this is offset by additional recoverable income.
Capital Charges	6,630	2,212	2,212	0	0	4,418	
Gross Direct Income	(94,042)	(31,348)	(126,205)	(94,857)	0	32,163	(£82,813) Homelessness support grant from Department of Communities and Local Government, this will be spent on additional Homeless prevention activities. (£11,913) Recoverable income relating to temporary accommodation.
Support Service Charges	421,700	140,564	140,564	0	0	281,136	
Net Expenditure	436,980	145,656	63,739	(81,917)	34,108	339,133	
Customer Services Housing							
Gross Direct Costs	251,897	83,968	77,282	(6,686)	536	174,079	This is made up of a number of minor variances across different budget headings.
Support Service Charges	(251,897)	(83,960)	(83,960)	0	0	(167,937)	
Net Expenditure	0	8	(6,678)	(6,686)	536	6,142	

Service Area Summaries P4 2017/18

Customer Services & ICT

Account Name	Full Year Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Digital Transformation							
Gross Direct Costs	182,795	67,894	89,799	21,905	15,383	77,613	One year contract extension for Environmental Health Business Process Review Team Leader . There will be a full year cost of £45,000, it is recommended that this be funded from the Invest to Save Reserve.
Support Service Charges	(137,795)	(45,932)	(45,892)	40	0	(91,903)	
Net Expenditure	45,000	21,962	43,907	21,945	15,383	(14,290)	
Reprographics							
Gross Direct Costs	95,134	31,712	27,233	(4,479)	3,694	64,206	(£2,108) - Operating lease costs for printers lower than expected. (£2,008) - Paper costs lower than anticipated.
Capital Charges	12,603	4,200	4,200	0	0	8,403	
Gross Direct Income	(7,500)	(2,500)	(3,531)	(1,031)	0	(3,969)	No Major Variances.
Support Service Charges	(100,237)	(33,416)	(33,416)	0	0	(66,821)	
Net Expenditure	0	(4)	(5,513)	(5,509)	3,694	1,819	
Customer Services - Corporate							
Gross Direct Costs	571,112	190,368	185,662	(4,706)	2,178	383,271	£3,274 - Salaries and on costs higher than anticipated as a result of regradings and staff joining the pension scheme. (£4,084) - Stationery costs lower than expected. (£3,402) - Lower spend on postage costs.
Capital Charges	13,978	4,660	4,660	0	0	9,318	
Gross Direct Income	(29,070)	(9,688)	(8,322)	1,366	0	(20,748)	No Major Variances.
Support Service Charges	(556,020)	(185,352)	(185,352)	0	0	(370,668)	
Net Expenditure	0	(12)	(3,352)	(3,340)	2,178	1,173	
Total Customer Services & ICT	2,271,632	924,326	748,293	(176,033)	251,598	1,271,741	

Service Area Summaries P4 2017/18

Economic and Community Development and Coast

Account Name	Full Year Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Health							
Gross Direct Income	0	0	(6,773)	(6,773)	0	6,773	(£6,773) - Allocated for multi agency projects. Will be used for NCAN system renewal plus other yet to be identified projects where financial contribution is required
Net Expenditure	0	0	(6,773)	(6,773)	0	6,773	
Car Parking							
Gross Direct Costs	735,081	294,830	295,805	975	87,048	352,227	No Major Variances.
Capital Charges	29,485	9,828	9,828	0	0	19,657	
Gross Direct Income	(2,724,456)	(1,032,342)	(1,067,911)	(35,569)	0	(1,656,545)	(£13,294) - Car park income. (£21,813) - Concession income is higher .
Support Service Charges	157,122	58,908	58,908	0	0	98,214	
Net Expenditure	(1,802,768)	(668,776)	(703,370)	(34,594)	87,048	(1,186,447)	
Markets							
Gross Direct Costs	49,329	14,844	5,677	(9,167)	422	43,230	(£10,350) - No liability for Business Rates. This will result in a full year saving
Gross Direct Income	(58,900)	(58,900)	(58,643)	257	0	(257)	No Major Variances.
Support Service Charges	46,440	15,480	15,480	0	0	30,960	
Net Expenditure	36,869	(28,576)	(37,485)	(8,909)	422	73,932	
Parks & Open Spaces							
Gross Direct Costs	341,729	88,932	46,994	(41,938)	262,163	32,572	(£38,680) - Invoices not yet received for 17/18 grounds maintenance contract and 16/17 contract variation.
Capital Charges	47,482	15,828	15,828	0	0	31,654	
Gross Direct Income	(14,590)	(2,292)	107	2,399	0	(14,697)	No Major Variances.
Support Service Charges	69,860	23,296	23,296	0	0	46,564	
Net Expenditure	444,481	125,764	86,225	(39,539)	262,163	96,093	
Foreshore							
Gross Direct Costs	120,768	45,091	26,994	(18,097)	13,598	80,176	£6,409 - Salaries and on costs are higher as a result of long term sickness cover. This will result in a full year overspend of £9,000. (£24,596) - Repairs and maintenance costs lower than anticipated.
Capital Charges	11,943	3,980	3,980	0	0	7,963	
Gross Direct Income	0	0	11,849	11,849	0	(11,849)	£11,014 - Debtor provision for storm damage insurance pay out. Income has not yet been received from the insurer.
Support Service Charges	60,180	20,068	20,068	0	0	40,112	
Net Expenditure	192,891	69,139	62,891	(6,248)	13,598	116,402	
Sports Centres							
Gross Direct Costs	274,973	66,106	35,380	(30,726)	21,898	217,695	(£31,027) - Hall hire for 16/17 not yet invoiced.
Capital Charges	12,497	4,164	4,164	0	0	8,333	
Gross Direct Income	(142,820)	(47,612)	(41,056)	6,556	0	(101,764)	£6,556 - Lower than expected hall hire and bar income.
Support Service Charges	105,220	35,104	35,104	0	0	70,116	
Net Expenditure	249,870	57,762	33,592	(24,170)	21,898	194,380	

Service Area Summaries P4 2017/18

Economic and Community Development and Coast

Account Name	Full Year Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Leisure Complexes							
Gross Direct Costs	317,709	56,536	56,431	(104)	252,196	9,082	No Major Variances.
Capital Charges	487,987	162,660	162,660	0	0	325,327	
Gross Direct Income	0	0	(500)	(500)	0	500	No Major Variances.
Support Service Charges	15,700	5,236	5,236	0	0	10,464	
Net Expenditure	821,396	224,432	223,827	(604)	252,196	345,373	
Other Sports							
Gross Direct Costs	146,142	54,115	43,219	(10,896)	6,665	96,258	(£7,642) - Spend on Sports Hubs and Clubs is lower than expected. (£5,013) - Lower than anticipated spend relating to Sporting Centre of Excellence project.
Capital Charges	3,527	1,176	1,176	0	0	2,351	
Gross Direct Income	(82,700)	(668)	22,162	22,830	0	(104,862)	(£17,000) - Public health funding grant. This will be offset by expenditure. £41,572 - Debtor provision for Community Sports Activation Grant for 16/17 not yet received.
Support Service Charges	37,770	12,600	12,600	0	0	25,170	
Net Expenditure	104,739	67,223	79,156	11,933	6,665	18,918	
Recreation Grounds							
Gross Direct Costs	8,465	2,115	1,500	(615)	7,650	(684)	No Major Variances.
Capital Charges	79	28	28	0	0	51	
Gross Direct Income	(1,000)	(500)	(760)	(260)	0	(240)	No Major Variances.
Support Service Charges	5,090	1,700	1,700	0	0	3,390	
Net Expenditure	12,634	3,343	2,468	(875)	7,650	2,517	
Arts & Entertainments							
Gross Direct Costs	75,010	8,418	8,242	(176)	25	66,743	No Major Variances.
Capital Charges	211	72	72	0	0	139	
Gross Direct Income	(1,460)	(488)	0	488	0	(1,460)	No Major Variances.
Support Service Charges	34,080	11,360	11,360	0	0	22,720	
Net Expenditure	107,841	19,362	19,674	312	25	88,142	
Pier Pavilion							
Gross Direct Costs	92,847	28,929	31,473	2,544	63,569	(2,195)	No Major Variances.
Gross Direct Income	0	0	(180)	(180)	0	180	No Major Variances.
Support Service Charges	9,150	3,052	3,052	0	0	6,098	
Net Expenditure	101,997	31,981	34,345	2,364	63,569	4,083	
Foreshore (Community)							
Gross Direct Costs	392,300	172,011	150,357	(21,654)	234,624	7,319	(£21,993) - Cleansing contract invoice not received. £3,716 - Higher fee payable to the RNL for the lifeguard service. (£2,146) - Lower spend on memorial seats.
Support Service Charges	30,180	10,064	10,064	0	0	20,116	
Net Expenditure	422,480	182,075	160,421	(21,654)	234,624	27,435	

Service Area Summaries P4 2017/18

Economic and Community Development and Coast

Account Name	Full Year Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Woodlands Management							
Gross Direct Costs	131,419	44,309	42,836	(1,473)	28,584	59,999	(£5,061) - Salaries and on costs are lower as a result of vacancies. This will be offset by staff re-gradings and overtime payments. £3,506 - Greater than anticipated level of emergency tree works.
Capital Charges	1,346	448	448	0	0	898	
Gross Direct Income	(25,550)	(8,520)	(12,683)	(4,163)	0	(12,867)	(£4,276) - Grant from the Woodland Trust
Support Service Charges	90,710	30,248	30,248	0	0	60,462	
Net Expenditure	197,925	66,485	60,849	(5,636)	28,584	108,492	
Cromer Pier							
Gross Direct Costs	43,539	28,317	24,894	(3,423)	11,576	7,070	No Major Variances.
Capital Charges	23,716	7,904	7,904	0	0	15,812	
Gross Direct Income	(20,709)	(5,177)	24,681	29,858	0	(45,390)	£29,858 - Debtor provision for storm damage insurance pay out. Income has not yet been received from the insurer.
Support Service Charges	9,950	3,320	3,320	0	0	6,630	
Net Expenditure	56,496	34,364	60,798	26,434	11,576	(15,878)	
Beach Huts & Chalets							
Gross Direct Costs	47,608	18,914	44,384	25,470	31,229	(28,005)	£23,630 - Repairs required as a result of storm damage in January 2017
Gross Direct Income	(120,165)	(120,165)	(135,505)	(15,340)	0	15,340	(£30,630) - Fees charged to Hut Site renters to cover some of the costs relating to the January 2017 storm surge. £15,310 - Debtor provision for storm damage insurance pay out. Income has not yet been received from the insurer.
Support Service Charges	58,340	19,452	19,452	0	0	38,888	
Net Expenditure	(14,217)	(81,799)	(71,669)	10,130	31,229	26,223	
General Economic Development							
Gross Direct Costs	44,292	39,764	38,346	(1,418)	1,113	4,833	No Major Variances.
Support Service Charges	198,800	66,268	66,268	0	0	132,532	
Net Expenditure	243,092	106,032	104,614	(1,418)	1,113	137,365	
Tourism							
Gross Direct Costs	40,338	0	0	0	0	40,338	No Major Variances.
Support Service Charges	56,930	18,976	18,976	0	0	37,954	
Net Expenditure	97,268	18,976	18,976	0	0	78,292	
Coast Protection							
Gross Direct Costs	320,975	84,797	94,783	9,986	278,828	(52,636)	Contribution to Bacton Flood Alleviation Scheme.
Capital Charges	630,978	210,328	210,328	0	0	420,650	
Gross Direct Income	(25)	(8)	(912)	(904)	0	887	No Major Variances.
Support Service Charges	244,920	81,648	81,648	0	0	163,272	
Net Expenditure	1,196,848	376,765	385,847	9,082	278,828	532,173	

Service Area Summaries P4 2017/18

Economic and Community Development and Coast

Account Name	Full Year Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Economic Growth Staffing							
Gross Direct Costs	250,311	83,444	66,914	(16,530)	0	183,397	Employee savings resulting from turnover savings
Support Service Charges	(250,311)	(83,424)	(83,424)	0	0	(166,887)	
Net Expenditure	0	20	(16,510)	(16,530)	0	16,510	
Community and Economic Development Mgt							
Gross Direct Costs	77,830	25,948	24,330	(1,618)	0	53,500	No Major Variances.
Support Service Charges	(77,830)	(25,944)	(25,944)	0	0	(51,886)	
Net Expenditure	0	4	(1,614)	(1,618)	0	1,614	
Leisure							
Gross Direct Costs	220,065	63,347	63,063	(283)	883	156,119	No Major Variances.
Gross Direct Income	(700)	(232)	0	232	0	(700)	No Major Variances.
Support Service Charges	(90,089)	(30,024)	(30,024)	0	0	(60,065)	
Net Expenditure	129,276	33,091	33,039	(51)	883	95,354	
Housing (Health & Wellbeing)							
Gross Direct Costs	191,361	61,532	56,481	(5,051)	0	134,880	No Major Variances.
Capital Charges	1,088,121	0	0	0	0	1,088,121	
Gross Direct Income	0	0	(35,441)	(35,441)	0	35,441	Net prior year surplus' on Home Improvement Agency contract returned by South Norfolk District Council.
Support Service Charges	14,039	4,688	4,688	0	0	9,351	
Net Expenditure	1,293,521	66,220	25,728	(40,492)	0	1,267,793	
Housing Strategy and Community Support							
Gross Direct Costs	271,576	61,967	56,313	(5,653)	27,681	187,582	(£5,459) Employee turnover from vacant posts.
Gross Direct Income	(23,800)	0	(49,938)	(49,938)	0	26,138	(£49,938) Vat Sharing agreement with Victory Housing Association, this will be offset by a contribution to the Capital Projects reserve.
Support Service Charges	22,738	7,584	7,584	0	0	15,154	
Net Expenditure	270,514	69,551	13,959	(55,592)	27,681	228,874	
Cctv							
Capital Charges	2,160	720	720	0	0	1,440	No Major Variances.
Net Expenditure	2,160	720	720	0	0	1,440	
Community And Localism							
Gross Direct Costs	369,432	28,546	19,958	(8,588)	20	349,454	£11,905 - Spend incurred as part of the Youth Advisory Board project. This will be offset by grant income. (£19,712) - Uncommitted and unclaimed Big Society Fund grants.
Gross Direct Income	(607,118)	(208,224)	(208,224)	(0)	0	(398,894)	No Major Variance
Support Service Charges	105,970	35,328	35,328	0	0	70,642	
Net Expenditure	(131,716)	(144,350)	(152,939)	(8,589)	20	21,203	

Service Area Summaries P4 2017/18

Economic and Community Development and Coast

Account Name	Full Year Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Coastal Management							
Gross Direct Costs	159,210	53,076	46,357	(6,719)	624	112,229	Employee savings resulting from a vacant post.
Support Service Charges	(159,210)	(53,064)	(53,024)	40	0	(106,186)	
Net Expenditure	0	12	(6,667)	(6,679)	624	6,043	
Total Community, Econ Dev & Coast	4,033,597	629,819	410,101	(219,718)	1,330,396	2,293,100	

Service Area Summaries P4 2017/18

Environmental Health

Account Name	Full Year Updated Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Commercial Services							
Gross Direct Costs	375,400	124,610	122,583	(2,027)	7,334	245,483	No Major Variances.
Gross Direct Income	(24,435)	(8,144)	(8,001)	143	0	(16,434)	No Major Variances.
Support Service Charges	136,110	45,376	45,376	0	0	90,734	
Net Expenditure	487,075	161,842	159,958	(1,884)	7,334	319,783	
Rural Sewerage Schemes							
Gross Direct Costs	374,254	187,512	187,512	0	0	186,743	No Variances.
Support Service Charges	220	72	72	0	0	148	
Net Expenditure	374,474	187,584	187,584	0	0	186,891	
Travellers							
Gross Direct Costs	5,498	15,603	14,867	(736)	27,488	(36,857)	No Major Variances.
Capital Charges	97,800	32,600	32,600	0	0	65,200	
Gross Direct Income	(4,000)	(1,336)	(120)	1,216	0	(3,880)	No Major Variances.
Support Service Charges	1,320	440	440	0	0	880	
Net Expenditure	100,618	47,307	47,787	480	27,488	25,343	
Public Protection							
Gross Direct Costs	190,436	63,760	61,969	(1,791)	8,002	120,465	No Major Variances.
Gross Direct Income	(161,185)	(44,890)	(43,645)	1,245	0	(117,540)	No Major Variances.
Support Service Charges	133,400	44,472	44,472	0	0	88,928	
Net Expenditure	162,651	63,342	62,795	(547)	8,002	91,853	
Street Signage							
Gross Direct Costs	14,719	4,904	3,268	(1,636)	187	11,264	No Major Variances.
Capital Charges	7,565	2,520	2,520	0	0	5,045	
Support Service Charges	540	180	180	0	0	360	
Net Expenditure	22,824	7,604	5,968	(1,636)	187	16,669	
Environmental Protection							
Gross Direct Costs	490,487	158,578	163,068	4,490	27,406	300,013	Increased employee costs.
Capital Charges	2,612	872	872	0	0	1,740	
Gross Direct Income	(15,000)	(4,711)	(7,458)	(2,747)	0	(7,542)	No Major Variances.
Support Service Charges	185,840	61,956	61,956	0	0	123,884	
Net Expenditure	663,939	216,695	218,439	1,744	27,406	418,095	
Env Health - Service Mgmt							
Gross Direct Costs	131,759	38,364	50,284	11,920	12,192	69,284	Skyguard contract renewal costs - to be recharged across all users.
Capital Charges	20,181	6,728	6,728	0	0	13,453	
Support Service Charges	(163,504)	(54,500)	(54,500)	0	0	(109,004)	
Net Expenditure	(11,564)	(9,408)	2,512	11,920	12,192	(26,267)	
Corporate Enforcement Team							
Gross Direct Costs	150,202	50,071	50,520	449	480	99,202	No Major Variances.
Support Service Charges	(125,202)	(41,732)	(41,732)	0	0	(83,470)	
Net Expenditure	25,000	8,339	8,788	449	480	15,732	
Environmental Contracts							
Gross Direct Costs	235,392	78,433	67,629	(10,803)	8	167,754	Employee savings relating to recruitment delays.
Gross Direct Income	0	0	(1,000)	(1,000)	0	1,000	No Major Variances.
Net Expenditure	235,392	78,433	66,629	(11,803)	8	168,754	

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Environmental Health

Account Name	Full Year Updated Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Waste Collection And Disposal							
Gross Direct Costs	3,490,180	781,427	399,067	(382,360)	2,509,520	581,593	(£332,859) Monthly invoices to Kier not processed; (£48,879) Invoices for commercial waste not paid - no data provided by Norfolk County Council.
Capital Charges	328,914	109,640	109,640	0	0	219,274	
Gross Direct Income	(2,905,987)	(1,254,184)	(1,010,836)	243,348	0	(1,895,151)	£300,621 Income expected from Kier for garden bins and bulky collections not received - no data provided; (£55,813) Additional income from trade waste customers.
Support Service Charges	193,980	64,692	64,692	0	0	129,288	
Net Expenditure	1,107,087	(298,425)	(437,437)	(139,012)	2,509,520	(964,996)	
Cleansing							
Gross Direct Costs	587,626	147,447	115,073	(32,374)	47,936	424,617	£59,988 Purchase of 12 solar powered bins; (£94,089) Kier contract payment and creditor provision made for contract variations in 2016/17 not processed ; £3,229 repair and maintenance for bin stores.
Gross Direct Income	(46,424)	(46,424)	(79,790)	(33,366)	0	33,366	Contributions for solar powered compactor bins and additional income from dog and litter bins.
Support Service Charges	29,090	9,692	9,692	0	0	19,398	
Net Expenditure	570,292	110,715	44,975	(65,740)	47,936	477,381	
Environmental Strategy							
Gross Direct Costs	17,500	3,000	775	(2,225)	17,259	(534)	Expenditure not yet incurred for the Green Build event.
Gross Direct Income	(12,500)	(10,000)	(5,050)	4,950	0	(7,450)	Invoices not yet raised for sponsorship relating to the Green Build event.
Support Service Charges	5,520	1,844	1,844	0	0	3,676	
Net Expenditure	10,520	(5,156)	(2,431)	2,725	17,259	(4,308)	
Community Safety							
Gross Direct Costs	24,725	8,244	7,805	(439)	0	16,920	No Major Variances.
Support Service Charges	8,860	2,952	2,952	0	0	5,908	
Net Expenditure	33,585	11,196	10,757	(439)	0	22,828	
Civil Contingencies							
Gross Direct Costs	97,856	29,096	28,286	(810)	1,998	67,572	No Major Variances.
Support Service Charges	39,560	13,188	13,188	0	0	26,372	
Net Expenditure	137,416	42,284	41,474	(810)	1,998	93,944	
Total Environmental Health	3,919,309	622,350	417,798	(204,552)	2,659,810	841,702	

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Finance & Assets

Account Name	Full Year Updated Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Industrial Estates							
Gross Direct Costs	21,666	11,303	8,304	(2,999)	4,648	8,714	No Major Variances.
Capital Charges	46,239	15,412	15,412	0	0	30,827	
Gross Direct Income	(132,415)	(60,036)	(49,773)	10,263	0	(82,642)	Lower rental income which reflects reduced costs; recharges for insurance premiums not invoiced.
Support Service Charges	72,650	24,232	24,232	0	0	48,418	
Net Expenditure	8,140	(9,089)	(1,826)	7,263	4,648	5,317	
Surveyors Allotments							
Gross Direct Income	(50)	(16)	(50)	(34)	0	0	No Major Variances.
Support Service Charges	5,190	1,732	1,732	0	0	3,458	
Net Expenditure	5,140	1,716	1,682	(34)	0	3,458	
Handy Man							
Gross Direct Costs	66,811	22,268	22,992	724	100	43,719	No Major Variances.
Capital Charges	2,739	912	912	0	0	1,827	
Gross Direct Income	(106,800)	(35,600)	(20,522)	15,078	0	(86,278)	Recharges not processed.
Support Service Charges	58,450	19,488	19,488	0	0	38,962	
Net Expenditure	21,200	7,068	22,870	15,802	100	(1,769)	
Parklands							
Gross Direct Costs	26,130	5,808	4,422	(1,386)	279	21,429	Lower electricity costs.
Capital Charges	2,750	916	916	0	0	1,834	
Gross Direct Income	(57,210)	(48,750)	(46,445)	2,305	0	(10,765)	Lower recharges to reflect lower costs.
Support Service Charges	41,700	13,900	13,900	0	0	27,800	
Net Expenditure	13,370	(28,126)	(27,206)	920	279	40,297	
Benefits Subsidy							
Gross Direct Costs	27,392,779	0	7,760	7,760	0	27,385,019	Bad debts written off not budgeted for at service level
Gross Direct Income	(27,392,779)	0	(3,889)	(3,889)	0	(27,388,890)	No Major Variances.
Net Expenditure	0	0	3,871	3,871	0	(3,871)	
Discretionary Payments							
Gross Direct Costs	70,798	35,422	35,422	0	0	35,376	No Major Variances.
Support Service Charges	2,750	916	916	0	0	1,834	
Net Expenditure	73,548	36,338	36,338	0	0	37,210	
Non Distributed Costs							
Gross Direct Costs	0	64,821	64,170	(651)	0	(64,170)	No Major Variances.
Net Expenditure	0	64,821	64,170	(651)	0	(64,170)	
Administration Buildings Svcs							
Gross Direct Costs	499,548	251,971	240,752	(11,219)	138,521	120,275	See Note A Below
Capital Charges	115,217	38,404	38,404	0	0	76,813	
Gross Direct Income	(239,528)	(89,558)	(55,818)	33,740	0	(183,710)	£5,640 Insurance claim to staff car park; £5,172 rents and service charges; £22,812 Canteen income (budgets to be reviewed in line with the new catering contract)
Support Service Charges	(274,710)	(91,568)	(91,568)	0	0	(183,142)	
Net Expenditure	100,527	109,249	131,771	22,522	138,521	(169,765)	

Note A (£23,475) direct costs for the canteen - budgets not required; (£7,620) No reactive repairs and maintenance undertaken at Fakenham and North Walsham offices; £19,794 repair and maintenance costs for the Cromer offices (to include: carpet fitting and screens, upgrading wiring and intruder alarm systems, repairs to the staff car park). Funds are available within the Asset Management Reserve to cover these costs.

Service Area Summaries P4 2017/18

Finance & Assets

Account Name	Full Year Updated Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Property Services							
Gross Direct Costs	448,426	169,161	170,005	844	58,710	219,712	(£15,482) Lower employee costs due to a vacant post; £5k annual support costs for Concerto; £4,500 NPS for estates support; £3,480 Delta Procurement Service
Capital Charges	12,773	4,256	4,256	0	0	8,517	
Gross Direct Income	0	0	(5,374)	(5,374)	0	5,374	Repayment of Golden Hello and sale of land at Fakenham
Support Service Charges	(560,475)	(186,820)	(186,820)	0	507	(374,162)	
Net Expenditure	(99,276)	(13,403)	(17,934)	(4,530)	59,217	(140,559)	
Head of Assets & Finance							
Gross Direct Costs	86,109	28,704	31,991	3,287	0	54,118	Inflation on employee costs.
Support Service Charges	(86,109)	(28,732)	(28,732)	0	0	(57,377)	
Net Expenditure	0	(28)	3,259	3,287	0	(3,259)	
Corporate Finance							
Gross Direct Costs	447,584	149,192	141,804	(7,388)	17,718	288,061	Employee savings resulting from a vacant post.
Capital Charges	4,491	1,496	1,496	0	0	2,995	
Support Service Charges	(452,075)	(150,704)	(150,704)	0	0	(301,371)	
Net Expenditure	0	(16)	(7,404)	(7,388)	17,718	(10,315)	
Insurance & Risk Management							
Gross Direct Costs	167,305	83,085	87,072	3,988	0	80,233	£3,775 - public liability insurance is higher than expected.
Gross Direct Income	(650)	(216)	(57)	159	0	(593)	
Support Service Charges	(176,017)	(58,688)	(58,688)	0	0	(117,329)	
Net Expenditure	(9,362)	24,181	28,327	4,146	0	(37,689)	
Internal Audit							
Gross Direct Costs	94,000	16,687	16,687	(1)	57,070	20,244	No Major Variances.
Support Service Charges	(94,000)	(31,332)	(31,332)	0	0	(62,668)	
Net Expenditure	0	(14,645)	(14,646)	(1)	57,070	(42,424)	
Playgrounds							
Gross Direct Costs	72,195	42,305	44,910	2,605	10,668	16,617	No Major Variances.
Gross Direct Income	(41,200)	(38,700)	(38,700)	0	0	(2,500)	No Major Variances.
Support Service Charges	23,150	7,720	7,720	0	0	15,430	
Net Expenditure	54,145	11,325	13,930	2,605	10,668	29,547	
Community Centres							
Gross Direct Costs	5,938	1,940	142	(1,799)	208	5,589	No Major Variances.
Support Service Charges	10,170	3,396	3,396	0	0	6,774	
Net Expenditure	16,108	5,336	3,538	(1,799)	208	12,363	
Public Conveniences							
Gross Direct Costs	457,379	174,055	152,606	(21,449)	201,357	103,416	(£4,638) lower costs for Business Rates and water charges; (£16,883) Kier cleansing contract payment not processed.
Capital Charges	141,917	47,304	47,304	0	0	94,613	
Gross Direct Income	0	0	3,440	3,440	0	(3,440)	Outstanding insurance claims for Storm Damage
Support Service Charges	67,307	22,436	22,436	0	0	44,871	
Net Expenditure	666,603	243,795	225,786	(18,009)	201,357	239,460	

Service Area Summaries P4 2017/18

Finance & Assets

Account Name	Full Year Updated Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Investment Properties							
Gross Direct Costs	66,568	36,642	43,030	6,388	24,568	(1,030)	£7,042 Reactive repairs and maintenance costs of which £3,940 relates to Storm Damage.
Capital Charges	136,399	45,468	45,468	0	0	90,931	
Gross Direct Income	(92,976)	(43,182)	(11,780)	31,402	0	(81,196)	£19,018 awaiting reimbursement of insurance claims; £13,448 rents and recharges for electricity due but not invoiced as in dispute.
Support Service Charges	65,400	21,812	21,812	0	0	43,588	
Net Expenditure	175,391	60,740	98,530	37,790	24,568	52,293	
Central Costs							
Gross Direct Costs	84,043	29,420	30,559	1,139	0	53,484	No Major Variances.
Support Service Charges	(84,043)	(28,004)	(28,004)	0	0	(56,039)	
Net Expenditure	0	1,416	2,555	1,139	0	(2,555)	
Corporate & Democratic Core							
Gross Direct Costs	441,503	215,154	209,809	(5,345)	0	231,694	No Major variances
Support Service Charges	903,990	301,336	301,336	0	0	602,654	
Net Expenditure	1,345,493	516,490	511,145	(5,345)	0	834,348	
Total Finance & Assets	2,371,027	1,017,167	1,078,756	61,589	514,355	777,917	

Service Area Summaries P4 2017/18

Legal & Democratic Services

Account Name	Full Year Updated Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Members Services							
Gross Direct Costs	497,845	165,960	161,605	(4,355)	3,563	332,677	(£2,889) - Members' mileage claims lower than expected. (£3,160) - Computer hardware purchases. £5,028 - Members' basic allowance higher than anticipated. This is as a result of the 1% increase in line with staff pay award and the appointment of 2 new Members to Cabinet. This will result in a full year overspend of £16,000
Capital Charges	2,500	832	832	0	0	1,668	
Gross Direct Income	(400)	(132)	0	132	0	(400)	No Major Variances.
Support Service Charges	156,040	52,020	52,020	0	0	104,020	
Net Expenditure	655,985	218,680	214,457	(4,223)	3,563	437,965	
Legal Services							
Gross Direct Costs	546,902	182,944	176,645	(6,299)	13,377	356,880	(£7,452) - Lower salaries and oncosts as a result of vacant posts, partially offset by new appointment advertising costs and fees paid to locum lawyers. (£2,978) - Lower than anticipated spend on client disbursements. £4,896 - Eastlaw library purchases, no FYE anticipated
Gross Direct Income	(266,321)	(51,712)	(62,589)	(10,877)	0	(203,732)	(£10,883) - Fee income is higher than anticipated.
Support Service Charges	(280,581)	(93,520)	(93,480)	40	0	(187,101)	
Net Expenditure	0	37,712	20,576	(17,136)	13,377	(33,953)	
Total Legal & Democratic Services	655,985	256,392	235,033	(21,359)	16,940	404,012	

Service Area Summaries P4 2017/18

Planning Service Area

Account Name	Full Year Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Development Management							
Gross Direct Costs	929,152	325,396	346,486	21,090	79,953	502,713	Costs associated with Planning appeals greater than estimated. The original budget provision was allocated from the Councils General reserve.
Capital Charges	38,721	12,908	12,908	0	0	25,813	
Gross Direct Income	(780,620)	(276,872)	(382,881)	(106,009)	0	(397,739)	Planning Fee income up against the profiled budget. This is predominately due to a large fee being received for a major housing development in Fakenham.
Support Service Charges	603,050	201,032	201,032	0	0	402,018	
Net Expenditure	790,303	262,464	177,545	(84,919)	79,953	532,805	
Planning Policy							
Gross Direct Costs	597,315	187,744	94,448	(93,296)	25,005	477,862	(£40,633) Employee savings due to delays in recruitment in to vacant posts. (£51,827) Profiled Expenditure on Local Plan Review .
Support Service Charges	67,376	22,460	22,460	0	0	44,916	
Net Expenditure	664,691	210,204	116,908	(93,296)	25,005	522,778	
Conservation, Design & Landscape							
Gross Direct Costs	102,261	34,084	27,713	(6,371)	7,593	66,955	No Major Variances
Support Service Charges	66,670	22,228	22,228	0	0	44,442	
Net Expenditure	168,931	56,312	49,941	(6,371)	7,593	111,397	
Major Developments							
Gross Direct Costs	246,705	82,236	80,168	(2,068)	2,914	163,623	No Major Variances
Support Service Charges	100,320	33,448	33,448	0	0	66,872	
Net Expenditure	347,025	115,684	113,616	(2,068)	2,914	230,495	
Building Control							
Gross Direct Costs	367,439	122,476	121,101	(1,375)	1,221	245,117	No Major Variances
Gross Direct Income	(372,581)	(124,196)	(127,238)	(3,042)	0	(245,343)	
Support Service Charges	122,220	40,760	40,760	0	0	81,460	
Net Expenditure	117,078	39,040	34,623	(4,417)	1,221	81,234	
Head of Planning							
Gross Direct Costs	167,256	55,748	55,029	(719)	0	112,227	No Major Variances
Support Service Charges	(167,256)	(55,744)	(55,744)	0	0	(111,512)	
Net Expenditure	0	4	(715)	(719)	0	715	
Property Information							
Gross Direct Costs	190,724	52,746	37,846	(14,900)	60,473	92,405	(£16,028) Accrual for 16/17 Norfolk County Council search fees not fully offset by expenditure.
Gross Direct Income	(169,000)	(56,336)	(84,828)	(28,492)	0	(84,172)	Search fee Income is up against the profiled budget. Any net surplus in this area is ring-fenced and used to inform the fee setting process.
Support Service Charges	66,890	22,304	22,304	0	0	44,586	
Net Expenditure	88,614	18,714	(24,679)	(43,393)	60,473	52,820	
				0			
Total Planning	2,176,642	702,422	467,240	(235,182)	177,158	1,532,244	

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Corporate Leadership Team and Corporate

Cost Centre Name	Updated Budget	YTD Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
Human Resources & Payroll	0	16	(10,473)	(10,489)	22,278	(11,805)
Policy & Performance Mgt	(9,362)	(3,115)	(4,141)	(1,025)	0	(5,221)
Registration Services	306,315	134,564	155,719	21,155	290	150,306
Corporate Leadership Team	0	8	(3,252)	(3,260)	40	3,212
Web Team	18,724	6,251	(10,149)	(16,400)	1,940	26,933
Total Corporate Leadership Team and Corporate	315,677	137,723	127,704	(10,019)	24,548	163,425

Customer Services & Ict

Cost Centre Name	Updated Budget	YTD Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
Local Taxation	587,058	238,869	165,015	(73,854)	20,686	401,357
Benefits Administration	958,946	466,024	451,834	(14,190)	542	506,570
It - Support Services	6,110	(32,446)	(41,356)	(8,910)	161,013	(113,547)
Tic'S	237,538	84,269	80,696	(3,573)	13,457	143,385
Homelessness	436,980	145,656	63,739	(81,917)	34,108	339,133
Customer Services Housing	0	8	(6,678)	(6,686)	536	6,142
Digital Transformation	45,000	21,962	43,907	21,945	15,383	(14,290)
Reprographics	0	(4)	(5,513)	(5,509)	3,694	1,819
Customer Services - Corporate	0	(12)	(3,352)	(3,340)	2,178	1,173
Total Customer Services and ICT	2,271,632	924,326	748,293	(176,033)	251,598	1,271,741

Economic and Community Development

Cost Centre Name	Updated Budget	YTD Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
Health	0	0	(6,773)	(6,773)	0	6,773
Car Parking	(1,802,768)	(668,776)	(703,370)	(34,594)	87,048	(1,186,447)
Markets	36,869	(28,576)	(37,485)	(8,909)	422	73,932
Parks & Open Spaces	444,481	125,764	86,225	(39,539)	262,163	96,093
Foreshore	192,891	69,139	62,891	(6,248)	13,598	116,402
Sports Centres	249,870	57,762	33,592	(24,170)	21,898	194,380
Leisure Complexes	821,396	224,432	223,827	(604)	252,196	345,373
Other Sports	104,739	67,223	79,156	11,933	6,665	18,918
Recreation Grounds	12,634	3,343	2,468	(875)	7,650	2,517
Arts & Entertainments	107,841	19,362	19,674	312	25	88,142
Pier Pavilion	101,997	31,981	34,345	2,364	63,569	4,083
Foreshore (Community)	422,480	182,075	160,421	(21,654)	234,624	27,435
Woodlands Management	197,925	66,485	60,849	(5,636)	28,584	108,492
Cromer Pier	56,496	34,364	60,798	26,434	11,576	(15,878)
Beach Huts & Chalets	(14,217)	(81,799)	(71,669)	10,130	31,229	26,223
General Economic Development	243,092	106,032	104,614	(1,418)	1,113	137,365
Tourism	97,268	18,976	18,976	0	0	78,292
Coast Protection	1,196,848	376,765	385,847	9,082	278,828	532,173
Business Growth Staffing	0	20	(16,510)	(16,530)	0	16,510
Community and Economic Development Mgt	0	4	(1,614)	(1,618)	0	1,614
Leisure	129,276	33,091	33,039	(51)	883	95,354
Housing (Health & Wellbeing) Housing Strategy and Community Support	1,293,521	66,220	25,728	(40,492)	0	1,267,793
Cctv	270,514	69,551	13,959	(55,592)	27,681	228,874
Community And Localism	2,160	720	720	0	0	1,440
Coastal Management	(131,716)	(144,350)	(152,939)	(8,589)	20	21,203
Coastal Management	0	12	(6,667)	(6,679)	624	6,043
Total Community , Economic Development & Coast	4,033,597	629,819	410,101	(219,718)	1,330,396	2,293,100

Environmental Health

Cost Centre Name	Updated Budget	YTD Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
Commercial Services	487,075	161,842	159,958	(1,884)	7,334	319,783
Rural Sewerage Schemes	374,474	187,584	187,584	0	0	186,891
Travellers	100,618	47,307	47,787	480	27,488	25,343
Public Protection	162,651	63,342	62,795	(547)	8,002	91,853
Street Signage	22,824	7,604	5,968	(1,636)	187	16,669
Pest Control	0	0	0	0	0	0
Environmental Protection	663,939	216,695	218,439	1,744	27,406	418,095
Dog Control	0	0	0	0	0	0
Env Health - Service Mgmt	(11,564)	(9,408)	2,512	11,920	12,192	(26,267)
Corporate Enforcement Team	25,000	8,339	8,788	449	480	15,732
Environmental Contracts	235,392	78,433	66,629	(11,803)	8	168,754
Waste Collection And Disposal	1,107,087	(298,425)	(437,437)	(139,012)	2,509,520	(964,996)
Cleansing	570,292	110,715	44,975	(65,740)	47,936	477,381
Environmental Strategy	10,520	(5,156)	(2,431)	2,725	17,259	(4,308)
Community Safety	33,585	11,196	10,757	(439)	0	22,828
Civil Contingencies	137,416	42,284	41,474	(810)	1,998	93,944
Total Environmental Health	3,919,309	622,350	417,798	(204,552)	2,659,810	841,702

Finance & Assets

Cost Centre Name	Updated Budget	YTD Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
Industrial Estates	8,140	(9,089)	(1,826)	7,263	4,648	5,317
Surveyors Allotments	5,140	1,716	1,682	(34)	0	3,458
Handy Man	21,200	7,068	22,870	15,802	100	(1,769)
Parklands	13,370	(28,126)	(27,206)	920	279	40,297
Benefits Subsidy	0	0	3,871	3,871	0	(3,871)
Discretionary Payments	73,548	36,338	36,338	0	0	37,210
Non Distributed Costs	0	64,821	64,170	(651)	0	(64,170)
Administration Buildings Svs	100,527	109,249	131,771	22,522	138,521	(169,765)
Property Services	(99,276)	(13,403)	(17,934)	(4,530)	59,217	(140,559)
Head Of Assets & Finance	0	(28)	3,259	3,287	0	(3,259)
Corporate Finance	0	(16)	(7,404)	(7,388)	17,718	(10,315)
Insurance & Risk Management	(9,362)	24,181	28,327	4,146	0	(37,689)
Internal Audit	0	(14,645)	(14,646)	(1)	57,070	(42,424)
Playgrounds	54,145	11,325	13,930	2,605	10,668	29,547
Community Centres	16,108	5,336	3,538	(1,799)	208	12,363
Public Conveniences	666,603	243,795	225,786	(18,009)	201,357	239,460
Investment Properties	175,391	60,740	98,530	37,790	24,568	52,293
Central Costs	0	1,416	2,555	1,139	0	(2,555)
Corporate & Democratic Core	1,345,493	516,490	511,145	(5,345)	0	834,348
Total Finance and Assets	2,371,027	1,017,167	1,078,756	61,589	514,355	777,917

Legal and Democratic Services

Cost Centre Name	Updated Budget	YTD Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
Members Services	655,985	218,680	214,457	(4,223)	3,563	437,965
Legal Services	0	37,712	20,576	(17,136)	13,377	(33,953)
Total Legal and Democratic Services	655,985	256,392	235,033	(21,359)	16,940	404,012

Planning

Cost Centre Name	Updated Budget	YTD Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
Development Management	790,303	262,464	177,545	(84,919)	79,953	532,805
Planning Policy	664,691	210,204	116,908	(93,296)	25,005	522,778
Conservation, Design & Landscap	168,931	56,312	49,941	(6,371)	7,593	111,397
Major Developments	347,025	115,684	113,616	(2,068)	2,914	230,495
Building Control	117,078	39,040	34,623	(4,417)	1,221	81,234
Head Of Planning	0	4	(715)	(719)	0	715
Property Information	88,614	18,714	(24,679)	(43,393)	60,473	52,820
Total Planning	2,176,642	702,422	467,240	(235,182)	177,158	1,532,244
	15,743,869	4,290,199	3,484,926	(805,273)	4,974,804	7,284,139

GENERAL FUND CAPITAL PROGRAMME - 2017/18

<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/17 Actual Expenditure	Current Budget 2017/18	Actual Expenditure 2017/18	Updated Budget 2018/19	Updated Budget 2019/20	Updated Budget 2020/21
	£	£	£		£	£	£
Jobs and the Economy							
North Norfolk Enterprise Innovation Centre	50,000	10,295	39,705	0	0	0	0
Rocket House	77,084	37,334	39,750	0	0	0	0
North Norfolk Enterprise and Start Up Grants	135,000	126,207	8,793	0	0	0	0
Public Convenience Water Heater Improvements	11,837	7,556	4,281	5,299	0	0	0
Egmere Business Zone	1,895,000	98,606	1,796,394	52,383	0	0	0
Better Broadband for Norfolk	1,000,000	0	1,000,000	674	0	0	0
Public Conveniences - Review, Reprovision and Redevelopment	450,000	0	450,000	0	0	0	0
Car Park Refurbishment 2016/17	112,827	21,098	91,729	8,094	0	0	0
North Lodge Park	197,000	11,690	185,310	0	0	0	0
Office Improvements Kings Arms St	30,000	29,507	493	19,141	0	0	0
Purchase of New Car Park Vehicles	60,000	0	60,000	0	0	0	0
Deep History Coast	500,000	0	500,000		0	0	0
	4,518,748	342,293	4,176,455	85,591	0	0	0

GENERAL FUND CAPITAL PROGRAMME - 2017/18

<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/17 Actual Expenditure	Current Budget 2017/18	Actual Expenditure 2017/18	Updated Budget 2018/19	Updated Budget 2019/20	Updated Budget 2020/21
	£	£	£		£	£	£
Housing and Infrastructure							
Disabled Facilities Grants	Annual programme	0	2,377,012	221,466	0	0	0
Housing Loans to Registered Providers	3,500,000	0	3,500,000	0	0	0	0
Parkland Improvements	100,000	12,996	87,004	0	0	0	0
Compulsory Purchase of Long Term Empty Properties	630,000	800	629,200	0	0	0	0
Shannoeks Hotel	490,000	23,897	466,103	16,042	0	0	0
Laundry Loke - Victory Housing	100,000	0	80,000	0	20,000	0	0
Temporary Accommodation for Homeless Households	194,000	169,950	24,050	1,599	0	0	0
Community Housing Fund	2,198,262	0	2,198,262	674	0	0	0
Provision of Temporary Accommodation	610,000	0	488,000	0	122,000	0	0
	7,822,262	207,643	9,849,631	239,780	142,000	0	0

GENERAL FUND CAPITAL PROGRAMME - 2017/18

<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/17 Actual Expenditure	Current Budget 2017/18	Actual Expenditure 2017/18	Updated Budget 2018/19	Updated Budget 2019/20	Updated Budget 2020/21
	£	£	£		£	£	£
Coast and Countryside							
Gypsy and Traveller Short Stay Stopping Facilities	1,417,533	1,270,950	42,000	0	104,583	0	0
Cromer Pier Structural Works - Phase 2	1,378,549	1,322,094	56,455	0	0	0	0
Cromer Pier and West Prom Refurbishment Project	1,465,000	699,013	215,987	164,555	550,000	0	0
Refurbishment Works to the Seaside Shelters	149,500	127,446	22,054	10,745	0	0	0
Cromer Coast Protection Scheme 982 and SEA	8,822,000	5,246,343	3,575,657	57,882	0	0	0
Pathfinder Project	1,967,015	1,683,310	283,705	152,000	0	0	0
Coastal Erosion Assistance	90,000	17,203	72,797	0	0	0	0
Storm Surge	1,176,000	1,105,987	70,013	74,599	0	0	0
Sheringham West Prom	804,000	632,504	171,496	34,348	0	0	0
Mundesley - Refurbishment of Coastal Defences	2,221,000	0	2,221,000	0	0	0	0
Ostend Targeted Rock Placement and Coastal Adaptation	55,000	219	54,781	0	0	0	0

GENERAL FUND CAPITAL PROGRAMME - 2017/18

<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/17 Actual Expenditure	Current Budget 2017/18	Actual Expenditure 2017/18	Updated Budget 2018/19	Updated Budget 2019/20	Updated Budget 2020/21
	£	£	£		£	£	£
Cromer Pier - External and Roofing Improvements to Pavilion Theatre	275,000	1,250	273,750	0	0	0	0
Sheringham Gangway	201,514	116,533	84,981	0	0	0	0
Vale Road Beach Access	18,600	15,115	3,485	0	0	0	0
Bacton and Walcott Coastal Management Scheme	500,000	0	500,000	0	0	0	0
Mundesley - Refurbishment of Coastal Defences - Business Case	89,000	36,188	52,812	0	0	0	0
Bacton and Walcott Joint Study	201,514	170,974	30,540	24,273	0	0	0
	20,831,225	12,445,129	7,731,513	518,404	654,583	0	0
Health and Well Being							
Splash Roof Repairs	63,120	9,866	53,254	0	0	0	0
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	33	27,467	0	0	0	0
Fakenham Gym	62,500	0	45,000	0	17,500	0	0
Splash Pool - Steelworks	35,000	0	35,000	0	0	0	0
Cromer Sports Pitch	50,000	1,406	48,594	0	0	0	0
Fakenham Community Centre Window Replacement	30,000	0	30,000	5	0	0	0
	268,120	11,305	239,315	5	17,500	0	0

GENERAL FUND CAPITAL PROGRAMME - 2017/18

<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/17 Actual Expenditure	Current Budget 2017/18	Actual Expenditure 2017/18	Updated Budget 2018/19	Updated Budget 2019/20	Updated Budget 2020/21
	£	£	£		£	£	£
Service Excellence							
Personal Computer Replacement Fund	205,583	181,929	23,654	13,594	0	0	0
Asset Management Computer System	75,000	63,730	11,270	0	0	0	0
e-Financials Financial Management System Software Upgrade	47,505	34,080	13,425	0	0	0	0
Administrative Buildings	250,570	197,792	52,778	0	0	0	0
Planning System (Scanning of Old Files) - Business Transformation Programme	100,000	83,890	16,110	15,627	0	0	0
Council Chamber and Committee Room Improvements	89,000	948	88,052	50,362	0	0	0
Environmental Health IT System Procurement	150,000	6,327	143,673	0	0	0	0
Stonehill Way Fire and Security System	15,000	0	15,000	0	0	0	0
Document and Records Management System	60,000	18,409	41,591	5,900	0	0	0
Access Control Systems	17,000	15,087	1,913	948	0	0	0
Purchase of Bins	120,000	28,459	51,541	47,242	40,000	0	0
Customer Contact Centre	60,000	17,825	42,175	29,302	0	0	0

GENERAL FUND CAPITAL PROGRAMME - 2017/18

<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/17 Actual Expenditure	Current Budget 2017/18	Actual Expenditure 2017/18	Updated Budget 2018/19	Updated Budget 2019/20	Updated Budget 2020/21
	£	£	£		£	£	£
Purchase of Property Services Vehicle	15,000	0	15,000	0	0	0	0
User IT Hardware Refresh	220,000	0	55,000	0	55,000	55,000	55,000
Goat Livestock Grazing Project	17,000	0	17,000	16,665	0	0	0
Replacement Environmental Health Vehicle	21,935	0	21,935	22,605	0	0	0
Uniform Planning System	140,000	0	140,000	140,000	0	0	0
Back Scanning of Files	200,000	0	150,000	0	50,000	0	0
Housing Options System	20,000	0	20,000	0	0	0	0
Management Information Systems	50,000	0	50,000	0	0	0	0
	1,873,593	648,476	970,117	342,245	145,000	55,000	55,000
	35,313,948	13,654,846	22,967,031	1,186,025	959,083	55,000	55,000

GENERAL FUND CAPITAL PROGRAMME - 2017/18

<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/17 Actual Expenditure	Current Budget 2017/18	Actual Expenditure 2017/18	Updated Budget 2018/19	Updated Budget 2019/20	Updated Budget 2020/21
	£	£	£		£	£	£
<u>Capital Programme Financing</u>							
Grants			9,585,617		104,583	0	0
Other Contributions			456,715		350,000	0	0
Asset Management Reserve			3,443		0	0	0
Capital Project Reserve			834,596		0	0	0
Invest to Save Reserve / Broadband Reserve			1,050,000		0	0	0
Capital Receipts			7,536,660		504,500	55,000	55,000
Internal / External Borrowing			3,500,000		0	0	0
TOTAL FINANCING			22,967,031		959,083	55,000	55,000

Savings and Additional Income 2017/18

Ref.	Service	Savings Title	Workstream (where applicable)	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2017/18 Budgeted Savings and Additional Income	2017/18 Budgeted savings and Additional Income P4 Update	Variance
						£	£	
AL2	Community, Econ Dev & Coast	Car Parks - Fakenham Car Park - Community Centre	3. Property Investment & Asset Commercialisation	This proposal relates to brining the community centre at Fakenham into the Car Park Order (CPO) to enable the site to become pay and display. The car park already has a hard surface with approximately 25 spaces already laid marked out, this proposal only requires a change to the CPO and the installation of a car park ticket machine.	I	(7,815)	(9,000)	(1,185)
AL6	Community, Econ Dev & Coast	Beach Hut Fees and Charges	3. Property Investment & Asset Commercialisation	This proposal relates to the revision of Beach Hut Fee Income	I	(20,000)	(20,000)	0
ECD1	Community, Econ Dev & Coast	Coastal Management Revenue Works	7. Other Efficiencies and Savings	Reduction in coastal defence revenue budget (currently £350,000 pa) by a suitable amount, which would maintain essential maintenance or small scale repairs and maintenance works only (retaining, for example, £120,000 for this). Any reduction could, however be replaced by capital funds (either as an injection at the start of the period or on an annual basis) and greater efforts could be made to attract third party contributions to small-scale coast defence works, as they are for larger, grant supported schemes. The greater certainty that 'capitalising' funds in this way could bring, may enable substantial consequential savings, through procurement, project management, staff time etc.	S	(50,000)	(50,000)	0
ECD2	Community, Econ Dev & Coast	Tourism Development & Destination Marketing	7. Other Efficiencies and Savings	Having reviewed the total resource commitment to tourism development and destination management and marketing and restructuring is proposed within the Economic Growth Team as well as a review of contractual arrangements with external providers and partner organisations. It is suggested that greater emphasis is placed on the Local Destination Management Organisation (DMO) in procuring and providing web site services and ongoing data management. This is expected to provide savings on contracts and in the level of staff time needed to be committed. A business case will be submitted to CLT, which is likely to involve the deletion of three posts (approximately 2.65 FTE) and the creation of two different posts (likely to be at a lower level). The only savings I have enumerated below relate to the change in contract arrangements for the VNN website; any savings on staff resources will be utilised in other posts within the team to align its activities more closely with the Corporate Plan priorities.	S	(12,000)	(12,000)	0
ECD4	Community, Econ dev & Coast	Economic Growth	7. Other Efficiencies and Savings	NNDC's Learning and Skills Team, under the banner of Learning 4 Everyone, was set up in a very different economic climate and public policy context. A review of the external needs of businesses has been undertaken and the intention is to restructure the team to better focus on meeting the needs and achieving the priorities in the Corporate Plan. It is proposed to replace the four existing posts (all of which are fixed term), with one (fixed term), to be paid for out of reserves carried forward from previous years within the service. Technically, as the posts to be restructured are fixed-term, no savings on staff costs will result; however, there will be substantial 'overheads' savings and consequential efficiencies, compared with past years. This means that more 'management resource' will be more effectively applied to supporting other priorities.	S	(46,582)	(46,582)	0
ECD5	Community, Econ Dev & Coast	Miscellaneous Contributions	7. Other Efficiencies and Savings	The service makes contributions to a range of external bodies, either through membership or as grants. These should be reviewed and/or renegotiated. In some cases it could be considered that in-kind contributions can substitute financial contributions. Precise savings to be determined but the areas to examine would include funding for NALEP, Norfolk Chamber, NSEA and possibly others yet to be determined.	S	(10,000)	(10,000)	0
SUB TOTAL Community, Econ dev & Coast						(146,397)	(147,582)	(1,185)
CSIT3	CUSTOMER SERVICES & ICT	Revision of Reprographics Services	2 Digital Transformation	Alter the service delivery approach of the Reprographics Service to reduce the requirement for printing hardware and reduce costs of print & mail activity by accessing web based services.	S	(82,648)	(82,648)	0
F2	CUSTOMER SERVICES & ICT	Vacant Post Review	7. Other Efficiencies and Savings	Review and rationalisation of currently held vacant posts within the revenues and benefits services.	S	(106,435)	(106,435)	0
ORG1	CUSTOMER SERVICES & ICT	Reduction of posts	7. Other Efficiencies and Savings	The potential reduction of posts across the following teams:- Elections, Reprographics and Democratic Services. Figures are based on the removal of those posts rather than a reduction in hours.	S	(22,288)	(22,288)	0
SUB TOTAL CUSTOMER SERVICES & ICT						(211,371)	(211,371)	0

Savings and Additional Income 2017/18

Ref.	Service	Savings Title	Workstream (where applicable)	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2017/18	2017/18	Variance
						Budgeted Savings and Additional Income	Budgeted savings and Additional Income P4 Update	
						£	£	£
EH2	Environmental Health	Green Build	6. Maximising Income and Reducing Costs	Greenbuild is run each September to promote sustainable living and to promote Council activity and services. There is a budget of £10,000 per annum. It is proposed to reduce this budget to make the event cost neutral to the Council. It is anticipated that this would be through a mixture of savings and generating additional income from the event.	S	(5,000)	(5,000)	0
EH4	Environmental Health	Waste & related Services Review	6. Maximising Income and Reducing Costs	Additional Income from increase in Garden Waste Service subscription charge (£18,720). Increased income from increase in fee for trade waste lifts (£40,000). Direct arrangement of the night soil collection service (£8,000). Removal of allowance for additional trade waste RCV (£86,000).	S	(66,720)	(66,720)	0
EH6	Environmental Health	Civil Contingencies budget savings	6. Maximising Income and Reducing Costs	Reduction in budget lines within the Civil Contingencies budget; training budget reduction; removal of external printing budget.	S	(2,800)	(2,800)	0
EH3	Environmental Health	Staffing Costs	7. Other Efficiencies and Savings	Reduction in staffing costs through: Yr1 - Rationalisation of existing staffing structures Yr 2 BPR effects (agile working, efficiencies etc.) Yr 3 - further structural changes.	S	(33,600)	(33,600)	0
SUB TOTAL Environmental Health						(108,120)	(108,120)	0
CLEG1	Legal & Democratic Services	Local Government Lawyer	4. Shared Services/Selling Services	Eastlaw continue to deliver year on year savings to the Council through selling services to our partner organisations. We are developing new products to sell into the market such as a social housing fraud product. The team is now at full capacity and in order to produce further savings we need to expand and we feel that now is the right time. The bid is for an additional lawyer post to deliver capacity in key client areas for eastlaw and thereby produce income which will cover both the cost of the post (£42,000 - inc oncosts) and the savings required to be generated (£26,800).	I	(26,800)	(26,800)	0
	Legal & Democratic Services		6. Maximising Income and Reducing Costs	Additional legal income to offset Democratic Services saving not being delivered	I	(13,691)	(13,691)	0
SUB TOTAL Legal & Democratic Services						(40,491)	(40,491)	0
P1	Planning		2 Digital Transformation	Planning BPR review of Planning support staff structure	S	(51,921)	(51,921)	0
SUB TOTAL Planning						(51,921)	(51,921)	0
Total for all Workstreams						(558,300)	(559,485)	(1,185)

Agenda Item No ____ 11 ____

MANAGING PERFORMANCE QUARTER 1 2017/18

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 Annual Action Plan 2017/18 and progress against targets. It gives an overview, identifies any issues that may affect delivery of the plan, the action being taken to address these issues and proposes any further action needed that requires Cabinet approval.

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

Conclusions:

1. The majority of the 71 activities are on track or ahead of plan (58) and four activities have been completed successfully. Six activities are having some problems, one needs attention/is off track, one activity is on hold and one has not started. The 71 activities reported on are 63 from the Annual Action Plan 2017/18 and eight activities from the Annual Action Plan 2016/17 that were not completed last year. Performance is being closely monitored, particularly for the activities where issues or problems have been identified (seven).
2. Of the 24 performance indicators where a target has been set twenty are on, above or close to target and four below target. Where assessment against the same period last year is possible (31 indicators), 14 are improving, five are static and 12 are worsening.
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.**
2. **That Cabinet approve the removal of the**

**Economic Growth performance indicators J
023 and J 024 for the reasons given in
Section 3 of this report.**

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

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

Introduction

The purpose of the 'Managing Performance Quarter 1 2017/18 report is to identify good practice and disseminate it, highlight any performance issues to help the Council identify areas for discussion and take action to secure improvement in the future where it is needed.

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

1. Content of the Report

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

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

Performance information for each priority is broken into three sections:

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

2. Removal of targets for Economic Growth

- 2.1 Two of the performance indicators agreed in the Annual Action Plan are New apprenticeship vacancies filled (Reference: J 023) and New work experience placements filled (Reference: J 024).
- 2.2 J 023 - The Head of Economic and Community Development recommends this indicator is removed as, after investigation, it is not possible to source data for this indicator. There are many national apprenticeship training providers in the UK to which an apprentice could be placed with. This information is not centralised and therefore is unobtainable.
- 2.3 J 024 - The Head of Economic and Community Development recommends this indicator is removed as, after investigation, it is not possible to source data for this indicator.

3. Conclusion

- 3.1 The majority of the 71 activities are on track or ahead of plan (58) and four activities have been completed successfully. Six activities are having some problems, one needs attention/is off track, one activity is on hold and one has not started. The 71 activities reported on are 63 from the Annual Action Plan 2017/18 and eight activities from the Annual Action Plan 2016/17 that were not completed last year. Performance is being closely monitored, particularly for the activities where issues or problems have been identified (seven).

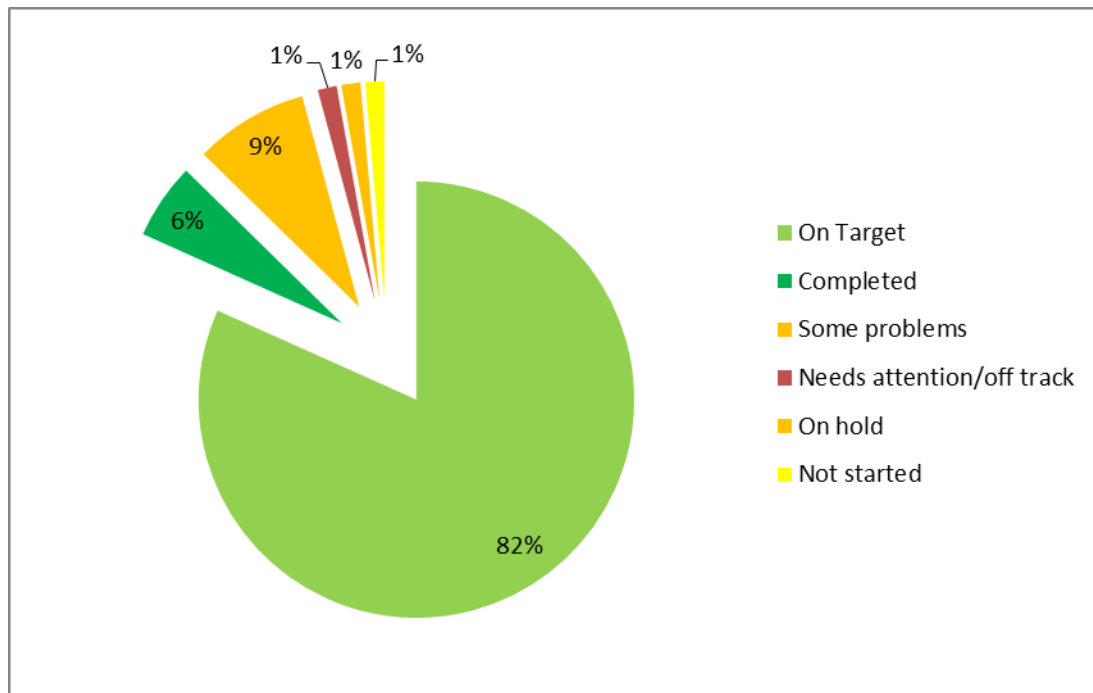


Chart 1 : Progress of the activities in the Annual Action Plan 2017/18

- 3.2 Of the 24 performance indicators where a target has been set twenty are on, above or close to target and four below target. Where assessment against the same period last year is possible (31 indicators), 14 are improving, five are static and 12 are worsening.
- 3.3 The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

4. Implications and Risks

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

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

5. Financial Implications and Risks

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

6. Sustainability

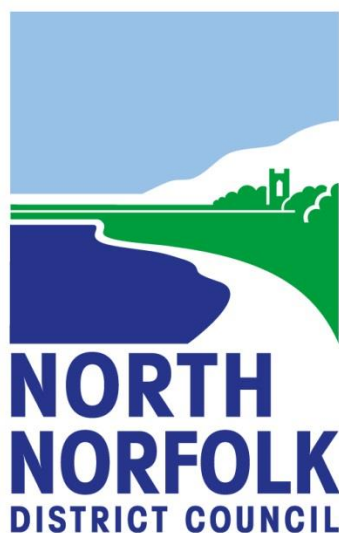
There are no sustainability implications of this report.

7. Equality and Diversity

There are no equality and diversity implications of this report.

8. Section 17 Crime and Disorder considerations

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



Managing Performance

Quarter 1 2017/18

Version 1.0

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

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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.

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

Performance information for each priority is broken into three sections:

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

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



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

Overview

1. The majority of the 71 activities are on track or ahead of plan (58) and four activities have been completed successfully. Six activities are having some problems, one needs attention/is off track, one activity is on hold and one has not started. The 71 activities reported on are 63 from the Annual Action Plan 2017/18 and eight activities from the Annual Action Plan 2016/17 that were not completed last year. Performance is being closely monitored, particularly for the activities where issues or problems have been identified (seven).
2. Of the 24 performance indicators where a target has been set twenty are on, above or close to target and four below target. Where assessment against the same period last year is possible (31 indicators), 14 are improving, five are static and 12 are worsening.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

Activities

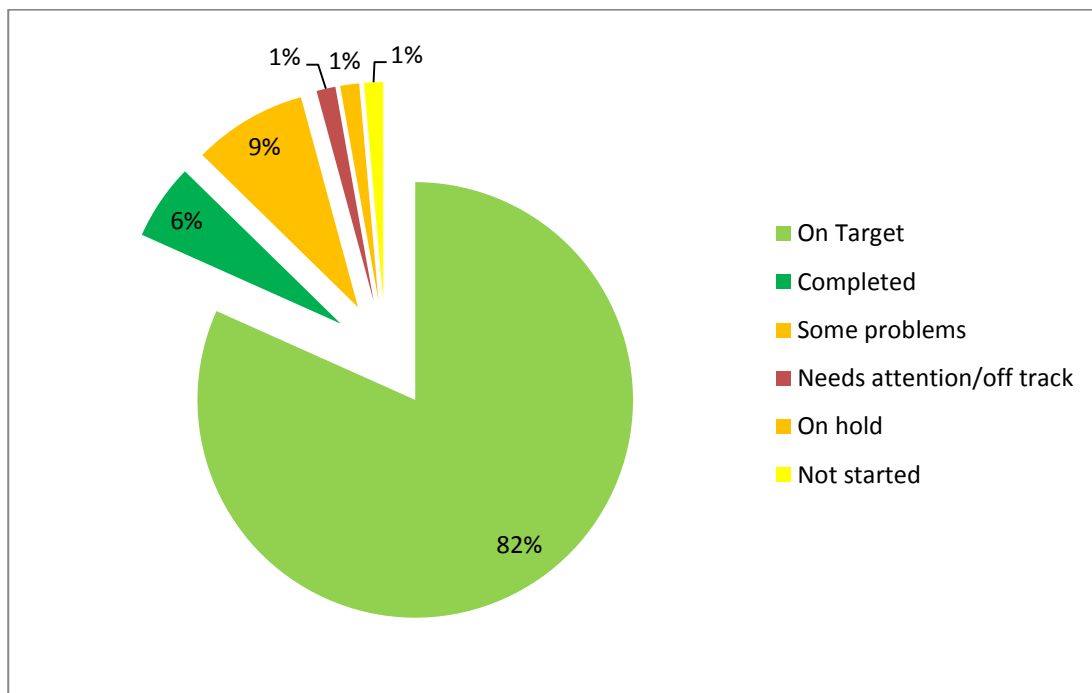


Chart 1 : Progress of the activities in the Annual Action Plan 2017/18

01 - Jobs and the Local Economy

Strategic Overview

Fourteen of our 16 projects are on target (88%)

Fourteen of the 16 activities are on track or ahead of plan, one has some problems and one is on hold.

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

Our Achievements:

1. A Ready for Growth Business Seminar event was held in May at Fakenham Racecourse
2. Coffee Means Business Networking Events have been held in Holkham, North Walsham and East Barsham
3. An NWES adviser is providing free business start-up support fortnightly from NNDC Cromer offices
4. Coverage for North Norfolk provided via the Better Broadband for Norfolk rollout has now reached 85%
5. An Apprenticeships event for employers was held on 31 May at The Atrium in North Walsham. In addition, on-going apprenticeship advice has been provided through a programme of business engagement meetings
6. A 'Space to Innovate' prospectus has been produced which currently promotes the Enterprise Zone opportunities at Scottow Enterprise Park (SEP) and at Egmere. A webpage has also been created on NNDC's website to promote the Egmere site and SEPs website maintains up-to-date details of unit availability

Issues and Challenges:

1. An application to the Coastal Community Fund was submitted in December for just over £2m. The funding bid was unsuccessful; however a strong partnership has been established with widespread commitment to the initiative and other ways of delivering the key elements of the project are currently being explored.

Full Council agreed a committee report in June to secure a capital budget of £0.5m to start to undertake some of the main elements of this unique project. Officers are aiming to submit a revised funding application later in the year.

02 - Housing and Infrastructure

Strategic Overview

Eight of our 12 projects are on target (67%)

Eight of the 12 activities are on track, one needs attention/is off track and one has some problems.

100% of our targets met or exceeded

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

Year on Year performance pressures

Performance against the six indicators, where an assessment against the same period last year is possible, show that one is improving, two are static and three are worsening.

Our Achievements:

1. The number of affordable homes granted planning permission has increased from 35 during the first quarter of 2016/17 to 67 in the first quarter of 2017/18
2. All Planning performance targets have been achieved

Issues and Challenges:

1. The Community Housing Fund is a fantastic opportunity to support the delivery of affordable housing via community led schemes, it should be noted that whilst discussions are ongoing with a number of parish councils, the timescale for the development of proposals for new homes will take some time to come forward as planning applications and then completed schemes. This will be managed by the dedicated new team.

03 - Coast and Countryside

Strategic Overview

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

Activities and outcomes are being delivered against this priority. Two of the twelve activities have been successfully completed and a further nine are on track and one has some problems.

We met or exceeded 25% of our targets

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

For 50% of our targets performance is improving

Where an assessment against the same period last year is possible performance against two of the four indicators is improving and two are worsening.

Our Achievements:

1. The new kiosk facilities have been installed on the Cromer west prom supported by the new children's play area and public toilet and shower facilities, which form part of the £1.5m Cromer west prom regeneration project. The 'futureproofed' units are able to be craned out of the area to higher ground in the event of a storm surge warning. The public convenience facilities have been entered into the 'Loo of the Year' awards and would be the third such facility to gain the award if they are successful along with those on Sheringham East Prom and Cromer Pier.
2. Successfully awarded six Blue Flags for 2017, with Blue Flags gained at East and West Runton.
3. Successfully awarded three Green Flags at Holt Country Park, Pretty Corner Woods and Sadler's Wood.
4. The updated Recycle for Norfolk website was launched earlier in the year (www.recyclefornorfolk.org.uk).
5. We have provided equipment for the "two minute beach clean" where members of the public are encouraged to borrow equipment and litter pick whilst they walk. We are looking to expand the sites covered significantly over the summer.
7. A Planning Inspector's decision to allow two wind turbines to be built at Bodham and Selbrigg has been quashed and the appeals have been referred back to the Secretary of State for re-determination (which will be by way of further appeal(s) handled by the Planning Inspectorate)

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

Issues and Challenges:

1. Visitors to parks events
This period is historically the quietest for visits achieved at the parks, and the numbers recorded this year reflect this. Visits for this period are slightly above those achieved for the same period last year and in line with those achieved two years ago, therefore it is suggested that the target should be reviewed to reflect this trend.

04 - Health and Well-being

Strategic Overview

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

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

We met or exceeded 66% of our targets

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

For 80% of our targets performance is improving

Where an assessment against the same period last year is possible performance against four of the five indicators is improving and one is static.

Our Achievements:

1. Processing of housing benefit and council tax benefit claims and changes of circumstances are achieving targets.
2. The first Big Society Fund Panel of the financial year was held on 5 June 2017. Nine applications were approved and grants awarded totalled £49,287.80.
3. There is a steady increase in the number of referrals to the Early Help Hub in respect of children, families and adults of all ages. Multiagency engagement with the Hub and attendance at the weekly collaboration meetings has expanded. There has been an increase in co-ordination and partnership working which has improved outcomes for cases referred to the Hub for both the client and the organisations involved.
4. The Sports Clubs and Hubs project to date has been a great success, with six hubs and three clubs being set up. We are currently delivering 18 different sport/exercise classes across the district. Sport England has now agreed to extend the project to a fourth year.
5. The Sports Clubs and Hubs Project held a Disability Sports Day for adults on Wednesday June 14th at Cromer Lawn Tennis Club.



05 - Delivering Service Excellence

Strategic Overview

Sixteen of our 21 projects are on target (76%)

15 of the 21 activities are on track, one has been completed and three are having some problems.

We met or exceeded 85% of our targets

Performance against 11 of the 13 performance indicators, where a target has been set, are above or on target. One is close to target and one is below target.

For 53% of our targets performance is improving

Performance against nine indicators are improving compared to the same period last year, two are static and six worsening.

Our Achievements:

1. The major outcomes of the Planning Business Process Review continue to be implemented. The Workflow system has been introduced; Phase 1 of the new pre-application advice; digital mail unit and paperless Parish & Town Council consultation process.

Equalities

Strategic Overview

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

Nine of the twelve activities are on track, two have been completed and one needs attention/is off track.

We met or exceeded 75% of our targets

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







Performance against four indicators are improving compared to the same period last year, one is static and two worsening.

Our Achievements:

1. The target for completing disabled facilities grants has been exceeded

Appendix 1: Performance Indicators – progress reporting



Key




	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
NA = Not applicable	Indicators can be labelled as not applicable as this is important information for the Council where the influence and actions of the Council may make improvements but there is not sufficient control over the outcome to set a target		

















Target achieved or exceeded	Close to target	Below target	Missing	Improving compared to the same period last year	Close to the same period last year's result	Worse compared to the same period last year





Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target
Grants awarded (£) (quarterly cumulative) J 025	01 A	-	-	0	Q1 17/18	- - -
Currently outstanding confirmation of grant awards from stakeholders. The New Anglia LEP is presently updating its data capture systems. Data likely to be available in Quarter 2.						










Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target			
Number of businesses engaged via events (quarterly cumulative) J 021	01 A, 01 B	-	-	150	Q1 17/18	-	-	-	
Number of businesses supported (quarterly cumulative) J 022	01 A, 01 B	-	-	40	Q1 17/18	-	-	-	
New apprenticeship vacancies filled (quarterly cumulative) J 023	01 C	-	-	-	Q1 17/18	-	-	-	
The Head of Economic and Community Development recommends this indicator is removed as, after investigation, it is not possible to source data for this indicator. There are many national apprenticeship training providers in the UK to which an apprentice could be placed with. This information is not centralised and therefore is unobtainable.									
New work experience placements filled (quarterly) J 024	01 C	-	-	-	Q1 17/18	-	-	-	
The Head of Economic and Community Development recommends this indicator is removed as, after investigation, it is not possible to source data for this indicator.									
Number of homes granted planning permission (all tenure types) (monthly cumulative) HS 008	02 A	228	129	143	June 17/18	-	-		
Number of affordable homes granted planning permission (monthly cumulative) HS 009	02 B	35	67	67	June 17/18	-	-		






Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
Number of affordable homes built (monthly cumulative) H 007	02 B, Equality	45	20	20	June 17/18	-	-	 
There were no completions of affordable housing in June. The next affordable completions are expected in July 2017.								
Numbers on the housing waiting list (monthly) HO 006	02 B	2,199	2,526	2,455 ^{*1}	June 17/18	-	-	-
Numbers on the Housing Register (monthly) HO 007	02 B	258	321	315	June 17/18	-	-	-
Numbers on the Housing Options Register (monthly) HO 008	02 B	1,543	1,735	1,701	June 17/18	-	-	-
Numbers on the Transfer Register (monthly) HO 009	02 B	398	470	438	June 17/18	-	-	-
Non-Major - Speed: Percentage of Applications Determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative) DM 024	02 B, 03 D, 02 A, 01 D, 01 A	-	82.6%	84.8%	June 17/18	70.0%		-






Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target			
Non-Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative) DM 025	02 B, 03 D, 02 A, 01 D, 01 A	-	0.4%	0.4%	June 17/18	10.0%		-	-
Non-Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative) DM 025a	02 B, 03 D, 02 A, 01 D, 01 A	-	9	9	June 17/18	-	-	-	-
Major - Speed: Percentage of Applications Determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative) MJ 001	02 B, 03 D, 02 A, 01 D, 01 A	-	89.5%	90.0%	June 17/18	60.0%		-	-
Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative) MJ 002	02 B, 03 D, 02 A, 01 D, 01 A	-	2.6%	1.4%	June 17/18	10.0%		-	-
Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative) MJ 002a	02 B, 03 D, 02 A, 01 D, 01 A	-	2	1	June 17/18	-	-	-	-








Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
Number of households from the housing register rehoused (monthly cumulative) H 005	02 B, Equality	98	66	95	June 17/18	-	-	 
Number of long term empty homes (6 months or more as at 1st working day of each month) (monthly) H 002	02 D	601	623	609	May 17/18	-	-	
Number of very long term empty homes (2 years or more as at 1st working day of each month) (monthly) H 009	02 D	114	120	118	June 17/18	-	-	
Number of Events Organized at Country Parks (monthly cumulative) LE 005	03 B	10	9	9	June 17/18	9		
Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative) LE 010	03 B	182	2,248	223	June 17/18	700		
Number of Child Visitors to Parks and Countryside Events (quarterly cumulative) LE 011	03 B	348	2,883	444	June 17/18	950	 	
This period is historically the quietest for visits achieved at the parks, and the numbers recorded this year reflect this.								









Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target			
Number of pollution enforcement interventions (quarterly cumulative) C 008	03 B, 03 D	12	39	6	Q1 17/18	-	-	-	
Number of fixed penalty notices issued (quarterly cumulative) C 009	03 B, 03 D	5	13	8	Q1 17/18	-	-	-	
Target response time to fly tipping and all other pollution complaints (within 2 working days) (monthly cumulative) C 007	03 D	83.00%	59.00%	61.00%	June 17/18	80.00%			
<p>There has been slight improvement in response times for Nuisance cases, which accounts for the slight increase overall. Kier continue to perform at the same level when it comes to clearing fly tipped material. There have recently been some staffing changes and we are starting to work with their new manager to address these issues moving forward.</p>									
Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative) L 005	04 A, Equality	11	37	9	Q1 17/18	-	-	-	
Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative) L 006	04 A, Equality	65,644.00	273,817.68	50,032.00	Q1 17/18	-	-	-	







Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target			
Number of Disabled Facilities Grants outstanding (monthly snapshot) HW 002	04 B	112	114	117	June 17/18	-	-		
Number of Disabled Facilities Grants completed (monthly cumulative) HW 003	04 B, Equality	29	20	32	June 17/18	30	-		
Number of Disabled Facilities Grants approved (monthly cumulative) HW 004	04 B	-	17	33	June 17/18	-	-	-	
Average Disabled Facilities Grant spend (£) (monthly snapshot) HW 005	04 B	-	53,143	67,533	June 17/18	-	-	-	
Average time for processing new claims (housing benefit and council tax support) (monthly cumulative) RB 027	04 B, Equality, 05 A, 04 A	20	21.0	20.0	June 17/18	20.0			
Speed of processing: change in circumstances for housing benefit and council tax support claims (average calendar days) (monthly cumulative) RB 028	04 B, Equality, 05 A, 04 A	18.0	11.0	13.0	June 17/18	14.0			

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
Participation at NNDC Sporting Facilities (monthly cumulative) LE 004	04 C, Equality	138,015	96,033	139,938	June 17/18	145,360		
Percentage of Freedom of Information (FOI) Requests responded to within the statutory deadline of 20 working days (monthly cumulative) LS 004	05 A	93.0%	96.0%	98.0%	May 17/18	90.0%		-
Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b	05 A	89	50	101	May 17/18	-	-	-
Number of Ombudsman referral decisions (monthly cumulative) PA 001	05 A	0	1	1	June 17/18	-	-	-
Percentage of Ombudsman referrals successful outcomes for the Council (monthly cumulative) PA 002	05 A	-	100.0%	100.0%	June 17/18	-	-	-
Visits to NNDC website (monthly cumulative) WG 005	05 A	137,924	108,802	155,468	June 17/18	-	-	
Unique Visitors to NNDC website (monthly cumulative) WG 006	05 A	91,723	75,650	108,694	June 17/18	-	-	

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
Number of Compliments (monthly cumulative) CS 050	05 A	15	0	1	June 17/18	-	-	-
Number of Complaints (monthly cumulative) CS 051	05 A	9	10	38	June 17/18	-	-	-
Number of MPs Letters (monthly cumulative) CS 052	05 A	58	34	60	June 17/18	-	-	-
Average wait time (minutes) - Customer Services (monthly) CS 057	05 A	2.51	4.33	5.01	June 17/18	10.00		
Average transaction time (minutes) - Customer Services (monthly) CS 058	05 A	5.16	6.29	7.91	June 17/18	-	-	
Average wait time (minutes) - Housing Options (monthly) CS 059	05 A	14.02	4.48	10.06	June 17/18	10.00		
Percentage of customers who were quite or extremely satisfied they were dealt with in a helpful, pleasant and courteous way (quarterly) CS 053	05 A	100.00%	100.00%	100.00%	Q1 17/18	-	-	-

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
Percentage of customers who were quite or extremely satisfied they were dealt with in a competent, knowledgeable and professional way (quarterly) CS 054	05 A	100.00%	100.00%	100.00%	Q1 17/18	-	-	-
Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly) CS 055	05 A	100.00%	100.00%	100.00%	Q1 17/18	-	-	-
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	05 A	100.00%	94.00%	95.60%	Q1 17/18	-	-	-
Planning Income (£) (monthly cumulative) DM 023	05 B	161,120	183,406	288,454	June 17/18	-	-	
Building Control income (£) (monthly cumulative) BC 001	05 B	119,614	61,056	95,133	June 17/18	93,150		
Legal Services Fee Income (£) (monthly cumulative) LS 003	05 B	58,473	25,847	45,422	June 17/18	18,000		
Percentage of council tax collected (monthly cumulative) RB 009	05 B	29.99%	21.01%	29.68%	June 17/18	29.00%		

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
Percentage of non-domestic rates collected (monthly cumulative) RB 010	05 B	31.49%	24.42%	33.10%	June 17/18	31.10%		
PM 32 Average Number of days Revenue Outstanding (Debtor Days) (monthly) RB 029	05 B	46.0	44.0	21.0 ²	June 17/18	41.0		
Occupancy Rate of Council Owned Rental Properties (monthly) PS 006	05 B	82.0%	82.0%	82.0%	June 17/18	80.0%		
Number of defaults issued to the waste and related services contractor (monthly cumulative) C 010	05 B, 03 D	31	115	243	June 17/18	-	-	-
Number of rectifications issued to the waste and related services contractor (monthly cumulative) ES 015	05 B, 03 D	105	118	191	June 17/18	-	-	-
Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative) V 001	05 B	25.0%	41.7%	0%	Q1 17/18	80.0%		

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
	<p>There were four audits completed during the first quarter of the year including;</p> <ul style="list-style-type: none"> • Performance Management, Corporate Policy and Business Planning (Substantial Assurance - highest assurance level) • Building Control (Substantial Assurance - highest assurance level) • Land Charges (Reasonable Assurance) • Disaster Recovery including Fakenham Site (Reasonable Assurance) <p>The audits are rated as follows: Substantial Assurance which is the highest assurance level, Reasonable Assurance, Limited Assurance down to No Assurance which is the lowest level. It is positive to note that half of the audits undertaken during Quarter 1 received the highest assurance level and the remaining two still received reasonable assurance levels.</p> <p>During Quarter 1 there were 12 recommendations raised from the 4 audits undertaken (5 level 2 priority (important) and 7 level 3 priority (needs attention)). Again it is positive to note that there were no level 1 priority (urgent) recommendation raised.</p> <p>Of the 12 recommendations only one of these was due to have been completed by the end of the quarter but unfortunately this remains outstanding hence the reason for the 0% completion against the target.</p> <p>In terms of previous year audits there still remain 18 audit recommendations outstanding although again this is considered a low number in comparison to other authorities.</p>							
Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative) V 002	05 B	100.0%	100.0%	*3	Q1 17/18	100.0%		
Percentage of audit days delivered (quarterly cumulative) V 004	05 B	1.6%	100.0%	22.0%	Q1 17/18	19.0%		
Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative) V 007	05 C	1.48	6.35	0.95	Q1 17/18	1.50		







*1 Snapshot as at 30 June 2017.

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

*3 No priority 1 (Urgent) recommendations






Appendix 2: Delivering the Annual Action Plan 2017/18

Key

Activity Status	Symbol	Description
Completed Successfully/ On Track		Activity has started on schedule, and is on track to be completed by the predicted end date, to budget and will deliver the expected outputs and outcomes/ impacts or already has.
Not Started		This is for activities that are not programmed to start yet.
Postponed, Delayed or On Hold		This is for activities that should have started by now but have not or activities that have started but have had to pause or are taking longer than expected.
Some Problems		Lead officers should have described the problems and the action being taken to deal with them.
Needs Attention/ Off Track/ Failed		Activity is off track (either by starting after the predicted start date or progress slower than expected), and it is anticipated that it will not be completed by the predicted end date. Attention is needed from the lead officer and others to get this activity back on track. Failed - Activity not delivered and there is no way that it can be.
		Signifies an action or target achieved that has an outcome that meets our equalities objectives.


01 - Jobs and the Local Economy

A - Work to maintain existing jobs and help businesses expand


Activity	Status		Progress/ Action Note
AAP 17/18 - 01 A 01 - Providing business grants and mentoring support - Report on business engagement programme outputs	On Track		Coffee Means Business Networking Events have been held in Holkham, North Walsham and East Barsham. A Ready for Growth Business Seminar event was held in May at Fakenham Racecourse. An NWES adviser is providing free business start-up support fortnightly from NNDC Cromer offices
AAP 17/18 - 01 A 02 - Providing business grants and mentoring support - Report on business support/ grants provided by third parties in North Norfolk	On Hold		This information is currently unavailable from New Anglia Local Enterprise Partnership. They are currently reviewing their CRM systems which support data sharing.
AAP 17/18 - 01 A 03 - Ensuring our procurement practise supports small and medium sized businesses operating in the district - Review our current procurement guidance and support local procurement	On Track		Progressing to Plan
AAP 17/18 - 01 A 04 - Supporting our market and coastal towns recognising their importance as economic hubs and local centres - Develop a forward programme of funding opportunities and regularly promote to the business community. To produce an NNDC list of schemes with potential match funding	On Track		A Project Enabler has recently appointed within the Economic Growth Team. A 'funding toolkit' is presently being developed which will support the promotion of future funding opportunities.
AAP 17/18 - 01 A 05 - Working with partners to improve access to faster Broadband for all our communities including investing directly £1m over the next 2 years - Monitor future roll out. Investment and coverage will be reviewed and reported on a six monthly basis	On Track		Coverage for North Norfolk provided via the Better Broadband for Norfolk rollout has now reached 85%. To the end of June 2017 the second contract has implemented 46 new fibre cabinets across North Norfolk district which have provided access to fast broadband for over 5,000 properties. The order of the rollout continues to be based, on the most efficient possible, to ensure as many





Activity	Status		Progress/ Action Note
			properties as possible have access to Superfast speeds by minimising deployment costs. 3 more cabinets have begun implementation in North Norfolk and a further 20 surveys have been completed.

B - Increase the number and support for business start-ups


Activity	Status		Progress/ Action Note
AAP 16/17 - 01 B 01 - Providing a business start-up package of support and funding - Review funding and implement a new scheme from September 2016	On Track		The New Anglia Growth Programme, which incorporates various business support initiatives, including business start-up support is being delivered across the District. Business start-up workshops under this scheme continue to be provided. As part of this scheme NNDC has also secured the benefits of a business start-up adviser providing free business surgeries on a fortnightly basis from the Cromer offices. This includes advice, where applicable, on the Government-backed Start-up Loan scheme.




C - Improve the job opportunities for young people within the district

Activity	Status		Progress/ Action Note
AAP 17/18 - 01 C 01 - Encouraging employers to offer apprenticeships - Ensure that information on apprenticeships is included within all business engagement activity	On Track		An Apprenticeships event for Employers was held on May 31st at The Atrium in North Walsham. This was a timely event given national changes on the processes of engaging training providers, funding apprenticeships and the training frameworks of apprenticeships. In addition, ongoing apprenticeship advice has been provided through a programme of business engagement meetings.



Activity	Status		Progress/ Action Note	
AAP 17/18 - 01 C 02 - Encouraging employers to offer apprenticeships - Explore opportunities for further apprenticeships within the Council as an employer	On Track		Cabinet has approved funding from reserves to support six or seven apprenticeship posts over two years. In addition we are currently recruiting to two further apprenticeship posts (Systems Administration and Recreation Assistant) which will bring our current apprenticeship numbers to seven.	
AAP 17/18 - 01 C 03 - Working with partners to bring businesses and schools together to ensure skills match needs and jobs - To co-ordinate all of the interested bodies and put together an action plan for North Norfolk	On Track		Three Employer Engagement Events have been held (North Walsham, Cromer and Fakenham. These have provided employers the opportunity to meet with schools and their staff to find out about the range of engagement activities they can do in schools to increase young people's awareness of their local economy and work based learning.	
AAP 17/18 - 01 C 04 - Supporting provision of a North Norfolk centre for science, technology, engineering and maths (STEM) - We will consider the conclusions of the feasibility study to test the most effective model of delivery and develop an appropriate outline business case, with identified potential funding sources	On Track		The feasibility study for a STEM Enterprise Centre has now been received. A number of recommendations have been made and these are presently being given consideration and next steps are to be decided upon.	

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

Activity	Status		Progress/ Action Note	
AAP 17/18 - 01 D 01 - Working with the New Anglia Local Enterprise Partnership (NALEP) to access funding streams - Produce a quarterly report of projects to be included in the LEP Project Pipeline and other sources such as Norfolk Business Rate Pool	On Track		A pipeline of potential projects for future delivery continues to be maintained and a high level meeting with the MD of NALEP is to be scheduled shortly.	







Activity	Status		Progress/ Action Note	
<p>AAP 17/18 - 01 D 02 - Developing an Inward Investment Strategy for business growth to North Norfolk specifically to promote the designated Enterprise Zones and improve pre-application planning advice - Construct service plots of land and market for development at Egmere Enterprise Zone</p>	<p>On Track</p>		<p>The land owner agreement for the Zone is anticipated to be completed in September. A procurement process for the infrastructure and development of the unit is nearing completion and a start on site is expected this autumn.</p>	
<p>AAP 17/18 - 01 D 03 - Developing an Inward Investment Strategy for business growth to North Norfolk specifically to promote the designated Enterprise Zones and improve pre-application planning advice - Construct warehouse & office premises and secure tenant at Egmere Enterprise Zone</p>	<p>On Track</p>		<p>Negotiations with a potential tenant for the first unit have resulted in draft terms being prepared. Further promotion of the site is anticipated to commence this autumn along with discussions with other interested parties who have expressed an interest in the site.</p>	
<p>AAP 17/18 - 01 D 04 - Developing an Inward Investment Strategy for business growth to North Norfolk specifically to promote the designated Enterprise Zones and improve pre-application planning advice - Develop an Inward Investment Strategy for business growth to North Norfolk specifically to promote the designated Enterprise Zones and improve pre-application planning advice</p>	<p>On Track</p>		<p>A 'Space to Innovate' prospectus has been produced which currently promotes the Enterprise Zone opportunities at Scottow Enterprise Park (SEP) and at Egmere. A webpage has also been created on NNDC's website to promote the Egmere site and SEPs website maintains up-to-date details of unit availability.</p>	

E - Capitalise on our tourism offer both inland and along our historic coast




Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 01 E 01 - Investing in our assets to support the tourism economy and promote the 'Deep History' concept - Ensure any projects such as the Cromer West Prom project will capitalise on the Deep History concept and findings</p>	<p>Some Problems</p>		<p>An application to the Coastal Community Fund was submitted in December for just over £2m. The funding bid was unfortunately unsuccessful; however a strong partnership has been established with widespread commitment to the initiative and other ways of delivering the key elements of the project are currently being explored. Full Council agreed a committee report in June to secure a capital budget of £0.5m to start to undertake some of the main elements of this unique project. Officers are aiming to submit a revised funding application later in the year.</p>
<p>AAP 17/18 - 01 E 02 - Encouraging a private sector lead to tourism promotion with support in developing a strong brand - Continue to support the Destination Management Organisation (DMO) and explore opportunities to increase its effectiveness and financial sustainability</p>	<p>On Track</p>		<p>An application has recently been supported by the Economic Growth Team for LEADER grant funding for a Business Development Manager. This will likely be decided upon by the Wensum & Coast Local Action Group in their August meeting</p>

02 - Housing and Infrastructure


A - Increase the number of new homes built in the district

Activity	Status		Progress/ Action Note	
AAP 17/18 - 02 A 01 - Encouraging the early completion of dwellings through incentivisation measures - Support the development of neighbourhood plans by aligning the wishes of towns and parishes with the local plan review	On Track		A new Housing Incentive Scheme was introduced in April 2017. Housing completion rates in the District have exceeded published targets in the last three years and the pipeline of consents granted ensures that the Council can show a Five Year Land Supply. Six Parishes are or have expressed some interest in preparing Neighbourhood Plans. New guidance notes have recently been published outlining the support that is available.	
AAP 17/18 - 02 A 02 - Encouraging the early completion of dwellings through incentivisation measures - Identify new housing sites through the local plan review process	On Track		A Housing Land Capacity study (HELAA) has been completed and published and a Call for Sites has been completed. Detailed appraisal of options for site allocations is programmed for late 2017.	
AAP 17/18 - 02 A 03 - Providing grants and loans which support the delivery of local housing initiatives - Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development	On Track		The first loan to a Housing Association will be issued later this year and will support the delivery of 91 affordable and market homes on 5 sites across North Norfolk. Future opportunities and mechanisms to support housing delivery are subject to ongoing discussions.	
AAP 16/17 - 02 A 04 - Commissioning a specialist housing needs survey in the context of market and social demand - Undertake a survey and analysis of specialist housing needs and feed the outcomes of this into the 'Property Investment Strategy' and local plan review	Needs Attention/ Off Track		Since this action was identified, an updated Strategic Housing Market Assessment has been completed and Norfolk County Council is reviewing its special needs data. On this basis this action will be reviewed to identify whether it is still required and if so to refocus the action to meet the current needs of the Council.	


B - Address housing need through the provision of more affordable housing

Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 02 B 01 - Encouraging the building of affordable homes in sustainable locations - Continue to negotiate sufficient affordable housing through S106 agreements from planning applications</p>	<p>On Track</p>		<p>Enabling work is ongoing to deliver affordable homes across North Norfolk to meet identified housing need by working in partnership with housing associations to deliver new affordable homes to buy and rent to meet general housing need and in work to deliver Exception Housing Schemes and community led housing schemes. The viable amount of affordable housing on market sites is secured through Section 106 Agreements to ensure timely delivery of completed affordable dwellings.</p>
<p>AAP 17/18 - 02 B 02 - Addressing the housing waiting list by enabling more exception schemes that provide local housing for local people - Continue the 'housing enabling' work and engagement with local communities on a pipeline of 'rural exceptions' schemes</p>	<p>On Track</p>		<p>The delivery of exception housing schemes to meet the local housing need of parishes across North Norfolk is ongoing to maintain a pipeline of delivery. This means that there are schemes in the very earliest of stages as discussions with parish councils are taking place whilst other schemes have now achieved a start on site. This enabling work complements the work in relation to the Community Housing Fund to deliver community led housing schemes, where a number of parish council meetings have been attended to discuss the opportunities presented by the fund in the target area, with more meetings due to be attended over the next quarter.</p>
<p>AAP 17/18 - 02 B 03 - Purchase additional temporary accommodation for homeless households</p>	<p>On Track</p>		<p>One property for use as temporary accommodation has been purchased and works are underway to ensure it can be used for homeless clients with a range of needs including a wheelchair accessible property. Discussions are ongoing to procure more properties for temporary accommodation.</p>



C - Ensure new housing contributes to the prosperity of the area


Activity	Status		Progress/ Action Note
AAP 17/18 - 02 C 01 - Undertaking a review of all planning policies and land allocations to inform the new Local Plan up to 2036 - Produce draft Local Plan and carry out public consultation	Some Problems		The preparation of evidence to inform policy review is on-going, site allocation options will be considered in the later part of 2017 and it is hoped that a draft of the new Local Plan will be subject to public consultation in late Spring 2018.

D – Reduce the number of empty properties

Activity	Status		Progress/ Action Note
AAP 17/18 - 02 D 01 - Working pro-actively across the Council using all available powers to bring empty properties back into use - Provide a fortnightly update on Enforcement Board Matrix actions to all Members and a 6 monthly update on Enforcement Board actions/progress to Cabinet and Overview & Scrutiny Committee	On Track		Long-term property numbers are higher than the comparable period last year but it is still too early to confirm if this is a trend or a seasonal anomaly. While the Enforcement Board continues to successfully target the worst properties the process for tackling those properties where enforcement is not an option is being reviewed.




E - Improve the infrastructure needs of the district




Activity	Status		Progress/ Action Note
AAP 17/18 - 02 E 01 - Exploring with partners the extent to which there is a capacity to modify and expand train services along the Bittern Line from Norwich to Sheringham - Work with relevant partners to take forward recommendations within the recently completed Bittern Line Development report	On Track		A meeting with Abellio is being arranged to discuss taking forward recommendations from the recently completed Bittern Line Development report with the view to piloting a two train per hour service between Norwich and North Walsham.
AAP 17/18 - 02 E 02 - Exploring with partners the extent to which there is a capacity to modify and expand train services along the Bittern Line from Norwich to Sheringham - Officers to bring forward a paper regarding car parking at North Walsham Railway	On Track		A meeting is being arranged with Abellio and relevant stakeholders to take forward a conversation and action plan for station improvements at North Walsham to include the car park provided as part of the Hopkins Homes development and to also

Activity	Status		Progress/ Action Note
Station			include initial discussion about the potential for a footbridge between the two platforms.
AAP 16/17 - 02 E 02 - Exploring with partners the scope to improve road network capacity alongside major development proposals - Consult and then obtain agreement on a process for securing contributions towards infrastructure from development proposals in the district known as section 106 agreements	Not Started		The Council's approach to Section 106 obligations will be considered as part of the Local Plan review.






03 - Coast and Countryside

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


Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 03 A 01 - Supporting fishing and agriculture in North Norfolk through accessing funding streams such as European Grants - Supporting fishing and agriculture in North Norfolk through accessing suitable funding streams such as LEADER programmes</p>	<p>On Track</p>		<p>The North Norfolk Commercial Fishing Forum met on 12th June. A Project Enabler has now been appointed and will be attending the next meeting in October to explore potential funding for any proposed projects.</p>
<p>AAP 17/18 - 03 A 02 - Working with partners to identify funding and deliver schemes which will enable us to manage our coastline - Continue to develop and promote the Norfolk & Suffolk Coastal Partnership</p>	<p>Some Problems</p>		<p>New Coastal Partnership East structure has been put in place and a second round of recruitment for the new Coastal Engineering Manager is taking place after an unsuccessful first attempt.</p>
<p>AAP 17/18 - 03 A 03 - Working with partners to identify funding and deliver schemes which will enable us to manage our coastline - Continue to work with private sector partners on a scheme for Bacton and affected communities</p>	<p>On Track</p>		<p>Cabinet has approved delegation for development and signing of the development agreement with Bacton Gas Terminal operators to enable the continued progression of the Bacton Walcott Sandscaping Scheme.</p>

Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 03 A 04 - Working with partners to identify funding and deliver schemes which will enable us to manage our coastline - Implement the Cromer West Prom plans to redevelop sea front property assets in Cromer following completion of the major Cromer Defence Scheme. This will include development of the 'Deep History' concept</p>	<p>On Track</p>		<p>The new kiosk facilities have been installed on the Cromer west prom supported by the new children's play area and public toilet facilities which form part of the £1.5m Cromer west prom regeneration project. The public convenience facilities have been entered into the 'Loo of the Year' awards and would be the third such facility to gain the award if they are successful along with those on Sheringham East prom and Cromer pier.</p> <p>While the initial Deep History Coast bid to the Coastal Communities Fund for just over £2m was unsuccessful, Full Council agreed a committee report in June to secure a capital budget of £0.5m to start to undertake some of the main elements of this unique project. Officers are hopefully going to look at submitting a revised funding application later in the year.</p>
<p>AAP 17/18 - 03 A 05 - Working with partners to identify funding and deliver schemes which will enable us to manage our coastline - Refurbish coastal defences at Mundesley</p>	<p>On Track</p>		<p>The preferred option has been selected and presented to Mundesley Parish Council. Further local drop-in session to be arranged and funding opportunities to be explored.</p>
<p>AAP 16/17 - 03 A 02 - Supporting fishing and agriculture in North Norfolk through accessing funding streams such as European Grants - Analyse criteria for funding requirement from the emerging £90m coastal community fund</p>	<p>On Track</p>		<p>A list of funding opportunities and relevant projects is being maintained. The North Norfolk Commercial Fisheries Forum, representing the local fishing sector and related activities, is the means by which activities affecting the local fishing sector can be coordinated.</p> <p>An application was made to the Coastal Community Fund to support the delivery of the Deep History Coast project - this was unsuccessful but an application by Wells Malting was approved. Projects for future CCF rounds will be considered as appropriate, and the establishment of four Coastal Community Teams will position the area well.</p>

B - Protect the wonderful countryside and encourage sustainable access



Activity	Status		Progress/ Action Note	
<p>AAP 17/18 - 03 B 01 - Caring for our areas of outstanding natural beauty and protected areas and liaising with other organisations - Undertake reviews of Holt Country Park, Pretty Corner Woods and North Lodge Park to help ensure these assets are sustainable for the future</p>	<p>On Track</p>		<p>Commercialisation plan first draft complete for Holt Country Park, which will now be extended to Pretty Corner Woods and North Lodge Park</p>	
<p>AAP 17/18 - 03 B 02 - Through careful management, ensuring our natural environment contributes to the tourism offer and wider economic well-being of the area - Work with other agencies to retain four of the district's Blue Flags for the quality of the beaches and to achieve quality coast awards elsewhere</p>	<p>Completed Successfully</p>		<p>Successfully awarded 6 Blue Flags for 2017. Survey completed by Keep Britain Tidy in June, with a good report</p>	
<p>AAP 17/18 - 03 B 03 - Through careful management, ensuring our natural environment contributes to the tourism offer and wider economic well-being of the area - Assess and implement requirements for new Green Flag Awards and work to retain existing awards</p>	<p>Completed Successfully</p>		<p>Successfully awarded 3 Green Flags at Holt Country Park, Pretty Corner Woods and Sadler's Wood</p>	

C - Continue to improve recycling rates and reduce the amount of waste material going to landfill

Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 03 C 01 - Working with other Councils on the Norfolk Waste Partnership to consider ways in which we can maximise recycling thereby minimising waste to landfill - The NWP Board continues to work on the following four work streams:</p>	<p>On Track</p>		
<p>Collection Frequency The NWP received funding from WRAP to assist with this. Phase 1 looked at the cost of five different waste services options, including Norfolk's current, consistent recycling collections. Phase 2 looked at closer working, collection frequency change and sensitivities of nappy, textile and collection of small electrical items.</p> <p>Reuse, Repair and Recycling Initiatives The updated Recycle for Norfolk website was launched earlier in the year www.recyclefornorfolk.org.uk. Research has also been completed on the Reuse/Recycling Services in Norfolk and the service information is being plotted on to a map to become part of the website. An online locator tool to provide households with options for waste reuse and recycling is also being developed to signpost residents to local facilities based on postcode and material type. This will include all commercial, Local Authority and third sector provision and will aim to push further materials up the waste hierarchy and out of the waste stream. A trial for the reuse of collected bulky waste items is taking place until the end of July in conjunction with the Benjamin Foundation.</p> <p>Communications Following the appointment of a Partnership Communications Officer in February, a Communication & Marketing Strategy has been developed to support the work of all eight councils that make up the Partnership. The strategy stems from the need to:</p> <ul style="list-style-type: none"> • Stimulate householder behaviour change to affect a tangible reduction in left over waste generated. • Improve the quality of recyclate collected and thereby the value of secondary materials traded on the international market. • Maximise the return on investment of the councils' existing collection, treatment, processing and disposal services by encouraging residents to use the services correctly and take responsibility for their own rubbish (waste) and recycling. • Support a total system approach to Norfolk's waste and resource management services. <p>Each strand of the NWP's Communication & Marketing Strategy will be supported with a detailed Communication & Resource Plan in order to deliver each campaign in a timely manner, with maximum impact and on budget. The eight NWP Authorities have committed to contribute jointly £90,000 per year for 2017/18 and 2018/19 for Partnership behavioural change and communication campaigns. To supplement the joint budget available, active leads of enquiry are being explored to unlock external funding through collaboration with like-minded national organisations and other agencies. The Partnership has recently successfully secured funding from Sainsbury's of almost £50,000 to deliver behaviour change campaigns and activities in seven communities in Norfolk (one in each district) which will commence in Autumn 2017. In North Norfolk, it is likely that this work will be focussed in the Fakenham area.</p> <p>Depot Rationalisation/One Public Estate</p>			




Activity	Status		Progress/ Action Note
<p>Options for depot sharing between public sector organisations is being investigated, including NWP members, however, there is expected to be little/no impact on NNDC resulting from this work.</p> <p>Partnership Working Outside of the full NWP In June 2017, Cabinet authorised officers to commence a formal procurement process for a new Waste and Related Services Contract. A joint Member and Senior Officer Board will be appointed to oversee the procurement process, which will likely commence in September.</p>			



D - Improve the environment both in our towns and in the countryside

Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 03 D 01 - Addressing properties and sites which create eyesores and detract from our natural and built environment - Through the work of the Council's Enforcement Board take appropriate action across all services to address such properties</p>	On Track		The Enforcement Board continues to address these issues and reports six monthly (June and December) to Cabinet and Overview and Scrutiny (Cabinet reports refer).
<p>AAP 17/18 - 03 D 02 - Tackling dog fouling, fly tipping and litter across our district through Community Engagement Schemes - Review and monitor our approach to environmental enforcement and give community engagement schemes more power to act on the Council's behalf</p>	On Track		Officers undertook a litter pick on the stretch of beach in Cromer during disruption to computer systems in the office, collecting eight bags of rubbish. We have provided equipment for the "two minute beach clean" where members of the public are encouraged to borrow equipment and litter pick whilst they walk. We are looking to expand the sites covered significantly over the summer. Our Environmental Protection Ranger has been out on patrols and speaking to interested parties about joining the Community Dog Warden Scheme. We will shortly be completing some joint patrols with Community Dog Wardens from across the district.


04 - Health and Well-being



A - Support local residents and their communities

Activity	Status		Progress/ Action Note	
<p>AAP 17/18 - 04 A 01 - Continuing to operate the Big Society Fund to meet local needs and aspirations - Promote and monitor the fund throughout the year</p>	<p>On Track</p>		<p>Big Society Fund was established in 2012. To date it has awarded approximately £1,450,000 to 192 community projects that are meeting local need and making a real difference to communities across North Norfolk. The first Big Society Fund Panel of the financial year was held on 5 June 2017. Fifteen applications totalling £121,293.02 were received. Two applications totalling £25,573.45 were incomplete and not presented to the Panel. Thirteen applications totalling £95,719.57 were presented to the Panel. Nine applications were approved, grants awarded totalled £49,287.80, one application was deferred, three were declined</p>	
<p>AAP 17/18 - 04 A 02 - Developing projects to address fuel poverty and energy efficiency - Consider the Business Plan for provision of solar panels on the Council offices</p>	<p>On Track</p>		<p>A committee report went to Cabinet during July to secure funding to address the high level glazing and various other capital improvement works to the Cromer office. This report discussed the potential for the installation of solar panels on the southern facing aspect of the roof but outlined that this potential proposal would require further work and analysis. A recent survey (May 2017) has been undertaken by Honeywell which looked at energy and carbon reduction solutions which could be implemented within the building. The purpose of the survey was to identify opportunities for sustainable savings that would reduce consumption and cost and bring energy performance on site as close to good practice indices as is possible. The findings were mainly focused on technological measures that can be taken as opposed to behavioural changes and focussed on internal improvements. We have however also asked Honeywell to consider the potential for the installation of solar panels and officers are currently analysing this information with an expectation that any proposals would come back to committee for a</p>	



Activity	Status		Progress/ Action Note	
			further decision later in the year.	
<p>AAP 17/18 - 04 A 03 - Working with charities and other voluntary organisations - Monitor the operation of the advice and information service in North Norfolk, ensure suitable engagement and report on its outcomes</p>	On Track		<p>In July 2017, the Council's Overview and Scrutiny Committee received a report on the progress of the Information and Advice Service which commenced on 1 January 2016. The contract for the three year service which is being delivered by Mid Norfolk Citizen's Advice in partnership with Norfolk Citizen's Advice is meeting contractual requirements. It has increased the number, range and type of Information and Advice Services available to residents in North Norfolk. Regular monitoring reports from Mid Norfolk Citizen's Advice have identified there is an on-going need for people in North Norfolk to have access to local advice, information and advocacy services to support and empower them to deal with predominantly debt, finance, relationship and employment issues.</p>	







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

Activity	Status		Progress/ Action Note	
<p>AAP 17/18 - 04 B 01 - Encouraging more community involvement and volunteering - Implement a Community Resilience Planning programme to increase uptake amongst local communities so that communities are able to help and support each other in the face of a common crisis</p>	On Track		<p>All opportunities to engage with communities are taken to engage and discuss the benefits of local community resilience planning. This has been delivered recently in Cromer and Eccles.</p>	

Activity	Status		Progress/ Action Note	
<p>AAP 17/18 - 04 B 02 - Provide support and advice to people who are vulnerable and/or struggling with issues which are negatively impacting on their lives - Continue to work with a wide range of partners to develop and extend the Early Help Hub to provide early intervention and preventative support to vulnerable families and older people</p>	<p>On Track</p>		<p>There is a steady increase in the number of referrals to the Hub in respect of children, families and adults of all ages. Multiagency engagement with the Hub and attendance at the weekly collaboration meetings has expanded. There has been an increase in co-ordination and partnership working which has improved outcomes for cases referred to the Hub for both the client and the organisations involved.</p>	



C - Encourage participation in a range of sports and activities






Activity	Status		Progress/ Action Note	
<p>AAP 17/18 - 04 C 01 - Promoting North Norfolk as a sporting centre of excellence, to encourage our talented young people to aim for and reach the highest possible level in their sport - Capitalise on the North Norfolk sporting centre of excellence initiative and extend the range of opportunities within it, to encourage our talented young people to aim for and reach the highest possible level in their sport</p>	<p>On Track</p>		<p>Working with the schools across the district to enrol new participants to start in September 2017. Year two launch event programmed for 16 October 2017.</p>	




Activity	Status		Progress/ Action Note	
<p>AAP 17/18 - 04 C 02 - Working with partners to invest in sport and recreation facilities across the District - Implement the work streams contained in the leisure facilities strategy; consider options for the new leisure contract and the future of the Splash leisure facility in Sheringham, lead the feasibility for an indoor tennis facility, work with local clubs to support a purpose built gymnastic facility in North Walsham, work with the community to realise the reopening of the Fakenham academy pool</p>	On Track		<p>Work has commenced on the feasibility study for a new leisure facility on the current Splash site. Currently finalising brief to commence feasibility study for the Cromer Sports Hub. North Walsham Gymnastics club to move to their new venue at the end of August 2017</p>	
<p>AAP 17/18 - 04 C 03 - Working with partners to invest in sport and recreation facilities across the District - Complete new football pitch and changing facilities at Cabbell Park</p>	On Track		<p>Liaising with consultant and other stakeholders to plan for the new facility</p>	
<p>AAP 17/18 - 04 C 04 - Supporting iconic sporting events - Develop a framework for which events NNDC support, recognising the sporting and economic benefits realised for the district</p>	Completed Successfully		<p>Framework complete</p>	
<p>AAP 17/18 - 04 C 05 - Promoting health and fitness for all ages, abilities and ambition - Support communities to develop and sustain sports clubs and hubs</p>	On Track		<p>The project to date has been a great success, with 6 hubs and 3 clubs being set up successfully. We are currently delivering 18 different sport/exercise classes across the district. Sport England has now agreed to extend the project to a fourth year.</p>	

05 - Delivering Service Excellence

A - Help you to get what you need from the Council easily




Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 05 A 01 - Redesigning services around the customer and using technology as a driver for efficiency - Maintain progress on all projects within the Council's Digital Transformation Programme</p>	<p>On Track</p>		<p>The major outcomes of the Planning Business Process Review continue to be implemented. The Data Management Workflow system; Self-Service Pre-Application Advice; Digital Mail Unit; Paperless Parish & Town Council Consultation Process and the removal of the "Duty Officer" process have all been completed. The implementation of paperless working within the DM process is currently being rolled out. These changes have enabled the realisation of the expected efficiencies and associated savings. The BPR process in EH has commenced with staff engagement workshops to identify the current processes and design the optimised service delivery model. The business case has been completed and efficiency and service improvement expectations identified. The design of the new processes is being undertaken to support the new model and work has commenced to implement the new processes alongside the commissioning of the new Environmental Health IT system. Other cross cutting service improvements such as the web print and post facility and on-line payments, bookings and reporting facilities are being applied to in-place service business processes on a business benefit basis.</p>
<p>AAP 17/18 - 05 A 02 - Redesigning services around the customer and using technology as a driver for efficiency - Complete the implementation of the business process review (BPR) in the Planning Service</p>	<p>Some Problems</p>		<p>Phase 1 of the new pre-application advice service has been implemented along with the new Local Validation List. However further work is required in relation to GIS and the constraints checking tool, and linking these elements together. Once complete this will enable self-service</p>



Activity	Status		Progress/ Action Note
AAP 17/18 - 05 A 03 - Redesigning services around the customer and using technology as a driver for efficiency - Ongoing HR Business Process Review	Some Problems		A number of technical issues with implementation of Leave Management have led to delays. HR Intranet pages are in development.
AAP 17/18 - 05 A 04 - Redesigning services around the customer and using technology as a driver for efficiency - Ongoing Environmental Health Business Process Review	Ahead of plan		<p>The process review cycles are progressing to plan however it has been possible to complete more processes in each review cycle than was anticipated.</p> <p>The review cycles completed to date are "report it", "apply for it" and food hygiene inspections. The outputs from the first review cycle, around reporting of issues, has resulted in the first draft of a newly designed online reporting web form which will enable customers to provide details around their nuisance complaints and directly populate the back office system.</p>
AAP 17/18 - 05 A 05 - Redesigning services around the customer and using technology as a driver for efficiency - Implement the outcomes arising from the Communication Strategy approved by Cabinet February 2017	On Track		The priorities in the strategy have been adopted.
AAP 17/18 - 05 A 06 - Redesigning services around the customer and using technology as a driver for efficiency - Promote and optimise the use of social media and our website for those communicating and doing business with the Council	On Track		An on-going review of the web site and social media interaction is underway.
AAP 17/18 - 05 A 07 - Ensuring all information from the Council is accurate and readily available, whether people choose to visit in person, online or telephone - Maintain and develop the Council's new website to enable better transactional activity for all customer groups	On Track		A new channel communications approach has been adopted by the Digital Transformation Board and this will help to provide a consistent user experience.



Activity	Status		Progress/ Action Note
AAP 17/18 - 05 A 08 - Ensuring all information from the Council is accurate and readily available, whether people choose to visit in person, online or telephone - Use pro-active and promotional campaigns linked to the Council's priorities	On Track		Campaigns are focussing on; swimming safety over the summer, car parking online season ticket purchase and planning applications view and comment online.
AAP 17/18 - 05 A 09 - Collaborating and developing local solutions leading to a more joined up service for our residents - Monitor rollout of universal credit in the District, working closely with the DWP	On Track		The Revenues & Benefits team is fully engaged with the DWP project teams to ensure as smooth a rollout as possible across the remaining NNDC areas. The effect on service delivery of the ending of New Burdens Funding in the areas earlier in the project is being closely followed to ensure that the Council is not disadvantaged by the changes
AAP 16/17 - 05 A 06 - Collaborating and developing local solutions leading to a more joined up service for our residents - Review our use of assets through the One Public Estate programme	On Track		The OPE have launched a funding opportunity for revenue funding to deliver land and projects. The Norfolk OPE Board will be submitting a number of bids. Whilst the Council does not have suitable assets to put forward for this funding opportunity, it is seeking to support the OPE where possible with growth and regeneration of land & buildings owned by wider public sector organisations.

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


Activity	Status		Progress/ Action Note
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Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 05 B 01 - Maximising the value from services delivered through contracts - Procure new Pier Management Contract</p>	<p>On Track</p>		<p>Three preliminary tenders were submitted initially and following appraisal of these, two contractors were shortlisted and attended the negotiation workshops. The workshops with each potential bidder provided an opportunity to clarify the expectations of the brief, to explore the substance of each submitted proposal and for suggestions to be made in order to help each eventual bid to be more closely aligned to the tender brief. The deadline for receipt of final tenders was Friday 4 August and these are now in the process of being assessed with interviews expected to take place w/c 14/8/2017. Following this a report will be produced for Cabinet to update and confirm the results of the tender process.</p>
<p>AAP 17/18 - 05 B 02 - Maximising the value from services delivered through contracts - Continue procurement of Contract for Waste and Related Services</p>	<p>On Track</p>		<p>Cabinet authority to procure has been obtained. Ghost bid work was completed with the potential to procure on a joint basis with other LA's identified as most cost effective. A project plan has been produced and is being progressed. It has now been confirmed that this will be a four council, joint procurement, which should drive significant levels of efficiency and savings.</p>
<p>AAP 17/18 - 05 B 03 - Taking a more commercial approach to the management of our asset portfolio - Develop and Implement Asset Management Strategy</p>	<p>On Track</p>		<p>A suite of updated documents is currently being drafted as follows;</p> <ul style="list-style-type: none"> Asset Management Plan Acquisition for Investment Strategy Disposals Strategy Community Asset Transfer Policy Assets of Community Value Guidance Capital Strategy <p>It is anticipated at present that these documents will be ready for inclusion on the agenda for Cabinet in September.</p>

Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 05 B 04 - Investing in property as a means by which we will improve income streams - Take forward a range of property investment opportunities</p>	<p>On Track</p>		<p>This action is supported and related to a number of other actions within the AAP, including AAP 16/17 05 B 03 which has been updated elsewhere in this document in relation to taking a more commercial approach to the management of the Council's assets.</p> <p>Following the successful review of concessions undertaken by the Estates team earlier in the year Officers will be reviewing the Council's assets to identify where there may be further opportunities for additional concessions and implement a marketing strategy including advertising to promote concession opportunities to the wider potential market. This further review will happen later in the year with the release of additional new opportunities for the 2018 season.</p> <p>Work is on-going in relation to the review and consideration of other opportunities to generate income from the Council's asset base along with considering acquisition proposals that might help generate revenue.</p>
<p>AAP 16/17 - 05 B 01 - Reducing overheads and sharing services where appropriate - Develop a Public Services Hub at North Walsham and Fakenham</p>	<p>On Track</p>		<p>Further discussions are taking place with interested parties with the view to letting the first floor offices of Fakenham Connect.</p>

Activity	Status		Progress/ Action Note
AAP 16/17 - 05 B 03 - Taking a more commercial approach to the management of our asset portfolio - Review the provision of public conveniences and identify any redevelopment opportunities	On Track		<p>A series of 6 meetings has been arranged with Wells Town Council to discuss the commercial opportunities for the Beach Road site. The third of these meetings took place on the 22 July to discuss planning issues with the final meeting due to be held in November.</p> <p>Unfortunately discussions regarding the potential operation of the toilets on Pauls Lane with Overstrand Parish Council have not led to any transfer of responsibilities so the District Council will continue to manage and operate this site.</p> <p>A consultation leaflet is currently in the process of being drafted in respect of the Highfield Road car park proposals in Fakenham and is due to be issued during August. The purpose of the consultation is to seek views in relation to the District Council's current proposals to release the site for future development and the alternative community proposals for the development of a transport hub on the site, with responses due back in September.</p>
AAP 16/17 - 05 B 05 - Publishing decisions in accordance with the governments transparency agenda - Publish quarterly and monitor any new requirements	On Track		Information publication is reviewed and updated in accordance with the Transparency Code regularly

C - Value and seek to develop the Council's staff and Members

Activity	Status		Progress/ Action Note
AAP 17/18 - 05 C 01 - Recognising and rewarding good performance and celebrating success - To work with the Staff Focus Group to implement 'Wider Wallet' a staff reward and recognition portal	Completed Successfully		Wider Wallet has now been successfully implemented.

Activity	Status		Progress/ Action Note
AAP 17/18 - 05 C 02 - Encouraging a culture of learning and development - To ensure 100% completion rate of annual and mid-year appraisals	Some Problems		Annual appraisals currently at 56% complete.
AAP 17/18 - 05 C 03 - Offering focused training to our staff - To design and deliver against a corporate training programme for 2017/18 based on the Corporate Plan and individual learning and development needs as identified through the appraisals	On Track		Planning of the annual Corporate Training programme has been slightly delayed whilst we collate the last of the appraisals. However, the planning has now been completed and the calendar will be published by the end of September.
AAP 17/18 - 05 C 04 - Offering Members the opportunity to develop their expertise - To work with the Members' Development Group to offer an ongoing programme to develop Members' skills and knowledge	On Track		Member Development Group continues to work to support and provide training for members to enhance and develop their skills. Recent training includes 'Thinking on the Spot' and 'Handling Difficult People and Conflict'. Both sessions were well attended and were tailored to the needs of councillors. A speaking skills workshop is planned for September.

Version Control

Version	Originator	Description including reason for changes	Date
0.1	Helen Thomas		08/08/17
0.2	Helen Thomas	Amendments from Management Team	11/08/17
0.3	Sue Lawson	Final for Cabinet agenda	
1.0	Sue Lawson	Final	24/08/17

HORNSEA PROJECT THREE OFFSHORE WIND DEVELOPMENT

Summary: This report details the District Council’s proposed response to the Provisional Environmental Impact Report prepared by DONG Energy in support of its proposed Hornsea Project Three offshore wind development.

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

Conclusions: That North Norfolk District Council should submit a response to the formal process of consultation being undertaken by DONG Energy in respect of its Hornsea Project Three offshore wind proposal

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

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

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

www.dongenergy.co.uk/hornseaproject3

<p>Cabinet Member(s)</p> <p>Nigel Dixon, Cabinet portfolio holder for Economic Growth</p> <p>Sue Arnold, Cabinet portfolio holder for Planning</p>	<p>Ward(s) affected:-</p> <p>High Heath and Corpusty</p>
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Contact Officer, telephone number and email:

Geoff Lyon, Major Projects Manager 01263 516226; geoff.lyon@north-norfolk.gov.uk

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

1. Introduction

- 1.1 Hornsea Project Three is an off-shore wind farm proposal developed by DONG Energy, which would be located approximately 160km due east of the Humber estuary and approximately 121 km north east of the North Norfolk coast, this being the closest landfall point to the turbine field. The wind farm would have a total generating capacity of up to 2,400 MW (2.4GW) and be one of the largest off-shore wind farms in the world with the potential to supply up to 2 million homes (**see fig 1**). The precise number, size and model of turbine to be used in the development will depend upon technology available in the future but the maximum number would be 342. DONG Energy have been offered a connection into the UK national electricity transmission infrastructure by National Grid at the Norwich Main substation, due south of Norwich, and therefore require to lay underground cables across parts of North Norfolk, Broadland and South Norfolk so that the electricity generated can connect with National Grid infrastructure (**see figs. 2-6**).
- 1.2 Hornsea Project Three is a project that will consist of an offshore generating station(s) with a capacity of greater than 100 MW and therefore is a Nationally Significant Infrastructure Project (NSIP), as defined by Section 15(3) of the Planning Act 2008. As such, there is a requirement for DONG Energy to submit an application for Development Consent to the Planning Inspectorate (PINS) to be decided by the Secretary of State for Business, Energy and Industrial Strategy. This process involves NNDC as a statutory consultee. In the process of developing the proposal to date, Dong Energy has consulted with the District Council on its proposals in the period since May 2016 and has staged two rounds of public consultation in which they have outlined their proposals and identified an initial landfall and onshore cable route. These elements have now been refined to the point that a Preliminary Environmental Information Report (PEIR) has been prepared and is now the subject of formal consultation.
- 1.3 The District Council is therefore now provided with a formal opportunity to comment on the proposed development and how it might impact upon the District as part of the NSIP process, in advance of formal consideration of the Development Consent application which is anticipated during 2018.
- 1.4 This report therefore details the District Council's position with respect to the emerging Hornsea Project Three proposal.

2. The Project Proposal (overview)

- 2.1 The boundary of the Hornsea Project Three encompasses the:-

- Hornsea Project Three array area: This is where the offshore wind farm will be located, which will include the wind turbines, wind turbine foundations, array cables, and a range of offshore substations and offshore interconnector cables;
- Hornsea Project Three offshore cable corridor: This is where the offshore export cables, as well as the offshore High Voltage Alternating Current (HVAC) booster station(s) if required, will be located;
- Hornsea Project Three onshore cable corridor area: This is where the onshore export cables, as well as the onshore HVAC booster station if required; and
- Onshore substation and connections to the National Grid.

2.2 Other key components of Hornsea Project Three could consist of:

- Operations and maintenance facility (likely to be located at Grimsby alongside existing DONG infrastructure and facilities);
- Up to three offshore accommodation platform(s) for service technicians;
- Array cables linking the individual wind turbines to an offshore substation; and
- A HVAC or High Voltage Direct Current (HVDC) transmission system (yet to be determined) which will transmit the electricity between the turbine field and the national grid infrastructure. Dependent on the chosen transmission method the associated infrastructure would include including either:
 - HVAC:-
 - Up to 12 offshore HVAC collector substation(s);
 - Interconnector cables(s);
 - Offshore export cable(s);
 - Up to four offshore HVAC booster station(s) or up to six subsea HVAC booster station(s);
 - Onshore export cable(s);
 - Onshore HVAC booster station;
 - Onshore substation; and
 - Grid connection export cable(s)
 - HVDC:-
 - Up to 12 offshore HVAC collector substation(s);
 - Offshore interconnector cables(s);
 - Up to four offshore converter substations;
 - Offshore export cables(s);
 - Onshore export cables(s);
 - Onshore substation; and
 - Grid connection export cable(s).

3.0 Purpose of Consultation

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

- 3.2 The Preliminary Environmental Information Report (PEIR) has been prepared, the purpose of which is to set out the preliminary environmental information that has been gathered to assess the potential environmental effects of the development and to enable consultees to comment on the proposals.
- 3.3 This process affords an opportunity for DONG Energy to engage with PINS, statutory and non-statutory consultees during the pre-application process, inviting them to review those assessments undertaken to date and to provide comment, which in turn will inform the EIA process and associated Environmental Statement. Consultation on the PEIR began on 27 July 2017 North Norfolk District Council, as a statutory consultee, has until **20 September 2017** to provide a response to the Preliminary Environmental Information Report findings
- 3.4 The Environmental Statement, which will outline the full EIA for Hornsea Three, will be informed by stakeholder responses to this PEIR. The Environmental Statement, which will accompany the application for Development Consent, will be submitted to PINS in Quarter 2 of 2018.

4.0 Elements of the Project Affecting North Norfolk

4.1 North Norfolk District Council's jurisdiction extends inland from mean the low-water mark along the coastline. This would include a small section of the proposed offshore cable corridor where it meets landfall. Whilst the precise landfall location has not yet been fixed, this is identified as being in the Weybourne area. Three possible routes for the onshore cable leading from Weybourne are being investigated. These are passing the east and west side of Weybourne village and with a further alternative option further to the west passing close to the eastern boundary of Kelling village and then to the south east of Kelling Heath. All three routes would have to pass under the A149 Coast Road, under the North Norfolk Railway track bed and then continue on past High Kelling where the cable would pass under the A148 to the east of the village. The cable then follows a route south between the villages of Hempstead and Baconsthorpe, between the villages of Edgefield and Plumstead (where a High Voltage Alternating Current (HVAC) substation is proposed) and then running west of Corpusty and Saxthorpe under the B1149 Holt Road and B1354 Briston Road before heading into Broadland District Council's area.

4.2 Landfall at Weybourne

4.2.1 The offshore export cables will make landfall near Weybourne Hope. The works at the landfall comprises infrastructure required to bring the offshore export cables through the intertidal area to a location where they can be connected to the onshore export cables. The offshore cables are connected to the onshore cables at Transition Joint Bays.

4.2.2 Transition Joint Bays are pits dug and lined with concrete, in which the jointing of the offshore and onshore export cables takes place. One Transition Joint Bay is required per export cable circuit. They are constructed to ensure that the jointing can take place in a clean, dry environment, and to protect the joints once completed. Once the joint is completed the Transition Joint Bays are covered and the land above reinstated. It is not expected that the Transition Joint Bays will need to be accessed during the operation of the wind farm, however link boxes need to be located nearby that do require access during the operational phase, these will also be reinstated but may have manhole covers for access. Additional Transition Joint Bays may be required at the landfall, to allow for flexibility during the construction process. To

account for this scenario the envelope includes for eight Transition Joint Bays at the landfall.

- 4.2.3 During landfall works, a construction compound is required on the onshore side of the beach. This will house the Transition Joint Bay works as well as any Horizontal Directional Drilling (HDD) works, including supporting equipment and facilities.
- 4.2.4 The techniques used to carry out the landfall works broadly fall in to two categories; open cut installation or trenchless techniques (i.e. Horizontal Directional Drilling (HDD) or thrust boring). DONG Energy have indicated that it may be possible to carry out a HDD to beyond the intertidal area, and install the rest of the cable using an offshore installation spread. The technical feasibility of this approach will require confirmation via an intrusive geotechnical survey campaign. However, it may also be the case that the HDD is not possible (due to ground conditions, cable design, or other factors), in which case open cut techniques would be required to install the cable from offshore to the Transition Joint Bays. It may also be the case that a HDD could be carried out to cross the shingle beach but would not reach the offshore area, in which case both methods would be required to carry out the landfall works.
- 4.2.5 The works at the landfall would primarily be the same irrespective of whether HVAC or HVDC transmission is selected. Once operational there will minimal visual impact of the landfall infrastructure, (i.e no buildings) other than a small number of manhole covers.

4.3 Cable Route

- 4.3.1 The Preliminary Environmental Information Report (PEIR) indicates that the construction of the onshore cable route would typically require a working corridor approximately 80 metres in width (**see figures 7 and 8 below**). At the outer edge of the corridor on both sides would be an area of soil scraped from the corridor route separated in to topsoil and subsoil. These soils would be put back once the cable laying works are completed. At the centre of the corridor would be a 6m wide haul road along which cable associated traffic would pass. Assuming full capacity is utilised, the wind farm would require the opening of six trenches (typically three either side of the haul road) using open cut methods and within each trench three cables would be laid for an AC system and two cables laid for a DC system. The cables would be laid at a typical depth of approximately 1.2m with some variances depending on ground conditions with cable depths ranging from as a deep as 2m up to a depth of 0.7m.
- 4.3.2 Whilst much of the route will use the open cut method, some sections will require the use of horizontal directional drilling (HDD) such as crossing under the majority of roads or where there are sensitive environmental considerations which dictate the use of HDD. Each HDD will require a compound at each side of the crossing point to house the HDD rig and the various supporting equipment and components required.
- 4.3.3 The onshore cable route would include joint bays and link boxes. These are typically concrete lined pits that provide a clean and dry environment for joining the sections of cable together and these will likely be completely buried when the land above is reinstated.
- 4.3.4 Once operational, whilst the cables are shielded, soils around the cables would be warmed by heat resulting from electricity transmission along the cable. Minimising the heating effect is critical for efficiency and trenches (whether open cut or HDD) are required to be apart from each other so as to reduce the effect of heating. Once laid

the cables would have a typical life span of 50+ years and remain in situ for the lifetime of the project (circa 25-30 years) and would likely remain in the ground after the wind farm has ceased operating.

4.3.5 Whilst the excavation of the cable route and laying of the cables would involve a degree of disturbance during the construction programme (further comment about which is set out below), there would be no permanent visual impact of the cable route across North Norfolk in the longer term other than visual clues such as way-markers.

4.4 High Voltage Alternating Current (HVAC) Booster Station

4.4.1 A decision as to whether an AC or DC transmission system is used is yet to be taken and is likely to be dependent upon technological developments and cost issues. At the present time therefore the project proposals make provision for both technologies which, in the context of an AC system being used, requires the identification of a site for an onshore booster station along the route of the onshore cable corridor. This is because long distance, large capacity HVAC transmission systems require reactive compensation equipment to reduce the reactive power generated by the capacitance of the export cable in order to allow the power delivered to the National Grid to be useable.

4.4.2 In the early stages of consultation, DONG Energy identified three potential sites on which to locate and HVAC booster station between Hempstead and Corpusty, the evaluation of which has now identified a single preferred site, this being at land between Shrub Farm and Fuel Farm to the east of the B1149 (Holt Road) between Edgefield and Little Barningham.

4.4.3 Shrubs Farm is situated to the south of the site and there are a number of other individual farms and residential properties in the immediate area. The precise location of the HVAC station is not fixed at this stage. This site benefits from natural screening due to local topography and areas of natural screening which could be further established to help minimise visual and noise impacts.

4.4.4 The onshore HVAC booster station is primarily composed of High Voltage electrical reactors to correct the power factor of the transmitted electricity, as well as switchgear that connect the reactors into the export cable circuits. The onshore HVAC booster station would also contain auxiliary equipment for running and controlling the onshore HVAC booster station as well as structures to support and house the equipment. The equipment will either be housed within a single or multiple buildings, in an open yard or a combination of the above. There may also be some smaller buildings required to house components such as smaller equipment and control rooms. The precise design of the HVAC booster station has not been provided. However, DONG Energy has indicated the following maximum design scenario:

Parameter	Maximum design scenario
Permanent area of site for all infrastructure (m ²)	25,000 (2.5 hectares)
Temporary area of site for construction works (m ²)	25,000 (2.5 hectares)
Single building*: length (m)	150
Single building*: width (m)	30
Number of buildings	6
Multiple buildings*: dimensions (length & width, if	25

6 buildings) (m)	
Height of fire walls (m)	12.50
Building: height (m)	12.5
Maximum lightning protection height (m) (from ground level)	17.5

* Note – the onshore HVAC booster station may comprise a single building or multiple buildings on the same site.

4.4.5 Once the windfarm is no longer operational and any such station becomes redundant, DONG Energy has indicated that the HVAC booster station site would be removed.

4.5 Visible elements out at sea

4.5.1 Whilst the wind farm array itself would be well beyond the horizon when viewed from the North Norfolk Coast, if an off-shore HVAC booster station is required (and the evidence suggest this is highly probable due to the length of the off-shore cable) then the search area currently being assessed by DONG Energy indicate this could fall within the visibility of the North Norfolk Coast. The search area currently runs along the proposed cable route between Haddock Bank and Leman Bank and the North Hewett Field.

5.0 **Potential Direct Impacts of the proposal**

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

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

5.3 Operational Impacts would generally be considered to be long term or permanent as they would likely endure for the expected 25+ years life of the wind farm.

5.4 Whilst a variety of different issues and impacts would arise, the main likely impacts of the proposal would be in relation to:-

- Landscape;
- Impact on Coastal Management and Coastal Processes;
- Impacts on Residential Amenity;
 - Noise
 - Light pollution
- Impacts on the local highway network; and
- Impacts on the local economy including tourism and agriculture

All of which are considered further below.

5.5 Landscape Impacts

- 5.5.1 Volume 3, Chapter 4 within the Preliminary Environmental Information Report (PEIR) considers Landscape and Visual Resources. In considering the assessment of likely impacts DONG Energy has used a 1km buffer either side of the cable route and 1 and 5km buffers around the site of the proposed HVAC booster station site.
- 5.5.2 The PEIR considers in detail the differing landscape character types along the route of the cable through North Norfolk. DONG Energy has also considered the variety of different visual receptors likely to be affected within the 1km buffer zone of the cable route including:
- Occupiers of residential properties;
 - Users of public rights of way (PRoW) including National Trails, promoted paths, cycle routes and Access Land;
 - Tourist and recreational receptors (other than users of PRoW, etc.);
 - Users of community facilities;
 - Receptors at commercial/business premises; and
 - Dynamic receptors, i.e. occupiers of vehicles on roads, trains and marine vessels.
- 5.5.3 In respect of the HVAC booster station, Zone of Theoretical Visibility (ZTV) maps were generated using a worst case height of 12.5m to establish where, within a study area of 5 km from the proposed location, the onshore HVAC booster station might be theoretically visible from.
- 5.5.4 The PEIR sets the maximum design scenario in terms of landscape impacts during the construction phase, operation phase and decommissioning phase.
- 5.5.5 DONG Energy has set out that they consider the duration of any impacts as follows:
- Temporary short term (0-2 years),
 - Temporary medium term (2-5 years),
 - Temporary long term (5-15 years), or
 - Permanent (greater than 15 years).
- 5.5.6 In terms of the onshore cable corridor, DONG Energy has set out that this has been developed taking into account a number of constraints; in particular, ecological and landscape. The onshore cable corridor will be completely buried underground for its entire length. Where possible, the refined cable corridor will avoid areas of woodland and trees, or where this is not possible, Hornsea Three will seek to minimise tree loss.
- 5.5.7 Opportunities to avoid sensitive receptors will also be investigated, and detailed consideration will be given to the least disruptive, and potentially least visible, places to cross key rights of way. Visual screening of construction works and temporary compounds will also be considered.
- 5.5.8 Generally, affected hedgerows (including hedgerow trees) will be replaced. Species re-introduced will likely be those found within the existing hedgerow, or adjacent hedgerows, minus the tree species, but augmented with other locally native species if found to be species poor. Consideration will also be given to the enhancement of derelict and species-poor hedgerows within the construction corridor. The outline Landscape Scheme and Management Plan, which will accompany the Environmental Statement, will provide further detail on the mitigation proposals for minimising impacts on landscape and visual resources that will be agreed with the District

Council and will be considered in the identification of any likely effects during the preparation of the Environmental Statement chapter. **The District Council welcomes this approach.**

- 5.5.9 In respect of the proposed HVAC Booster Station, DONG Energy recognise that the site is located in a gently undulating landscape that is occupied by predominantly mixed farmland with a strong existing landscape framework.
- 5.5.10 DONG Energy has set out that the potential landscape mitigation for the onshore HVAC booster station will likely consist of a mix of woodland, shrubs and wildflower meadow on the boundaries of the site, incorporating existing planting if possible. Proposals will be detailed in the outline Landscape Scheme and Management Plan (LSMP) that will be agreed with the District Council. The mitigation set out in the LSMP will be taken into consideration during the determination of effects at the Environmental Statement stage. The extent of any potential landscape planting will be considered further once the design and site layout is further progressed. The arrangement of buildings on the sites also creates an opportunity to mitigate visual impacts, and opportunities to do that through careful positioning of buildings and equipment will be considered.
- 5.5.11 DONG Energy set out that they will also discuss and negotiate the façade treatment for the HVAC Booster Station to help reduce the visual impact of buildings, and to break up the impression of massing between different built elements within the same site.
- 5.5.12 In general, the approach being undertaken by DONG Energy in assessing landscape impacts **is accepted**. It is recognised that there will be localised impacts along the cable route through open-cut trenching resulting in some loss of vegetation, and associated visual impact as a result of the construction compounds and construction of HVAC booster station and some associated disturbance to wildlife.
- 5.5.13 Whilst these impacts are only likely to occur in the short-to medium term, if the project were to be developed out over a longer period, these impacts would be more significant and the opportunity for delivering landscape mitigation could well be reduced, particularly if trenches and/or the working corridor will have to remain open during the construction phase(s). The impact of prolonged construction phasing will need to be properly factored in to the assessment of the significance of effect within the Environmental Statement.
- 5.5.14 In terms of long term and permanent effects on the landscape, there will be a need to provide appropriate landscape mitigation particularly where open cut trenches affect field boundaries and landscape features such as mature trees. DONG Energy has indicated they will seek to do this but this would need to be set out within the mitigation strategy. **Where possible, the District Council would expect Horizontal Directional Drilling (HDD) to be used if routes through sensitive woodlands or landscapes cannot be avoided.**
- 5.5.15 DONG Energy has indicated that the HVAC booster station will be screen planted and **this is welcomed**. Further, **the District Council would expect opportunities to enclose the HVAC site in woodland planting to be explored so as to help address potential noise impacts associated with these facilities which is stated to be of concern to local residents.**
- 5.5.16 In terms of delivering wider public benefits, there may be opportunities for DONG Energy to fund wider landscape mitigation to repair historical damage to field

boundaries resulting from modern agricultural practices and to enhance local landscape character. This would also have the added benefit of helping improve biodiversity. Wider landscape enhancement could also improve the quality of walking and cycling opportunities in the countryside and enhance tourism to the benefit of the wider economy.

5.6 Impact on Coastal Management and Coastal Processes

- 5.6.1 Volume 2, Chapter 1 within the Preliminary Environmental Information Report (PEIR) sets out Marine Processes including an assessment of changes to hydrodynamics, sediment transport and beach morphology at the landfall at Weybourne Cliffs.
- 5.6.2 In considering the magnitude of impact DONG Energy has set out the likely impacts associated with sediment disturbance during trenching together with changes to the nearshore wave regime due to the presence of cable protection measures and HDD exit pits. Dong Energy predicts that all impacts during the construction phase are likely to be of local spatial extent, short-term duration, continuous and of high reversibility. It is predicted by DONG Energy that the impacts will affect the receptor directly (in the case of trenching across the beach) and indirectly (in the case of cable protection measures and/or HDD exit pits potentially modifying the nearshore wave regime). The magnitude is therefore, considered to be minor.
- 5.6.3 Given that all impacts at the landfall are anticipated to be of local spatial extent and short-term duration, DONG Energy consider there are no implications for strategies aimed at long term management of the coast as set out in the Shoreline Management Plan and East Marine Plan. **This is a position the District Council supports.**
- 5.6.4 In terms of the sensitivity of the receptor, Weybourne Cliffs are a Site of Special Scientific Interest (SSSI), and are immediately adjacent to the North Norfolk Coast SSSI and Wash and North Norfolk Coast Site of Community Importance (SCI). Accordingly, the shoreline at the landfall is considered to be of high value. However, the shoreline is typically a dynamic environment which is often subject to a large amount of natural change under baseline conditions. Accordingly, it is assessed by DONG Energy to have some capacity to recover from disturbance.
- 5.6.5 In summary, the shoreline is deemed by DONG Energy to be of minor vulnerability, moderate to high levels of recoverability and high value. The sensitivity of the receptor is therefore considered by DONG Energy to be medium.
- 5.6.7 In terms of the significance of the effect, overall, DONG Energy predict that the sensitivity of the receptor is considered to be medium and the magnitude is deemed to be minor. The effect will, therefore, be of minor adverse significance, which is not significant in EIA terms according to DONG Energy.
- 5.6.8 **The Council's Coastal Manager considers that the PEIR and supporting information includes the key areas requiring assessment and investigation with regard to coastal management and coastal processes.**
- 5.6.9 Whilst the method of construction in the nearshore/landfall location needs to be considered further and in more detail, initial consideration is that a HDD approach would prove to be the least likely to have impacts on nearshore processes during construction and would be preferred. This should (in consideration with other marine environmental factors) be at an extent where HDD exit points have minimal impact on nearshore coastal processes. Likewise buried cabling as identified in the reports

would be preferred to minimise impacts to coastal processes with low profile protection being the secondary position.

- 5.6.10 Impact of the proposed cables on tides and, in particular, waves and the influences this may have on coastal sediment transport are important factors that the Environmental Statement will need to include and PEIR seems to be making progress in covering these important issues.
- 5.6.11 Regarding decommissioning in future years, **the Coastal Manager is of the opinion that this should be included in the development of the proposal** and any consents/licences should ensure appropriate measures are put in place to require such decommissioning and reinstatement at a specific and agreed point once the infrastructure has become redundant.
- 5.6.12 **In conclusion, The Council considers that the PEIR is addressing the main areas relevant to coastal management and coastal processes near landfall relevant for consideration by North Norfolk District Council.**
- 5.6.13 However, it has to be recognised that, in the landfall area, sections of the beach may have to be closed temporarily to allow for cable installation operations. Work behind the beach will involve heavy machinery to construct the Transition Joint Bays and heavy machinery will also be involved in the cable crossing of the beach. Closure of the beach could result in other adverse impacts on local business including tourism related activities, which are considered below.

5.7 Impacts on Residential Amenity – Noise

- 5.7.1 Volume 3, Chapter 8 of the Preliminary Environmental Information Report (PEIR) considers Noise and Vibration.
- 5.7.2 DONG Energy recognise within the report that construction and operational noise and vibration have the potential for adverse impacts and effects on nearby people, which can affect the use of their residential property, their enjoyment of outdoor recreation areas, or other activities for which noise might otherwise disturb. Together, these uses are identified as noise and vibration sensitive receptors (NSR). For construction and decommissioning, DONG Energy has indicated that the noise and vibration study area considers NSRs and Public Rights of Way (PRoWs) within approximately 1 km of the onshore elements (this would include the proposed cable route(s), HVAC booster station and construction compounds).
- 5.7.3 In terms of the specific activities that could result in noise impacts, the following observations are considered relevant:

5.7.4 Cable laying – Open Trench

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

5.7.5 Cable Laying – Horizontal Directional Drilling (HDD)

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

5.7.6 HVAC Booster Station

Noise and vibration impacts associated with the HVAC booster station would occur during construction and, once commissioned, during the operational life of the windfarm.

Construction impacts are likely to be limited if appropriate mitigation is used and would be short-to medium term in duration. Construction details to minimise adverse impacts can be agreed with DONG Energy at a later stage.

In terms of the operational phase the expected noise levels from the HVAC booster station, as set out by DONG Energy, would have an impact on the nearby dwellings. The noise assessment does recognise this and does identify the need for further mitigation once the designs and decisions are finalised.

In considering noise impacts, it has to be recognised that the rural nature of the surrounding landscape means that night time noise levels in the area are generally low, if not very low and therefore the potential for noise from equipment to become audible above background noise level increases and this issue has been identified as a concern by local residents close to the proposed HVAC booster station site.

5.7.7 The Council's Environmental Protection Manager remains confident the noise levels from equipment and cooling fans can be reduced to a position where there would be no impact on the local community, as they are only just over background noise levels and could be sufficiently reduced through effective design.

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

5.8 Impacts on Residential Amenity – Light Pollution

5.8.1 DONG Energy has confirmed that external lighting will not be required for the operational wind farm save for limited lighting for the HVAC booster station for health and safety purposes or in the event of an emergency requiring repairs during the night. **The District Council are satisfied that external lighting can be adequately controlled through imposition of appropriate conditions** at Development Consent Order stage and lighting would therefore be unlikely to adversely affect residential amenity.

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

5.9.1 Volume 3, Chapter 7 of the Preliminary Environmental Information Report (PEIR) considers Traffic and Transport issues. The report looks at baseline traffic data and the impact of traffic movements associated with the Hornsea Three project.

- 5.9.2 DONG Energy set out in the PEIR that the construction phase will generate the greatest number of vehicle movements as the transportation of materials for the haul road and removal of excess spoil from trenching will incur the greatest number of HGV and staff movements.
- 5.9.3 DONG Energy has indicated that the level of vehicles generated during the operational and maintenance phase will be very low and irregular, only a few vehicle movements per week, whilst those during the decommissioning phase will be lower than those the construction phase.
- 5.9.4 The Environmental Statement that will be submitted with the Development Consent Order will set out proposed access routes and access points to the cable corridor and demonstrate their suitability. It will set out future baseline traffic scenarios using traffic surveys which will have been undertaken and it will assess the effects of the construction traffic via an impact assessment upon:
- driver delay;
 - severance of routes;
 - pedestrian delay;
 - pedestrian amenity;
 - accidents and road safety; and
 - hazardous, dangerous and abnormal indivisible loads.
- 5.9.5 The PEIR sets out a number of designed in measures to be adopted as part of the project including:
- Identification of suitable HGV routes;
 - Video condition surveys will be undertaken before the start of works and after the substantial completion of works on minor links used by HGVs to access the onshore cable corridor. Damage to the highway caused by construction traffic will be repaired;
 - A route for abnormal loads will be identified and the route timing and method of transport of abnormal loads will be discussed and agreed with Highways England, the police and relevant highways and bridge authorities;
 - Standard construction working hours will be identified. For the onshore cable corridor and substation these are likely to be 07.00 to 18.00 on weekdays and 07.00 to 13.00 on Saturdays and for the HDD at landfall and other sites are proposed to be 24 hours, seven days a week during drilling contingent on ground conditions;
 - Restrictions on HGV operating hours, along those sections of the highway network that provide access to local schools;
 - Restrictions on HGV operating hours and measures to minimise the number of HGV movements through sensitive areas;
 - Wheel washing at all site access points where it is necessary to eliminate the risk of mud and debris on the highway;
 - Measures to minimise dust and dirt associated with the movement of construction vehicles;
 - The provision of appropriate parking facilities for construction workers;
 - Traffic management measures at those points where cable trenches are cut across highways or where existing access rights are affected; and

- The diversion of rights of way affected by the construction works with closures only when absolutely necessary

5.0 Anticipated timescale for completion

- 5.1 Within Volume 1, Chapter 3 of the Project Description, DONG Energy has provided high-level indicative construction programmes setting out anticipated timescales for scenarios where the wind farm is built out in either single, two or three phases (see **Figure 9**). The programmes illustrate the likely duration of the major installation elements, and how they may relate to one another if built out in different phase construction campaigns. It covers installation of the major components and does not include elements such as preliminary site preparation, and commissioning of the wind farm post-construction. DONG Energy has indicated that further details of where preliminary site preparation work will fit within the outline programme will be presented in the final application. Onshore construction is currently planned to commence in 2021.
- 5.2 However, there remains the prospect that Hornsea Project Three could be constructed in two or three phases, including the potential for an overlap or a gap between the completion of construction of one phase and the start of construction of another. However, DONG Energy has indicated that if the construction of any phases are overlapping, the construction durations and total values for individual parameters will never exceed those stated for a single phase. It is possible that some activities may be carried out during an earlier phase for the benefit of a later one. However, DONG Energy has made clear that any works completed for a later phase(s) would be left in a safe state, as agreed with the relevant authorities.
- 5.3 Should Hornsea Project Three be built out in multiple phases (up to a maximum of three), it is possible that these phases could be constructed directly after one another but it is also possible that there may be gaps between the construction of the phases. There are various possible reasons for this including, for example, constraints in the supply chain or the requirements of the Government's Contract for Difference process which offshore wind farms currently rely on to secure a price for the electricity produced by a project. Consideration of a range of possible influences suggests a maximum gap between the same project element in different phases (i.e. the end of piling of foundations for one phase and the start of piling of foundations on the next phase) of up to six years. However, this scenario is only considered likely where Hornsea Project Three is built out in two phases. If Hornsea Project Three were built out in three phases, the maximum indicative gap between the same component of Hornsea Project Three in different phases would be four years and this would assume that two phases were built out sequentially either before, or after, the gap to the third.
- 5.4 Nonetheless, there remains the prospect that a three-phased construction programme could take up to 11 years to complete, in the worst case scenario.

6.0 Impacts on Local Economy – Tourism

- 6.1 The Hornsea Project Three scheme proposes landfall at Weybourne and the laying of underground transmission cables southwards through North Norfolk to the district boundary with Broadland to the west of Corpusty. Whilst the District Council acknowledges that the long-term impacts of the project in North Norfolk will be pretty benign, except for the operation of the proposed HVAC booster station between Little Barningham and Edgefield; the District Council shares the concerns of the local

community and businesses of the impact of the construction works programme on tourism, which is a vital sector of the local economy, particularly in this part of North Norfolk.

- 6.2 The construction of the landfall at Weybourne and the onshore cable route, particularly the northern element which lies to the north of the A148 Holt to Cromer road within the Norfolk Coast Area of Outstanding Natural Beauty will have a significant impact on the local landscape, communities and tourism businesses of Weybourne, Kelling and High Kelling during the construction programme. The District Council is therefore concerned at the consideration DONG Energy is giving to possibly phasing construction works over a period of up to eleven years and believes such an extended period of works with the re-opening of the cable corridor, perhaps three times, would have a very significant and long-term impact on both the local community and tourism businesses, both within the immediate area of the works and indeed the wider area, given the significant landscape character of this area and the concentration of tourism businesses – both accommodation providers and attractions.
- 6.3 The landscape character of the immediate Weybourne area, lying as it does to the north of the Cromer Ridge and served only by four roads into the village – ie. the A149 coast road and two minor roads to the south of the village – Station Road to Bodham, which crosses the North Norfolk Steam Railway (NNR) and passes the NNR Weybourne station, a popular riding stables and the Kelling Heath Holiday Park site, and Holt Road which takes a south-westerly route out of the village and passes across the Kelling Heath SSSI; is such that any construction works of the cable corridor will have a significant adverse impact on the local area in terms of the visual impact of the cable corridor through the landscape, together with the noise and congestion associated with the construction works.
- 6.4 Further, at Weybourne Hope to the north of the village where landfall is to be achieved, the construction works will be immediately adjacent to the Beach Road car park, significantly compromising the views and “remoteness” of this area which affords long distance views east and west along the coast at a point where the character of the coast changes significantly from cliffs to the east towards Sheringham and the long shingle bank to the west towards Blakeney.
- 6.5 Weybourne itself has a large number of tourism businesses – small caravan and camping sites, self-catering properties, two small chalet parks, food and drink establishments and attractions such as the North Norfolk Railway and the Muckleburgh Collection, as well as being visible from key vantage points from the National Trust’s Sheringham Park to the east; whilst to the south of the village is the large Kelling Heath Holiday Park and Breck Farm camping site. The area is also popular for walking, cycling and horse-riding, lying on the route of the Norfolk Coast Path and a number of circular walks from Sheringham Park and over Kelling and Weybourne Heaths, Muckleburgh Hill. The popular tourist towns of Sheringham and Holt are both within five miles of Weybourne, whilst the village sits within the wider Norfolk Coast AONB between Cromer and Wells-next-the-Sea where visitor numbers have grown significantly in recent years as the public, private and voluntary sectors have worked hard to invest in the quality of the local tourism product so as to extend the tourism season beyond the traditional “summer” period.
- 6.6 To the south of the A148 road, the concentration of tourism businesses is less, but the area still makes a wider contribution to the North Norfolk tourism offer with local villages such as Baconsthorpe, Hempstead and Edgefield accommodating small-scale caravan and camping sites and self-catering holiday properties as well as

serviced accommodation, village pubs and Baconsthorpe Castle. The area is also popular for walking and cycling given its very rural character.

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

7.0 Impacts on Local Economy – Agriculture

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

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

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

8.0 Impact on local fishermen

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

9.0 Other Impacts

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

- Hydrology and Flood Risk;
- Ecology and Nature Conservation;
- Historic Environment

- Air Quality

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

10.0 Public Benefits

10.1 National

10.1.1 North Norfolk District Council recognises the public benefits which will be derived nationally, and indeed internationally, through the development of offshore wind electricity generation and has previously worked with developers off the North Norfolk Coast in the delivery of similar such schemes – particularly the Sheringham Shoal and Dudgeon schemes, both of which have achieved landfall at Weybourne and seen the accommodation of onshore cable routes across the District. Further, the construction of the Sheringham Shoal development was project managed from Wells-next-the-Sea and the operations and maintenance support for this development is provided from Egmore (Walsingham) and through the Port of Wells, providing long-term local benefits for the North Norfolk area in terms of jobs and related expenditure. **As a matter of principle therefore the District Council indicates its support for the Hornsea Project Three development in terms of the contribution it will make to UK energy supply in the future.**

10.2 Public Benefits / Impacts – Local

10.2.1 Notwithstanding the above, **North Norfolk District Council does have some significant concerns about the impact of the landfall and onshore cable works proposed for the Hornsea Project Three development which it believes will have a major impact on the local tourism and agricultural economy in North Norfolk with no real compensating benefits being realised in the local area, through long-term jobs or contracts being seen locally in North Norfolk.**

10.2.2 The District Council believes that the greatest (onshore) impact of the Hornsea Project Three development will be on tourism businesses in North Norfolk and that the project therefore needs to consider practical measures to minimise such impact through sound construction programme management. The District Council was therefore concerned to learn at a recent presentation that DONG Energy is having to give consideration to possibly phasing construction works over one, two or three phases, due to concerns the company has that any agreement reached with the Government through the Contract for Difference programme might seek to “break down” this large project into a number of smaller “phases”. This would result in a significant extension of the construction programme, from perhaps 18 / 24 months for delivery of the scheme in a single “phase”, through to between five and seven years for a two phase construction programme to a maximum of eleven years for a three phase programme. The District Council believes that any extension of the construction programme beyond a single phase would have a hugely damaging impact upon the local tourism sector in the Norfolk Area of Outstanding Beauty and would ask both DONG Energy and the Government to be mindful of the need to minimise such impact on the North Norfolk economy, particularly as there is very little potential for the area to benefit from any new jobs or contracts associated with the development, which it is understood is likely to be supported through its development and operations and maintenance phases from established facilities in Grimsby / The Humber Estuary.

10.3 Potential Mitigation

10.3.1 As part of the proposal, DONG are considering the establishment of a Community Benefits Fund. Similar schemes were established as part of the Sheringham Shoal and Dudgeon, the former of which is managed by the Norfolk Community Foundation and which is open to charities, community groups, parish and town councils, educational institutions and other non-profit organisations working in the North Norfolk area. The Sheringham Shoal fund aims to award half of the funding to Wells-next-the-Sea and the surrounding area with the remaining funds being available to the wider North Norfolk area. The Dudgeon off-shore wind farm community fund has not yet commenced.

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

11.0 Implications and Risks

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

12.0 Financial Implications and Risks

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

13.0 Sustainability

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

14.0 Equality and Diversity

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

15.0 Section 17 Crime and Disorder considerations

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

Fig. 1 – Project Overview and wider context

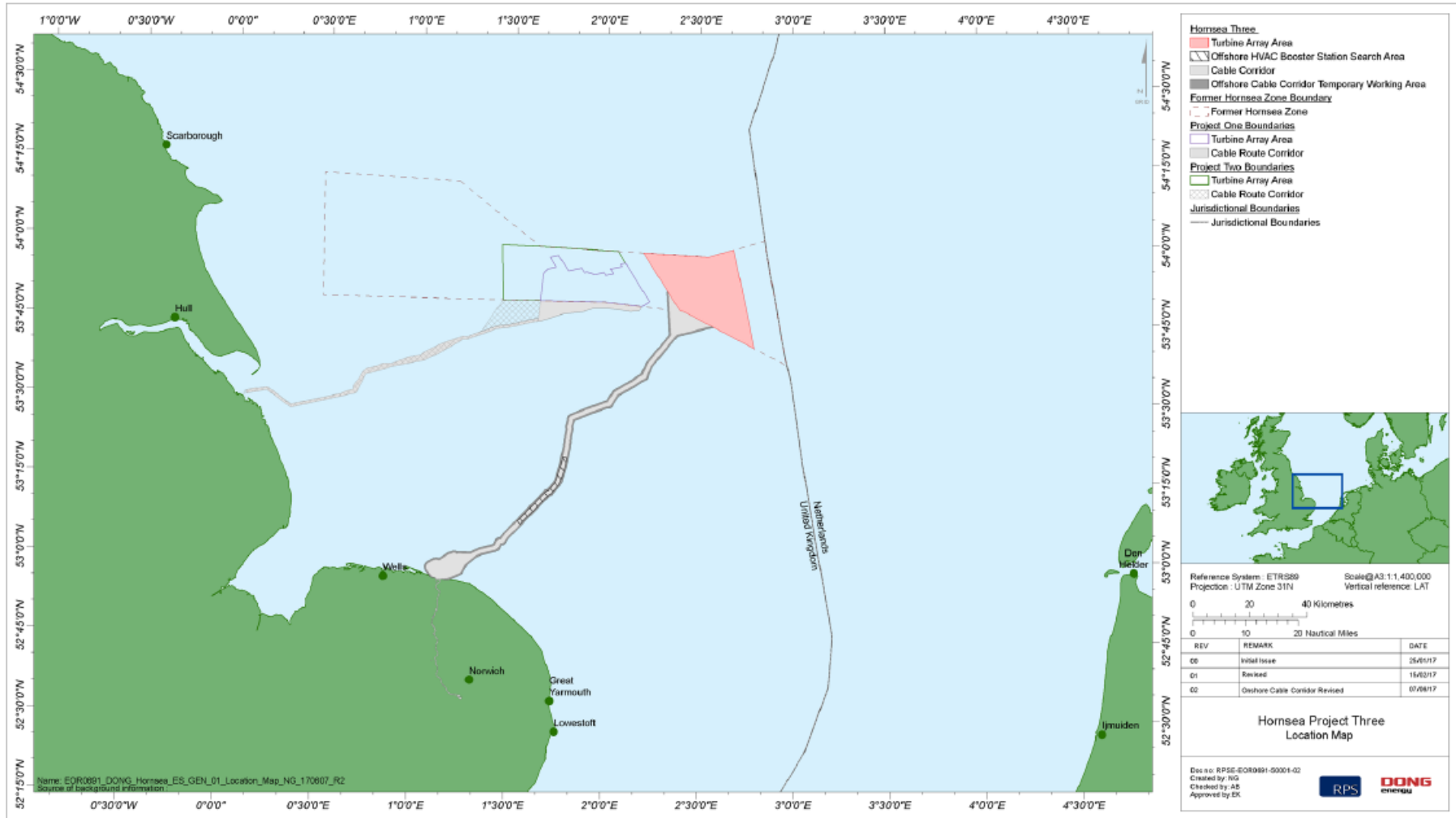


Figure 1.1: Location of the proposed Horsea Three offshore wind farm project within the former Horsea Zone.

Fig. 2 – Project Overview (Norfolk)

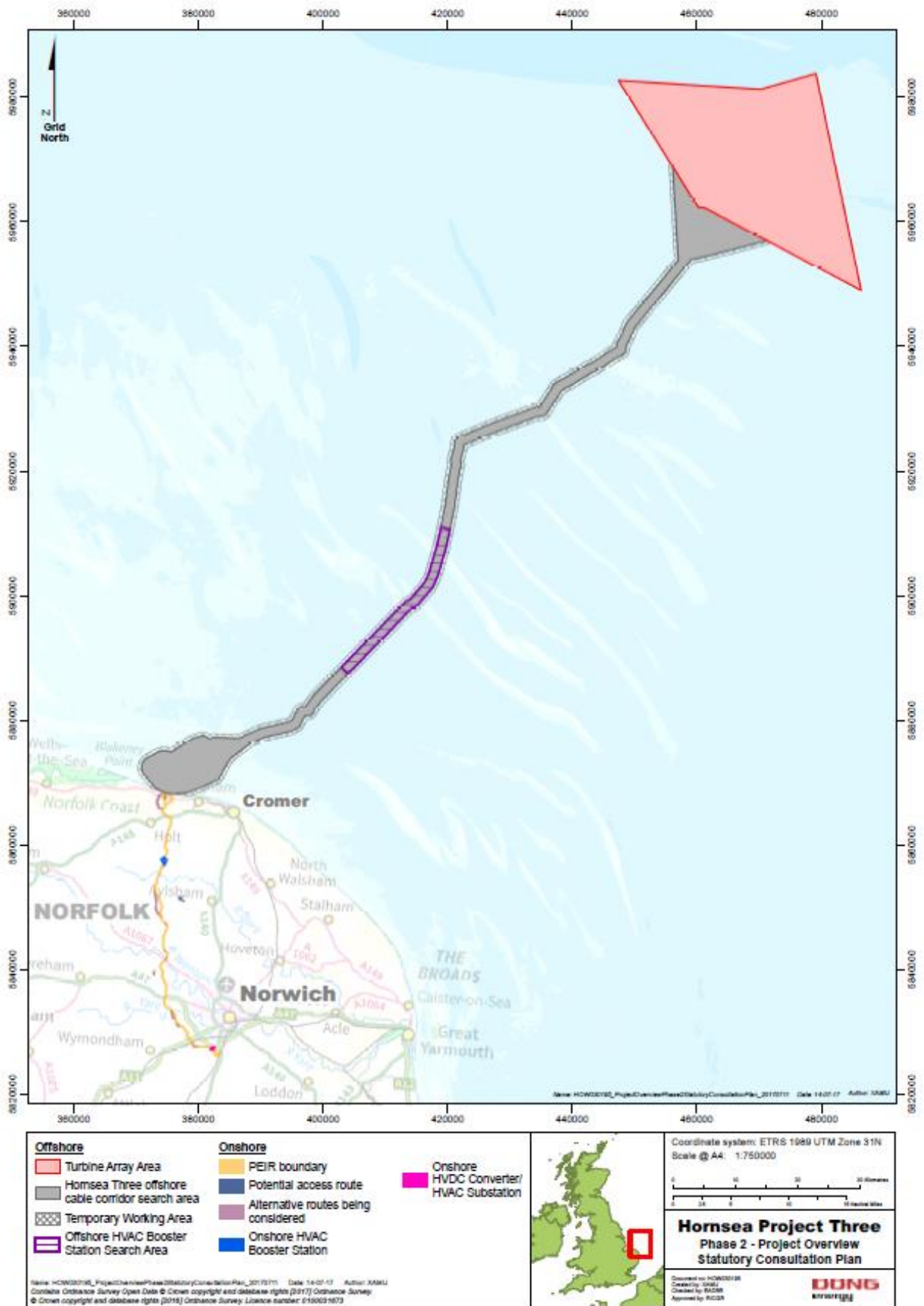


Fig.3 – Onshore cable route

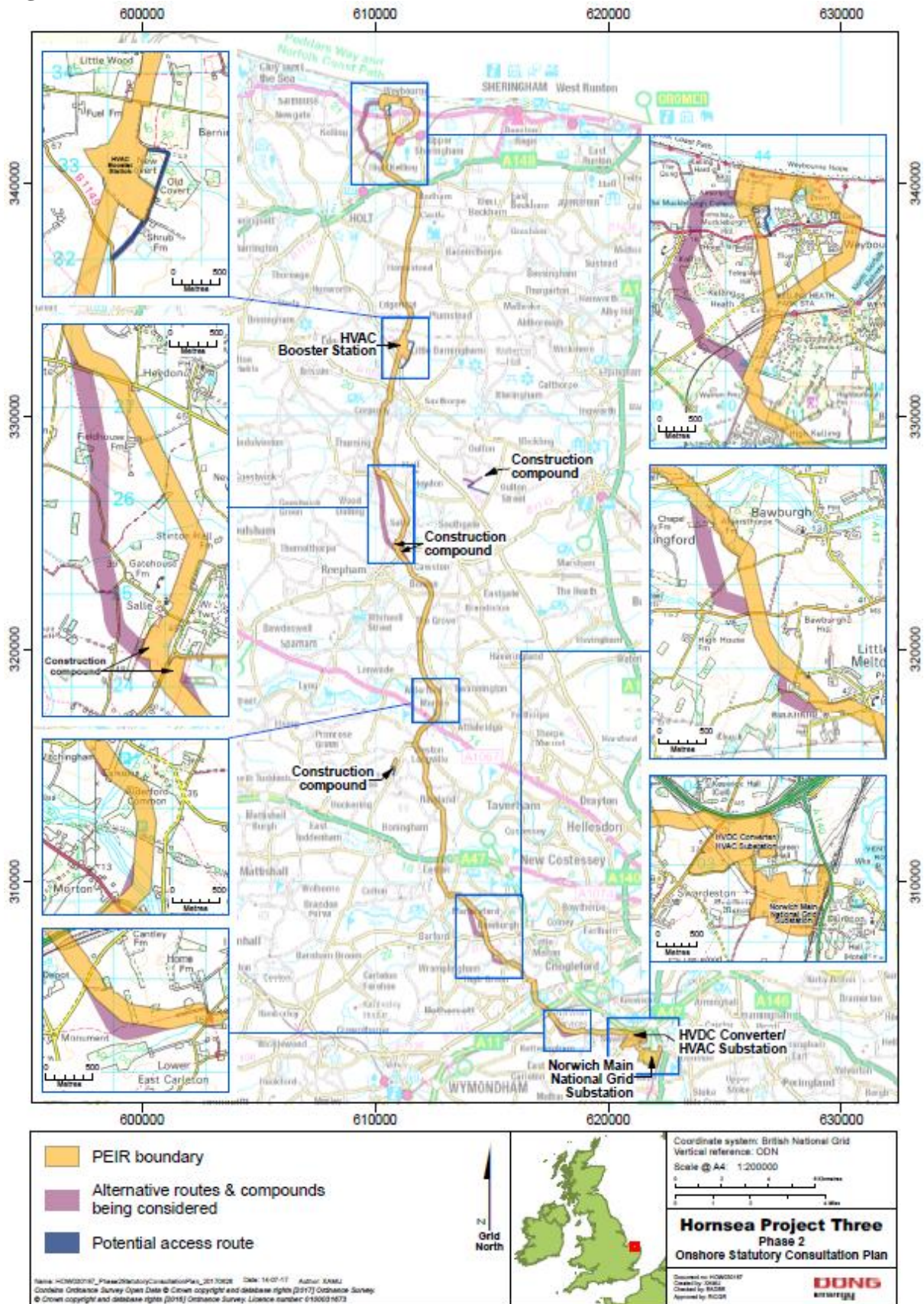


Fig.4 – Onshore from Weybourne to Lower Bodham

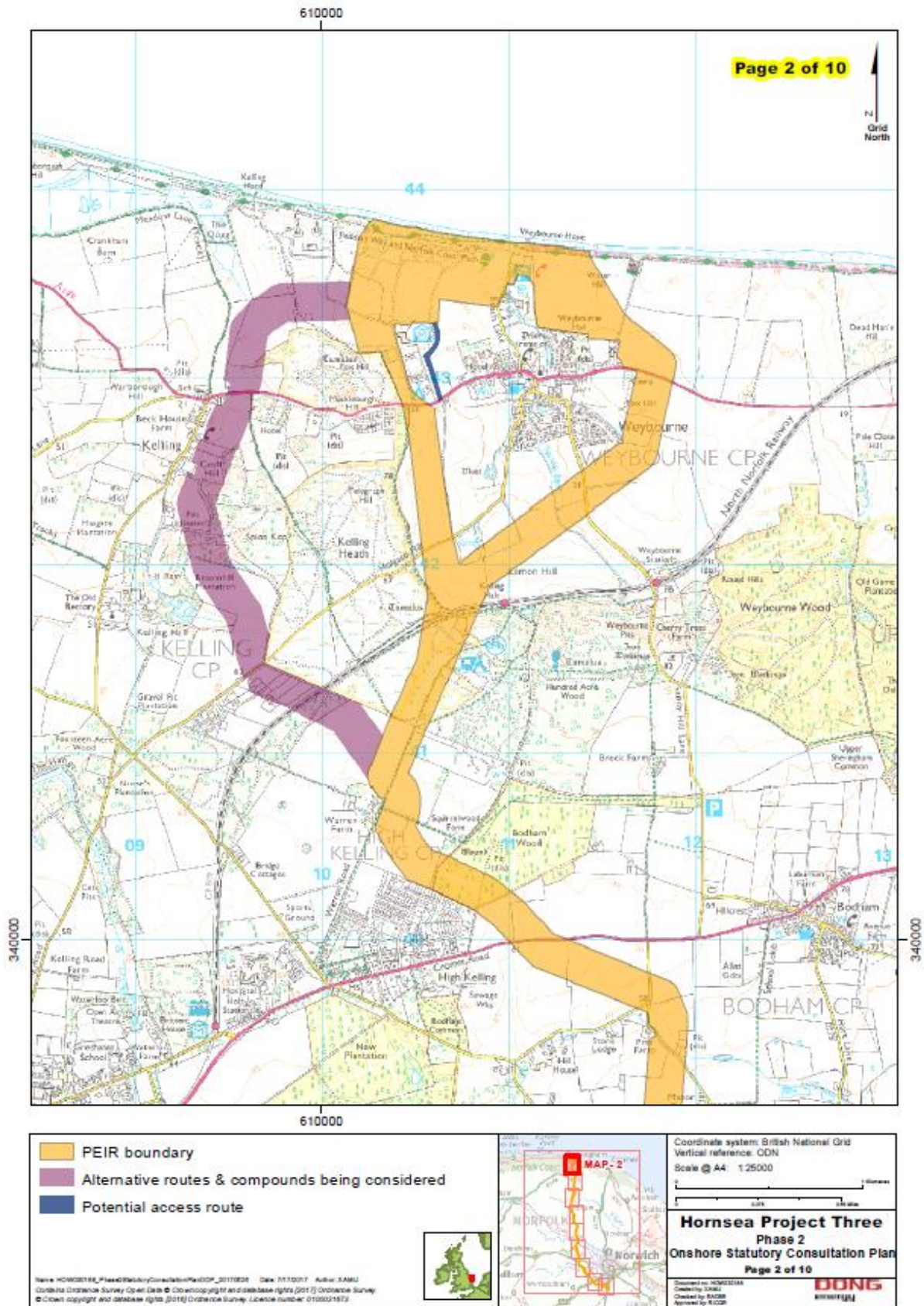


Fig.5 - Onshore from Lower Bodham to between Edgefield and Plumstead

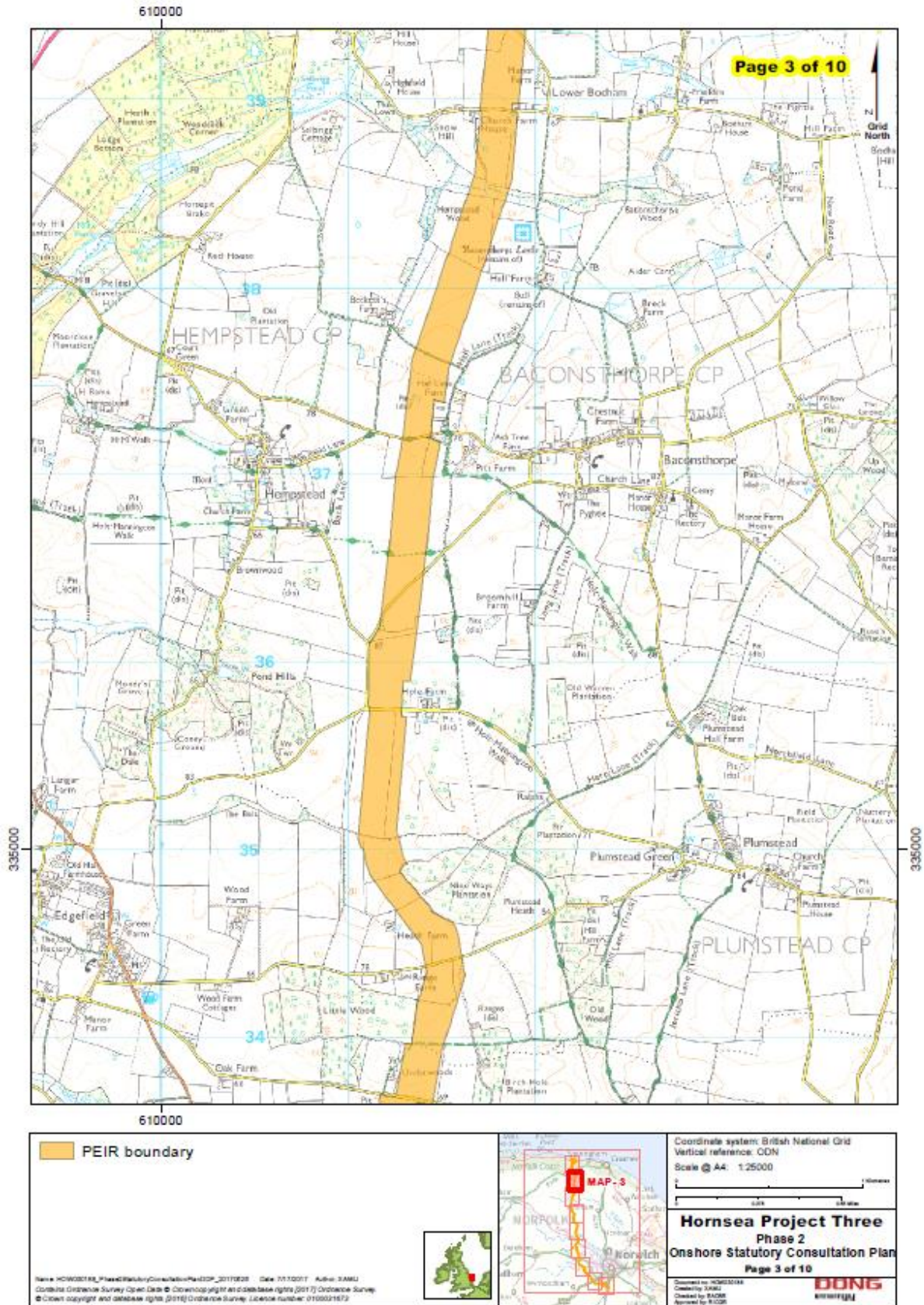


Fig.6 – Onshore from between Edgefield and Plumstead to Saxthorpe and Corpusty

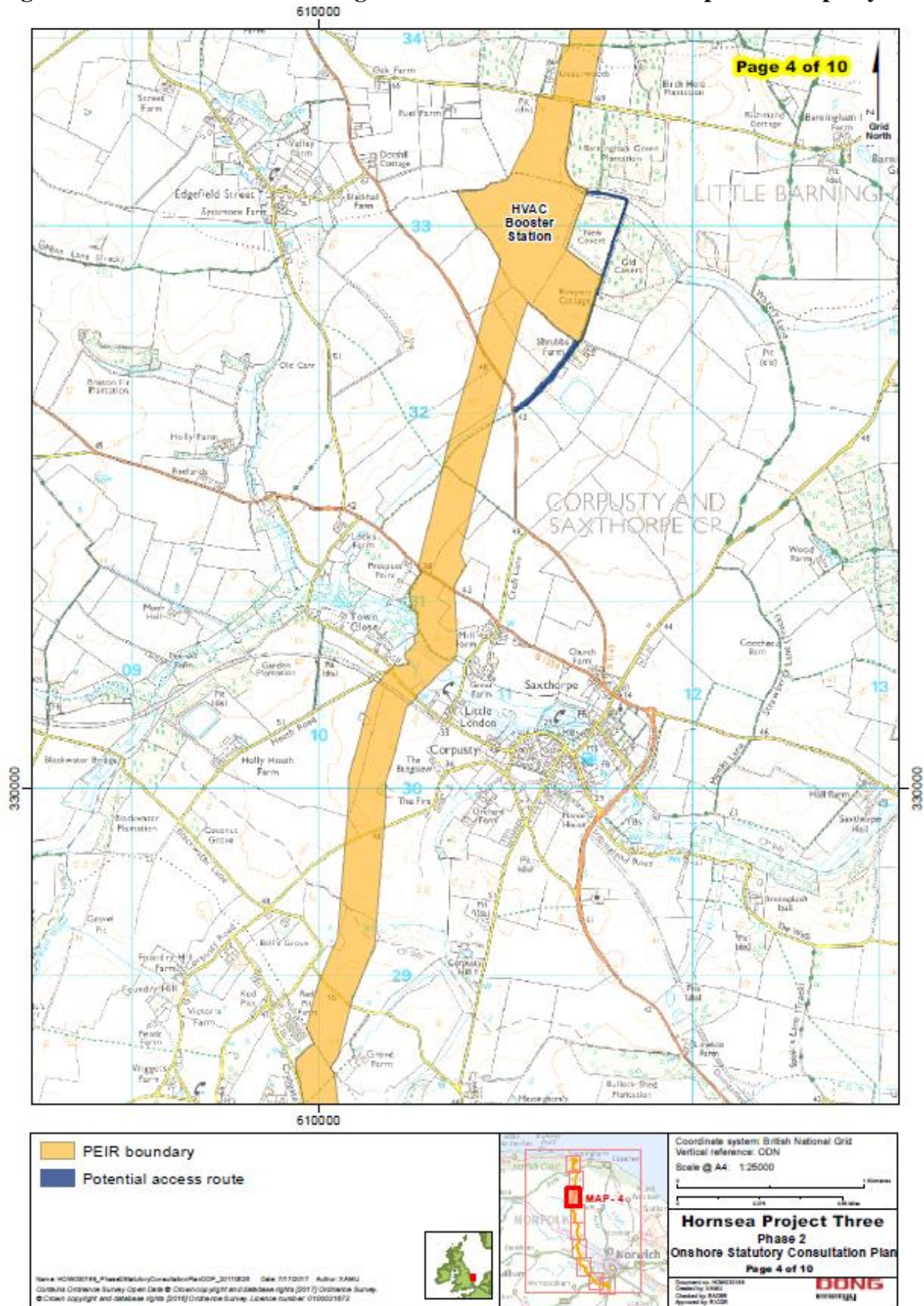


Fig. 7 - Cable Corridor Indicative layout

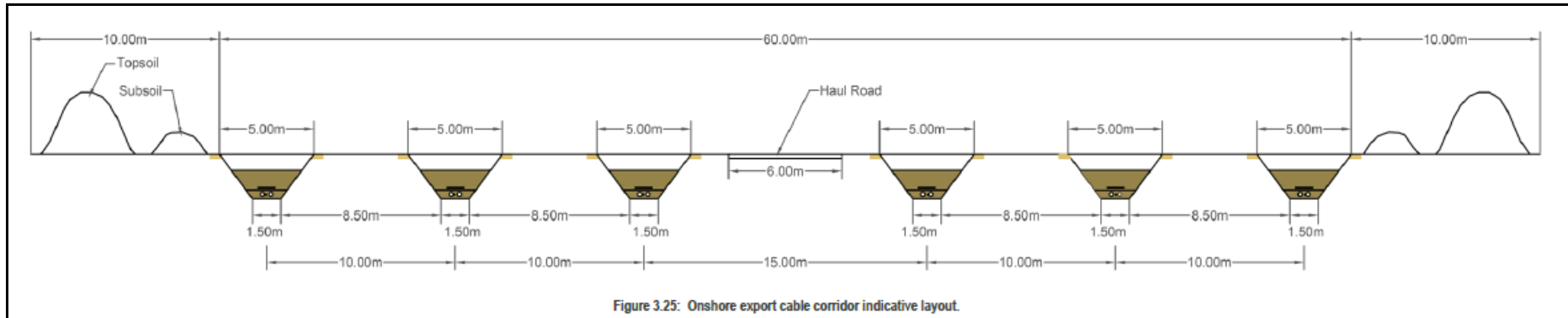


Fig. 8 – AC and DC Trench profiles

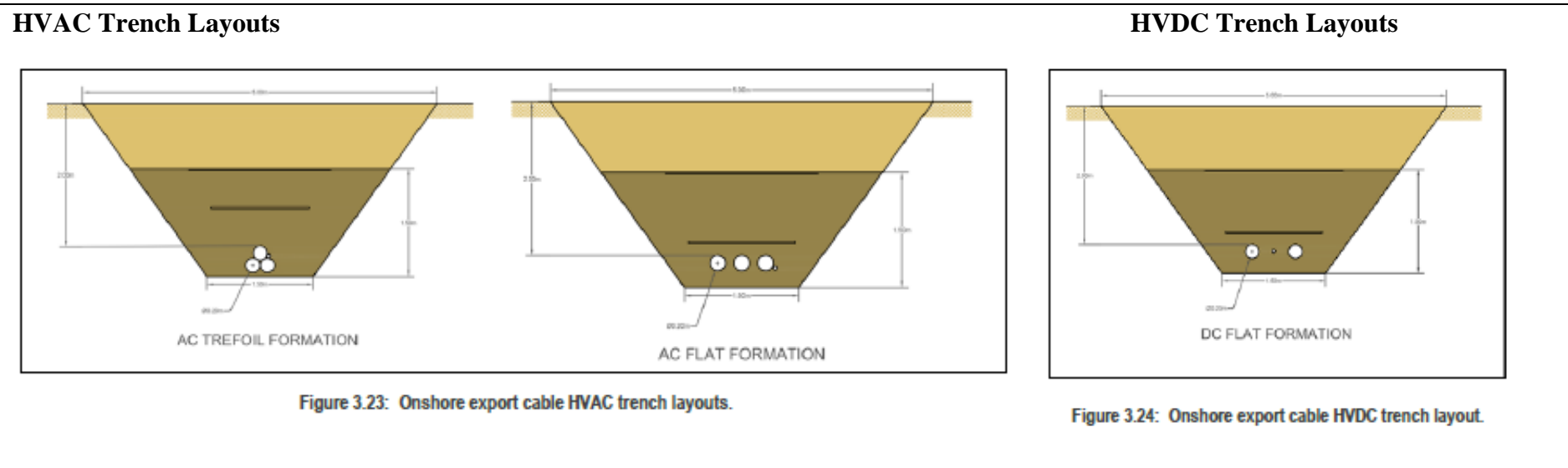
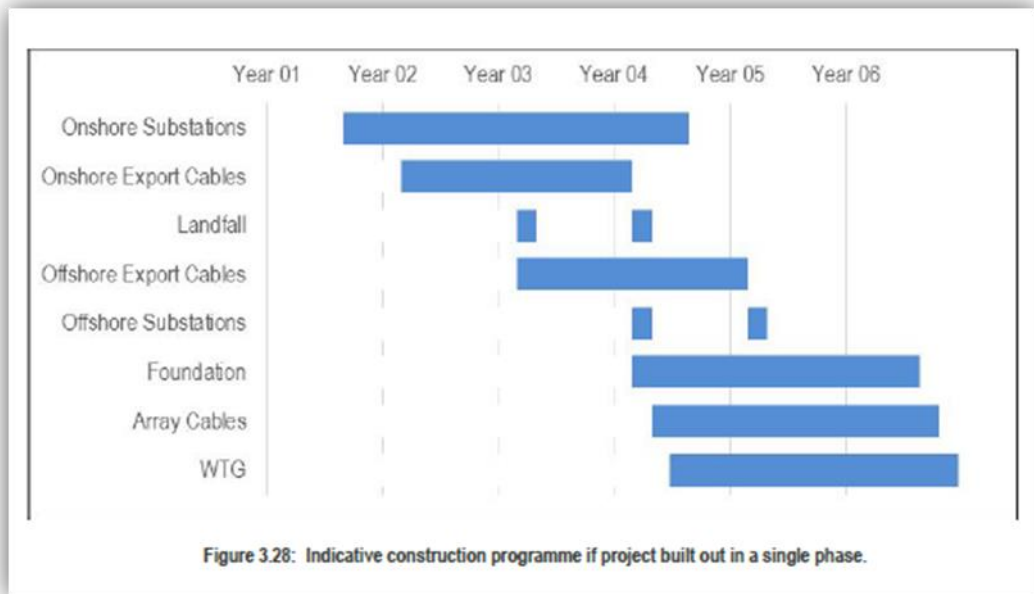
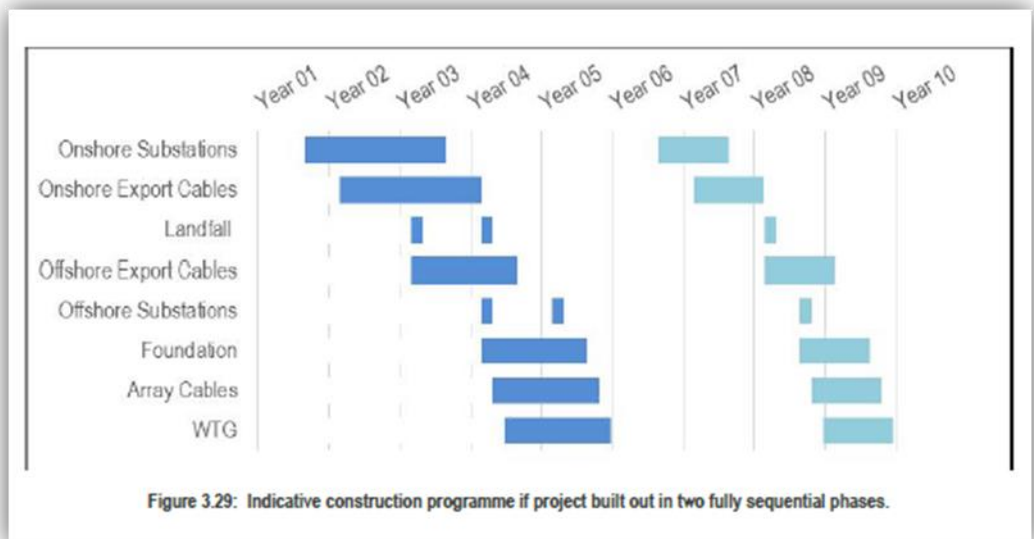


Fig. 8 – Construction Phasing – One Phase, Two Phases and Three Phases

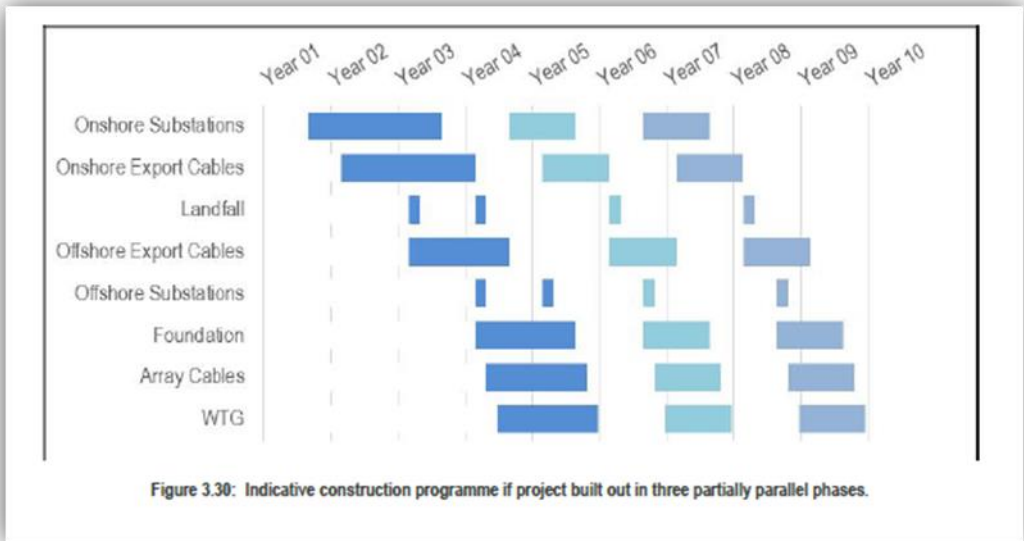
One Phase



Two Phases



Three
Phases



Response to North Norfolk Consultation – Cabinet Report

Summary: This report provides a response from North Norfolk District Council (NNDC) to the public consultation and engagement document published by North Norfolk Clinical Commissioning Group (NNCCG) in respect of Benjamin Court Healthcare Unit.

Conclusions: The proposed changes to the Benjamin Court Healthcare Unit will increase specialist inpatient and outpatient services at Benjamin Court which will benefit residents across North Norfolk.

Overall the proposals are supported although further information has been requested confirmation sought on a number of identified issues.

Recommendations: Cabinet are recommended to approve the response to the consultation document.

NNCCG are asked to formally respond to the questions raised in the response.

Reasons for Recommendations: To demonstrate that NNDC as a community leader has considered the potential impact the proposed changes will have on the resident population of North Norfolk.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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Cabinet Member(s) Cllr. Maggie Prior	Ward(s) affected All in North Norfolk
Contact Officer, telephone number and email: Sonia Shuter 01263 516173 sonia.shuter@north-norfolk.gov.uk	

1. Introduction

- 1.1 North Norfolk Clinical Commissioning Group (NNCCG) currently commissions 73 intermediate care beds at Kelling Hospital, North Walsham Memorial Hospital, Benjamin Court and Cranmer House. The intermediate care beds are managed by Norfolk Community Health and Care NHS Trust (NCH&C). The responsibility for beds currently commissioned by NNCCG at Cranmer House is due to be transferred to NHS West Norfolk CCG who already commission beds at Cranmer House.
- 1.2 Intermediate care is defined as 'a range of services provided in the home or designated care setting to promote independence by providing enhanced services from the NHS and social services to prevent unnecessary hospital admissions and offer rehabilitation facilities to enable early discharge from hospital and to prevent premature admission to long term care.
- 1.3 NNCCG wish to make some changes the number and use of beds and services at Benjamin Court and have published a consultation document detailing their proposed vision for the future use of Benjamin Court.

2. Response to consultation

- 2.1 In responding to the consultation, North Norfolk District Council has considered the potential impact the proposed changes will have on demand for services provided by the Council and the wider impact on the resident population of North Norfolk. Addressing issues which lead to ill-health and improving the quality of life of all residents is identified as a key priority in the Council's Corporate Plan.
- 2.2 The Council acknowledges and shares some of the challenges facing NNCCG, such as the increasing need and demand to deliver accessible high quality services across a rural area, with a dispersed and disproportionately high elderly population at a time of financial restraint.
- 2.3 The Council is represented at the North Norfolk Clinical Commissioning Group (NNCCG) Community Engagement Panel (CEP). Attendance at the CEP and knowledge of the population profile, demographics and issues facing residents in North Norfolk has helped to inform the consultation response.

3. Consultation question - How would these proposed changes impact you

- 3.1 It is considered that the proposed changes to the use of the intermediate care beds at Benjamin Court would have limited impact on services currently provided by the Council.
- 3.2 The location of 6 Discharge to Assess (D2A) beds at Benjamin Court should enable better long term outcomes for patients and may result in their level of mobility and independence being maintained or improved. For some patients, this could reduce or delay the need for adaptations to properties via the Council's Disabled Facilities grant process.

- 3.3 The use of the other beds for palliative care and I.V therapy will not impact on Council services.
- 3.4 The location of additional voluntary / third sector provision at Benjamin Court will offer greater opportunities for partnership working and integration with the North Norfolk Help Hub located at the Council. The Hub which forms part of the county wide, multi-agency early help service is a partnership of voluntary and statutory organisations that work collaboratively to offer help, advice and support services to children, families and adults of all ages. A key aim of early help is to reduce, delay or avoid the need for intense, intrusive, long term and costly interventions from statutory services
- 3.5 NNCCG currently commissions 73 intermediate care beds in four locations across North Norfolk. This includes 18 intermediate care beds at Benjamin Court used predominantly for step-down, rehabilitation and direct GP admissions/step –up care.
- 3.6 Recent clinical audits identified that across the units average occupancy was 82%. This suggests that either there is not a need for the current number of intermediate care beds, which would be surprising given the well-publicised pressure identified by GP's and acute trusts in relation to the availability of inpatient beds and delayed discharge, or the current use of the beds does not meet the needs of the local population.
- 3.7 The clinical audit further identified that 46% of the patients assessed as part of the audits either did not need to be admitted to hospital or could have been discharged home directly from the acute trust if access to appropriate Physiotherapy or Occupational Therapy assessment and a care package were available.
- 3.8 These findings have led to the investment and launch in July 2017 of the Supported Care admission avoidance and supported discharge service. The consultation provides information about the service although it does not officially form part of the consultation.
- 3.9 Following engagement with the Benjamin Court Steering Group and consideration of clinical need in North Norfolk, the preferred option for the use of the intermediate care beds and wider services to be provided at Benjamin Court is:
- Palliative Care unit with up to 8 Palliative Care beds
 - 2 IV therapy beds / chairs
 - 6 Discharge to Assess beds
 - Additional voluntary / third sector provision
 - Additional outpatient clinics
- 3.10 The rationale, need and benefit of each element of the preferred option is clearly identified and accepted.
- 3.11 There is a steady but relatively low increase in the overall population in North Norfolk but a significant and disproportionately high increase in the age profile of North Norfolk residents. The latest figures show that 32% of people living in North Norfolk are aged over 65 compared to the England average of 18%.

3.12 As people age, they become more susceptible to disease, disability and experience multi, chronic or long terms health issues and are more likely to need physical, mental and social care services. This combined with the rural topography of North Norfolk and the issues residents in North Norfolk face in terms of travel, time and cost to access any of the 3 acute general hospitals in Norfolk makes it essential that as many specialist and generic inpatient and outpatient clinics are provided in North Norfolk as possible.

3.13 Overall, it is considered that the impact of the proposed changes at Benjamin Court on the resident population of North Norfolk should be benefit. Therefore in principle, the proposal to reconfigure the focus of intermediate care beds and services in Benjamin Court to provide specialist care beds and increase the number and type of outpatients clients is supported.

4. Consultation question - What else should the CCG consider in making this decision?

4.1 Although it is not mentioned in the consultation, the Council are pleased that NNCCG have publicly stated that none of the facilities in North Norfolk where they commission inpatient beds and services namely Kelling Hospital, Cranmer House, North Walsham Memorial Hospital and Benjamin Court will close.

4.2 The consultation identifies that NNCCG currently commissions 73 intermediate care beds in North Norfolk which is more than ten other demographically similar CCG's in England and significantly more than other CCG's in Norfolk. Separate to this consultation is an agreement that intermediate care beds currently commissioned by NNCCG at Cranmer House will be transferred to West Norfolk CCG. Whilst this will reduce the number of beds commissioned by NNCCG it will not reduce the overall number of intermediate care beds in North Norfolk and is therefore supported.

4.3 In relation to Benjamin Court, clarity is sought on the total number of specialist care beds to be provided. Currently there are 18 intermediate care beds. The consultation identifies the provision of up to 8 palliative care beds, 6 Discharge to Assess beds and 2 IV chairs / beds. This implies there would be a maximum of 16 inpatient beds assuming there are 8 palliative care beds and the IV beds are able to be used for inpatients if required. Confirmation is specifically sought on the number of palliative care beds that will be provided and assurance is required that if the 8 beds are not be needed for palliative care they will be used for other specialist or intermediate care services and will not be decommissioned.

4.4 The suggested option would result in the loss of 2 intermediate care beds from 18 to 16 beds. Given that the beds are not always fully occupied and the anticipated reduction in demand following the introduction of Supported Care this is considered acceptable.

4.5 However, as the Supported Care service only started recently and its success in reducing demand for intermediate care beds in North Norfolk is not likely to be evidenced for at least a year, the Council would not currently support any proposals to further reduce or decommission intermediate or specialist care beds at Benjamin Court or at any of the other three intermediate care facilities in North Norfolk.

- 4.6 The consultation confirms that the preferred option still presents a number of challenges in relation to finance, specialist staff recruitment and training and the reconfiguration of internal layout of Benjamin Court. Further detail is requested in relation to this and the proposed timescale for the change of use from the current intermediate care beds to specialist beds.
- 4.7 The reduction in general intermediate care beds is in part reliant on the success of the Supported Care admission avoidance and supported discharge service. Therefore, whilst not the focus of the consultation, Supported Care is integral to the proposals for Benjamin Court. The service will require around 50 extra health, social care and voluntary sector staff across NNCCG area. Confirmation as to whether these staff have been recruited and the proportion and numbers of health, social care and voluntary sector staff is sought.
- 4.8 Ensuring sufficient, appropriate and timely social care support to help maintain independence, prevent admission or support discharge from an acute or intermediate care bed is seen as vital in the delivery of Supported Care. There are currently concerns regarding delays in assessment and commissioning of care packages. Whilst the philosophy of Supported Care is recognised, there is a concern that the multi disciplinary social care needed to ensure the service is effective has current resource issues.

5. Conclusion

- 5.1 NNDC recognises that Benjamin Court currently provides a range of excellent inpatient and outpatient intermediate care services. It is highly valued by residents across North Norfolk and in particular by people living in Cromer and the surrounding area.
- 5.2 The consultation document identifies the challenges faced by NNCCG and the need to make changes at Benjamin Court for financial reasons and more importantly to meet current and future intermediate healthcare needs in North Norfolk.
- 5.3 The impact of the proposed changes to the Council will be limited. They should however be a positive benefit to residents of North Norfolk as there will be increased specialist inpatient and outpatient services available in Cromer. These will be of specific benefit to people with a variety of chronic, long term and palliative care conditions.
- 5.4 In general the proposed changes are supported by NNDC although a written response is requested regarding:
- The minimum number of specialist care beds to be provided at Benjamin Court
 - Confirmation that the identified additional finance, staff, training and building reconfiguration to enable the changes to take place has been secured.
 - The timescale for the proposed implementation of the changes
 - Confirmation that no further changes to intermediate care beds or services at Benjamin Court, Kelling Hospital, North Walsham Memorial Hospital or Cranmer house will be considered until the Supported Care service is fully implemented and evaluated.

Itteringham Community Shop

Summary: The purchase of Itteringham Community Shop and adjoining house offers the Council an opportunity to maintain the Community Shop in its current location.

Options considered: Not purchasing the shop would mean that an important community asset would be lost.

Conclusions: The purchase of the community shop and house represents a prudent investment for the District Council in line with the Council's Asset Commercialisation Strategy and maintains the viability of an important community asset.

Recommendations: That Cabinet agree the purchase of Fair Meadow House and Community Shop, subject to receipt of a satisfactory survey and valuation on the terms set out in Appendix.

Reasons for Recommendations: Maintains an important community asset. In line with the Council's Asset Commercialisation Policy.

Cabinet Member(s) Cllr Judy Oliver Portfolio Holder for legal Services and Asset Commercialisation	Ward(s) affected Itteringham
Contact Officer, telephone number and email: Emma Duncan Head of Legal & Democratic Services Emma.duncan@north-norfolk.gov.uk	

1. Introduction and Background

1.1 Itteringham Community Shop, café and Post Office is located on the Wolterton Road in Itteringham, adjoining Fair Meadow House.

- 1.2 As Members might be aware, the shop has been in the premises since 1637 and since 1994, it has been run by the Itteringham Community Association (“the ICA”). There are over 20 volunteers from the village involved.
- 1.3 The owners of the shop and house have served notice on the ICA to terminate the lease and the notice expires on 8th October 2017.
- 1.4 The parties are currently in dispute in relation to the notice.
- 1.5 The shop has also been listed as an Asset of Community Value and this is currently under appeal by the current owners.
- 1.6 The current owners have indicated a willingness to sell Fair Meadow House and the shop.
- 1.7 The ICA have commenced fundraising but are unlikely to be able to raise the purchase price for the shop, given the restricted timescales.
- 1.8 There has been a significant amount of press coverage, both locally and nationally and it is clear from visiting the village and the large number of “Save Our Shop” posters displayed by homes there, that this is an important issue for Itteringham and the surrounding villages.

2. The Council’s Corporate Position

- 2.1 As Members will be aware, this Council has recognised through its Asset Management Plan, the need to take a more commercial approach to assets, to be able to maintain Council Tax levels, bridge the funding gap and maintain services;

“The Council needs to develop a more commercial approach to its asset portfolio to ensure the current potential of the assets is maximised and opportunities are identified, appraised and delivered where appropriate.”

Asset Management Plan Update Cabinet Feb 2015

- 2.2 A number of approaches were agreed in that report, including;

“Identifying new income generating opportunities – this could include things such as improving the usage of existing buildings and increased partnership working (such as the rental agreement with Norfolk County Children’s Services at the Cromer office) but also investing in new assets (such as identifying opportunities for provision of new off-street car parks) whilst also potentially investing in current assets to enhance income streams either by extending current facilities or converting assets to a different use.

Development opportunities – Seeking new and innovative ways to develop opportunities and share risks and rewards with both public and private partners.”

2.3 The action resulting from the report was to;

“To investigate acquisition and disposal opportunities to generate income, minimise repairs and maintenance costs and generate capital receipts”

2.4 In line with the Council’s Policy, Officers have investigated the possibility of purchasing the house and shop as an asset investment to generate income to the Council.

2.5 This would represent a prudent investment of the Council’s capital in the local community, which supported a community asset and had the potential to return investment income to the Council above that achievable from a cash investment.

2.6 Following discussions with the ICA, a worked up proposal for the purchase of Fair Meadow House and Shop is detailed below in the exempt Appendix.

2.7 Following a valuation, the current owners and the Council have agreed a price for the purchase of Fair Meadow House and Shop as set out in the Appendix.

3.0 Proposal

3.1 Itteringham is a very pretty village, within the National Trust Estate of Blickling. Tourism, particularly staycations in North Norfolk are a growth area. The shop already caters to cyclists being directly on Regional Cycle Route 33. The property also comprises of a studio and gallery space (previously partly occupied by the shop), so there is potential for the shop to expand its café and generate more income, at the moment seating is limited to the space in the shop.

3.2 The ICA have successfully run the shop for 25 years and there is potential to expand the shop and café (subject to any necessary planning consents) into the currently unused gallery space.

3.3 Fair Meadow House is a well maintained and attractive 5 bedroomed period property with letting and holiday letting potential in a desirable area. The National Trust already let Itteringham Manor (directly opposite, with 5 bedrooms) as a holiday let with high levels of occupancy.

3.4 The proposal therefore is to purchase Fair Meadow House and Shop, to lease the shop and gallery to the ICA and to let Fair Meadow House as a holiday let, managed by the ICA.

3.5 A detailed business case and sensitivity analysis has been undertaken and appear in the exempt Appendix.

4.0 Recommendations

- 4.1 That Cabinet agree the purchase of Fair Meadow House and Community Shop, subject to receipt of a satisfactory survey and valuation on the terms set out in Appendix.

Implications and Risks

7. Financial Implications and Risks

As part of the financial implications and risks process, a sensitivity analysis has been undertaken and appears in Appendix A.

Fair Meadow House and shop have been the subject of appropriate valuation and surveying advice and no significant issues have arisen.

A risks and benefits analysis appears at Appendix A.

In summary the investment represents a low risk use of the Council's capital and provides a good level of return.

8. Sustainability

The continued presence of a shop within the village will reduce car journeys and support local producers.

9. Equality and Diversity

None

10. Section 17 Crime and Disorder considerations

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

11. Legal

The implications are contained in the body of the report and the exempt Appendix.